KAUNAS IN NUMBERS

387,158 INHABITANTS (combined City and Metro) - The longest pedestrian street in Europe Liberty Avenue - stretching for 1.6 kilometres

1,556 CULTURAL HERITAGE OBJECTS - 29 MUSEUMS - 58 LIBRARIES

13 THEATRES and 4 THEATRE FESTIVALS - 9 INTERNATIONAL CONTEMPORARY ARTS FESTIVALS - 7 MUSIC SCHOOLS and 9 MUSIC FESTIVALS

12 UNIVERSITIES and COLLEGES - 30,000 UNIVERSITY and COLLEGE STUDENTS - 115 SCHOOLS, 44,257 SCHOOL STUDENTS - 109 CHURCHES and HOUSES OF PRAYER

15 BRIDGES - Average monthly gross wage 696 Eur, minimum wage 350 Eur - 18,549 ENTERPRISES - BC ŽALGIRIS has earned 17 Lithuanian Basketball Championship gold medals, 1 EUROLEAGUE GOLD MEDAL.

25% of population over 60; 34% of population under age 30 - Unemployment rate 5.7%
Q1 Why does the city which you represent wish to take part in the competition for the title of European Capital of Culture?

Remember us?

Yes, we are the same citizens of Kaunas with a wish TO RETURN OUR CITY TO EUROPE by competing for the title of European Capital in the second round.

And this is to assure you that our wish has grown even stronger.

After nearly two years of intensive mapping and studying, discussions with communities of the City, public meetings with artists, city officials, minorities, students, school children, clergy, elderly citizens and the press, our team has gone a long way and now there’s a lot more of us.

We have learnt that behind our City there are builders, invaders, defenders, tyrants and jokers. Behind every inferiority complex we have here as previously multicultural capital city, but for many years now — sterilised, neglected and bullied second city is a personal and very intimate drama.

Kaunas is not a proud city, and Kaunas is not a miserable city even though it still has reputation as being such. There are real people who may feel or act either way in different moments in time. There are our citizens, who would do good things and horrible things. Behind every beautiful and every ugly building in Kaunas there are architects, landlords and tenants, haters and admirers. Behind every initiative there are those, who cannot sleep until it is done and then there are always those, who would rather stay on the sofa...

So, all of this is our inheritance.

We truly come from a land of confusion and to borrow a verse from a Genesis song “this is the world we live in and these are the hands we’re given”.

We are now poised to create a future for Kaunas by fully acknowledging our past and thus shaping our present. Inheriting confusion, we have always been and still are at the crossroads of ideas, ideologies and systems. Think of Kaunas as of a multi-storey apartment block with shared ownership but limited responsibility and accountability. The amount of social turbulence the citizens of this City have gone through during the past hundred years could easily be enough to delete Kaunas from the political let alone cultural map of Europe. But we are still given hands to hold the City same as our two rivers do. We have learnt to live on the confluence and we can even help others by precisely showing how to do it, because we know we are not alone in this and a good deal of Europeans can identify with our experiences and benefit from them.

Therefore, we decided to employ the whole we are given: our confusion of the past and confluences of the present, and turn them into a productive consciousness of the future by creating a new story for Kaunas. And the idea of the European Capital of Culture is something we positively need to bring this story to life, because culture is the only means effectively capable of tying the past, present and future together.

To put it simply: we want to create a unifying identity.

Identity based on cultural story because a city, a collective of citizens essentially exists as an act of culture and through culture it speaks to itself and to the outer world.

“Story” here is understood in a very broad sense as a complex of activities which would encompass:

— Evaluation of historical legacy and reprogramming certain counterproductive aspects of it e.g. dealing with confusion. Kaunas, previously been known as “temporary capital of Lithuania”, should seek to become Contemporary Capital of Culture.
— Acknowledging major problems Kaunas has now with proposals of how they can be dealt with.
— Creating a scenario for the future.
— Interweaving all the above into one comprehensive vision of the past, present and future seen as a story of Kaunas. The one Kaunas has never had before.
— Kaunas as ECoC could serve as a catalyst of change for at least 27 other second cities of the EU having similar self-esteem problems so big there must be a term invented to describe them. How about second-city-itis for a start?
— We haven’t lost our sense of humour from the first round, but this time it is all about delivery for us.
— We haven’t lost our sense of humour from the first round, but this time it is all about delivery for us.
— A possibility to effectively put Kaunas into European context.
— A unique chance to have every cultural aspect of the city stimulated simultaneously.
— A chance to share experiences we have and going to have with other cities in the region and beyond.
— The very bidding process in itself is a valuable learning laboratory for everyone wishing her or his city good.

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— The very bidding process in itself is a valuable learning laboratory for everyone wishing her or his city good.
Q2 Does your city plan to involve its surrounding area? Explain this choice.

Introduction

Introducing:
Kaunas District (Kauno rajonas) – a self-governed municipality surrounding the City of Kaunas.

Kaunianus (kaunietis) – citizen of Kaunas, an English term introduced by this bid for the first time in known history.

Nearly 400,000 people living in Kaunas and the District

Seniūnija (plural Seniūnijos) – an administrative division of the city or suburb, synonymous to the borough. Kaunas is divided into 11 Seniūnijos, Kaunas District – into 25.

For us the involvement of our surrounding area is not a choice. It is an inherent necessity.

Kaunas is a seat for two mayors – the City Mayor and the Mayor of Kaunas District and there is about 20 minutes driving distance between the two offices. Do they get along well? There definitely is one project they do agree on and that project is Kaunas’ bid to become the European Capital of Culture.

Kaunas District Municipality Council has voted in favour of participating in the ECoC programme together with Kaunas City on 24 March, 2016, which makes Kaunas District a part of this bid and an active partner with 87,000 residents, living in 3 cities, 10 towns and 370 villages surrounding the mother city, and thus totalling the population affected by this bid close to 400,000 people. An overwhelming majority of the population depend on Kaunas City job wise and – most importantly – culture wise.

For the citizens of Kaunas District the city of Kaunas means nearly every aspect of everyday life:

- having a job in Kaunas,
- bringing children to specialised schools in Kaunas,
- shopping in Kaunas,
- driving to see the basketball team BC Žalgiris in Žalgiris arena,
- attending theatres and museums. entering Kaunas universities, because it is cheaper and safer to study half an hour from home.

So every move Kaunas makes is being felt by the surrounding areas and vice versa since the system works both ways. Therefore, the bid to become the European Capital of Culture opens a range of new possibilities for the whole conglomerate to grow.

The cultural field of Kaunas District is very much grass root and based on folklore and traditional approach to culture serving mainly senior citizens, who are its strength and weakness at the same time.

In December 2016 the team of Kaunas 2022 and the City municipality hosted a coach visit of the programme Culture for Cities and Regions run by the EUROCITIES network. Using this opportunity of the coaching visit, we put forward the topic of the regional collaboration and discussed it with a wide group of stakeholders in a series of meetings and workshops. It was commonly agreed between the representatives of both municipalities and their cultural centres that more focus has to be drawn to our internal communication, developing touristic offers, marketing of cultural services, building new cultural offers around the rivers and other natural resources, implementing artistic residencies, working on building communities and new identities of the Seniūnijos. We agreed that the ECoC programme should be used as a momentum to create new models of co-operation.

Indeed, the cultural margins that separate the City and the District municipalities are somewhat hard to define. After all, practically the same population is using the same infrastructure and public services and the City is losing part of its citizens to the District as Kaunians tend to move there. However, due to a lack of political back-up, the communication and co-operation between the City and District municipalities was unsatisfactory on many levels. But recent new common projects in the cultural sector, such as establishing a common organisation responsible for the management of fortification heritage, new cycling infrastructure developments in the region, marketing actions, as well as the agreement to participate in the ECoC competition itself and its big support from the political and cultural sector in both municipalities are promising big opportunities for future new success in partnership.

Finally, in terms of National connections, it is worth mentioning that Kaunas is right in the middle of the country and over 2 million people (75% of the population of Lithuania, including Vilnius inhabitants) can reach Kaunas within around 1 hour’s drive. So we use ECoC as an engine and meeting point for the majority of Lithuania’s population.

In summary, the geographical context of Kaunas 2022 – at community, District and National level – is to encourage and drive a much stronger focus on the decentralisation of culture from what is still a largely “capital-centric” model for our country and “City-centric” model in Kaunas. Stronger regional cultural infrastructure in smaller countries with culturally strong capital cities in particular is a significant European issue. So a key aspect of our programme and our European dimension is how sizeable second tier cities can be more culturally relevant on a national and international scale.
Q3 Explain briefly the overall cultural profile of your city.

Introduction

Introducing:

Contradictions – born from confusion and lost in confluence they remain one of the biggest obstacles to change our consciousness.

CULTURAL CONTRADICTIONS

We have a really good cultural infrastructure but are not making the most of it. Kaunas has the biggest number of museums in Lithuania (30 national, state, local and private museums and their subdivisions) but only a small fraction of the City’s population actually visit them. For example, the second largest museum in Lithuania – M. K. Čiurlionis National Museum of Art is only sixth according to visitor numbers and only 10% of Kaunas citizens ever visit the Kaunas City Museum.

Kaunas has the largest density of heritage objects in Lithuania and just recently the City has been awarded the European Heritage Label. Kaunas is included in the UNESCO Design City Network and is now provisionally listed to be included into the UNESCO heritage list. However most of the iconic heritage still is neglected and in poor shape. Moreover, strict and sometimes irrational regulations are forced upon the City’s architectural and urbanistic developments in heritage areas that are pushing business developers and architects to find ways to profit from the community. A modern library is not just a place to accommodate visitors with special needs. The informal children and youth education in Kaunas varies from sports to robotics classes, from computer programming to managing disused spaces of the City (49%) and see the network of cultural institutions is very experienced or effective about community and cultural centres. Several more are established in academic institutions in Kaunas City.

Along with theatre venues the centre is well as the surrounding neighbourhoods of the City have plenty of park and public spaces, but they need a serious face-lift.

Kaunas is recognised as Lithuania’s sport capital. And not just because of the legendary Žalgiris BC – the all-important European basketball legend. There are a number of sport venues: the Žalgiris Arena, which is one of the most famous in the region, and the football stadium which is home to the national team. The informal children and youth education in Kaunas varies from sports to robotics classes, from computer programming to managing disused spaces of the City (49%) and see the network of cultural institutions is very experienced or effective about community and cultural centres. Several more are established in academic institutions in Kaunas City.

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Successful virtual and site specific community art initiatives have emerged in Kaunas in recent years and local community centres are doing their best but a large part of the population is still quite passive and doesn’t get involved in civic activities. Besides that, the network of cultural institutions is not very experienced or effective about community involvement, audience development and outreach programmes, and can rarely accommodate visitors with special needs.

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Kaunas was the Temporary Capital between the two World Wars (1919–1940) after Vilnius was annexed by Poland. The reality has changed long ago, but eighty years of the pointless and counterproductive label too often attached to the City’s name still haunts minds in Kaunas and beyond.

We think it is about time to stop being temporary and become a Contemporary Capital. For us Contemporary Capital means the City which is open, democratic and relevant to contemporary audiences, engaging and inclusive, creative and innovative. It is a City, which acknowledges its complicat ed past and its legacy, and moves towards new visions for the future. Besides, it is not the goal that is the most important. Becoming a Contemporary City is a meaningful journey, which connects all residents of the City. Together we want to invent what a Contemporary City is.

So Contemporary Capital is not about contemporary art. Passionate though we are about it. It’s about how our history, our stories and our institutions can be made current and more relevant. How we can learn from the past but look to the future. How the passion that people feel for their local basketball team can be directed towards their neighbourhood.

Kaunas has a unique heritage, but its citizens lack knowledge and emotional attachment to it. While Kaunasians have a backward mindedness, and are known as people who are nos talgic for the great past they have lost, they are also prone to collective amnesia — remembering only selected historical moments.

We present the concept of the Mythical Beast — guardian of the City. It appears from ruins of the castle, from the dungeons of wartime fortifications, from fairy tales and anecdotes, from underneath the two rivers and enters our reality with street theatre performances, comic books for children, a steampunk novel, a movie, a TV show, mass celebrations and rumours of all things supernatural. It embodies and therefore justifies all cultural and identity conflicts and contradictions we used to have and still have.

The Mythical Beast will ‘wake up’ the City. A diverse, professional and contemporary artistic programme will enter the stage after the legend will draw attention of a broad public.

As a result young people leave the City and we need better instruments to connect with and encourage them to stay.

Kaunas feels the absence of community and lacking belief that all individuals matter.

Low tolerance rates push alternative communities and groups to feel as strangers within the City.

Weak civil engagement and participation in culture is also determined by the centralisation of cultural institutions and services. Communication between institutions and common marketing strategies have not been used until recently, when the joint preparation of Kaunas 2022 programme started.

The programme will become an innovative training/coaching hub to serve as open space for stimulating the cultural landscape of our communities. It will seek to provide a permanent forum for ideas and initiatives, the Fluxus Labs for a change of consciousness, a case study for Kaunas and those in Europe who want to share this experience and knowledge.

The directions above will contribute to a major shift in the identity of the City. Kaunas, currently labelling itself as well as being labelled as pointless and fragmented Temporary Capital will become a Contemporary Capital. Not only a Contemporary Capital of Culture but a city that treasures its contemporary ‘capital’ — the creativity of its citizens and entrepreneurs, the energy and innovation of its young people, the wealth and pain of its memories and minorities, the strength of its engaged and connected communities, the European- ness of its past, present and future (hi)stories. Our habit will become to care about a friend or neighbour, about others besides us, in our City, country, Europe and beyond. Care fulfills the soul and brings happiness. We will do our best to implement the vision of Kaunas to become a place for learning and happy people.

The matrix below shows the relationship between the concept and the three main challenges we face in the process of re vamping the City and unlocking that latent creativity, which we have translated into three programme strands: Confusion, Consciousness and Modernism for the future.

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We will create a new story for Kaunas. We see the idea of European Capital of Culture as a means to tackle the problem of Kaunas being perceived as a City subjected to the past and the present of Kaunas is currently seen as a set of conflicting narratives and perceptions.

So we will build a programme around a unifying story, a myth for our City that it has never had before. The myth will employ all the qualities and trivialities of the genre to appeal to the broadest possible audience from children to adults. We will present the concept of the Mythical Beast — guardian of the City. It appears from ruins of the castle, from the dungeons of wartime fortifications, from fairy tales and anecdotes, from underneath the two rivers and enters our reality with street theatre performances, comic books for children, a steampunk novel, a movie, a TV show, mass celebrations and rumours of all things supernatural. It embodies and therefore justifies all cultural and identity conflicts and contradictions we used to have and still have.

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- To initiate international research and the establishment of an interpretation centre to showcase our recent architectural heritage — namely the Modernist Movement, and put it into a European/global context.
- To revive the diverse memory of Kaunas and its citizens, especially regarding an openness towards European values and multiethnicty. To reconcile the past and present to benefit the future.
- To empower the young generation and to create a platform for them to be rooted in the City as well as making Kaunas attractive for young people all over Europe.
- To empower diverse communities to celebrate their history through collaboration, co-creation and respect.
- To build a collaborative network of partnerships among cultural institutions and individuals in Kaunas, Lithuania, the Baltic region and Europe at large.
- To turn cultural institutions towards contemporary audiences, especially working on updates for youth need and international visitors.

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A cultural strategy has been a part of the Strategic Development Plan of Kaunas City Municipality until 2012 since its approval by Decision No. T-127 on 2 April 2015 of Kaunas City Municipality Council and has been implemented since. To further cement the key role of culture in our city, in mid 2016, after Kaunas was shortlisted for the ECoC title, Kaunas City Municipality started to work on a separate Kaunas City Cultural Strategy 2017–2027 document. This has now been completed, discussed widely within the sector, and was approved by Kaunas City Municipality Council on 7 February 2017.

The Cultural Strategy document corresponds to previous strategic documents of the City, but goes far more deeply into the analysis of the current cultural situation. It reveals the aims and objectives to be developed through the period until 2022 and five years beyond. The impact of the ECoC preparation period plays a key role in the document. The strengthening of community participation, outreach, capacity building for cultural sector and youth, the emphasis on European partnerships and networks, and regular evaluation ofCCI in order to boost the sector, which are main goals in our ECoC strategy, are also significant in the document. The Cultural Strategy also ensures that the urban development plan and infrastructure projects are correlated with cultural needs, challenges, and services.

Kaunas City Cultural Strategy is expressed as a clear VISION:

KAUNAS – CITY OF INCLUSIVE CULTURE, CONTEMPORARY ART AND INNOVATIVE DESIGN

The GOALS of Cultural Strategy are:

- To help staff in the cultural sector develop their skills in audience development and strengthen interdisciplinary and trans-sectorial cultural collaboration.
- To promote research, communication, showcase and proper care of Kaunas heritage, especially of Modernism architecture and culture.
- To strengthen intercultural dialogue, collective memory and intergenerational projects.
- To strengthen conditions for cultural and creative industries’ development and stimulate the growth of the design sector in the development of innovative products and services aimed at public welfare.
- To promote collaboration between the cultural sector and professionals from research, education, and social spheres in order to implement common projects.
- To promote participatory culture, decentralisation of culture, and ensuring accessibility of culture in each Seniūnija of the City.
- To ensure sufficient quality and diversity of services provided by local cultural institutions.
- To collect and analyse data on theCCI sector, community and civic initiatives on a regular basis and strengthen citizens’ participation in the evaluation of cultural services.

Cultural Strategy in action since 2017

Not only was the Strategy approved, but, moreover, additional updates for cultural involvement into economic and social sectors are already included in the Kaunas City Strategic Action Plan (2017–2019). The document is a concrete implementation plan that translates the guidelines set out in all the different strategic documents of Kaunas City Municipality into detailed actions and measures for activities. The Kaunas City Strategic Action plan sets out short and medium-term tasks to specific Departments of the City Municipality and determines smooth implementation of long-term strategic aims.

We would like to emphasise that Cultural Strategy is already in the process of implementation from the beginning of 2017. It will ensure the cultural sector’s growth until 2027. The Cultural Strategy will be revised and reconfirmed in late 2022 together with the new Strategic Development Plan of Kaunas City Municipality 2023–2030. The legacy of Kaunas 2022 will become one of the main drivers in the upcoming 2030 vision.

Q5
Describe the cultural strategy that is in place in your city at the time of the application, as well as the city’s plans to strengthen the capacity of the cultural and creative sectors, including through the development of long term links between these sectors and the economic and social sectors in your city. What are the plans for sustaining the cultural activities beyond the year of the title?

Q6
How is the European Capital of Culture action included in this strategy?

The relationship between the European Capital of Culture and the delivery of Kaunas’ cultural strategy and vision is fundamental. In preparing this application and our ECoC programme we have identified three priorities which will connect the delivery of our programme to the City’s strategy and long-term vision. Those priorities are:

1) Contemporising the Cultural Offer – strengthening the quality of Kaunas’ cultural system

2) Community Participation – strengthening our model of civic society and access to culture in our communities

3) Urban Development – developing economic and public landscapes of Kaunas to encourage the settlement of cultural and creative businesses.

The following model shows the critical and symbiotic relationship between the practical delivery of aforementioned priorities and our proposed ECoC programme.

Cultural Strategy Objectives

- Seeks to help staff in the cultural sector to develop their skills in audience development and strengthen interdisciplinary and trans-sectorial cultural collaboration.
- Aims to promote research, communication, showcase and proper care of Kaunas heritage, especially of Modernism architecture and culture.
- Has a purpose to strengthen intercultural dialogue, collective memory and intergenerational projects.
- Seeks to strengthen conditions for cultural and creative industries development and stimulate the growth of the design sector in the development of innovative products and services aimed at public welfare.
- Aims to promote collaboration between the cultural sector and professionals from research, education, and social spheres in order to implement common projects benefitting citizens and empowering the young generation in having a significant role in these actions.
- Aims to promote participatory culture, decentralisation of culture, and ensuring accessibility of culture in each Seniūnija of the City.
- Seeks to ensure sufficient quality and diversity of services provided by local cultural institutions.
- Aims to collect and analyse data on theCCI sector, community and civic initiatives on a regular basis and strengthen citizens’ participation in the evaluation of cultural services.

ECoC Actions

Klaipėda 2019 capacity building platform

Kaunas 2022 establishes an International Modernism Interpretation Centre MODERNISM FOR THE FUTURE.

These actions are at the core of the Kaunas 2022 platform MEMORY OFFICE with projects.

DESIGNING HAPPINESS platform is focusing on design and creative industries and its social awareness, seeing the City as a living organism functioning for the wellbeing of its citizens.

The platform EMERGING KAUNAS will empower youth. In 2017–2021 more than 100 teenagers aged 16 to 19 will be invited to the capacity building and practice programme.

The platform WE, THE PEOPLE for community empowerment through such projects as Fluxus Labs, Magic Carpets, My Courtyard Festival and others.

Klaipėda 2022 platform WAKE IT, SHAKE IT is the tool through which the institutions will strengthen their service.

A key element in our Kaunas 2022 programme is the building of an ONLINE DATABASE to collect, research and analyse CCI and Cultural Service data.
If your city is awarded the title of European Capital of Culture, what do you think would be the long-term cultural, social and economic impact on the city (including in terms of urban development)?

**Contribution to the long-term strategy**

In order to ensure the long-term impact on Kaunas and Kaunas District we developed our programme in such a way that the challenges we are facing would be covered by actions in the programme in order to reach the desired results and impacts.

The table below is a continuation of the Matrix from Q4 and shows the expected cultural, social and economic/urban impact on the City if awarded the title and indicators for success related to the following question.

<table>
<thead>
<tr>
<th>PROGRAMME STRAND: PLATFORM</th>
<th>CULTURAL IMPACTS</th>
<th>SOCIAL IMPACTS</th>
<th>ECONOMIC/URBAN IMPACTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EMERGING KAUNAS</strong></td>
<td></td>
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<tr>
<td>Cultural offer of the City and the District is reoriented towards international, contemporary and youth-inclusive cultural profile. Young generation of city activists, artists and creatives are leading cultural initiatives and are active in the civic and economic development of the City.</td>
<td>By 2023 The Kaunas Challenge programme becomes a self-sustaining structure that will continue youth cultural empowerment programmes based on new methods – making Kaunas more accessible and attractive for young people from all over Europe.</td>
<td>More workplaces and creative jobs for young people created in Kaunas and District coincides with more young families creating their lives in the City and the District: buying properties, using services and paying taxes.</td>
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<tr>
<td><strong>WE, THE PEOPLE</strong></td>
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<tr>
<td>Kaunas restores its status as a city of diverse subcultures. Post-industrial festival becomes an established European platform for alternative music and culture. The first community art and activism university study programme is launched. The diversity of citizens involved in voluntary activities grows significantly.</td>
<td>Safe, friendly and vibrantly active neighbourhoods and revitalised community meeting places. Community artist profile recognised and established within the professional field.</td>
<td>Small private initiatives (cooperatives, cafes, workshops and makerspaces) based on Fluxus Labs method are growing with new ones emerging in each Seniūnija.</td>
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<tr>
<td><strong>MAKE IT, SHAKE IT</strong></td>
<td></td>
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<tr>
<td>Kaunas 2022 becomes the platform for the renewal and unification of cultural sector. Kaunas cultural institutions will be practicing hospitality and openness to various audiences, becoming more accessible for an international audience too. Cultural institutions become highly rated places for lifelong learning. Contemproised cultural offer leads to growth of attendance of cultural institutions and usage of cultural services, boosts new productions in the cultural sector. The cultural sector attracts more private financing.</td>
<td>The capacities of the cultural sector to establish international partnerships and work more inclusively with audiences are increased. Cultural Forum, new joint planning tool for annual Kaunas cultural programme is established. Bigger and more diverse cultural audience. Youth audience enlarged.</td>
<td>Contemproised cultural offer leads to growth of attendance of cultural institutions and usage of cultural services, boosts new productions in the cultural sector. The cultural sector attracts more private financing.</td>
<td></td>
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<tr>
<td><strong>SUCCESS CULTURAL SOCIAL ECONOMIC/URBAN</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>• School hours spent outside the school and in cultural sites; Rate of youth satisfaction with cultural offer in the City; Percentage of young people who stay to study and work in Kaunas; Percentage of young professionals in cultural sector.</td>
<td>• Accessibility of cultural offer across the City and the District; • Number of long continuous artisitic community initiatives; • Number of new community enterprises established; • Number of events based on sub-cultural movements; • Number of trained community artists/activists in Tempo Academy of Culture.</td>
<td>• Number of partners in local cultural organisations; • Number of organisations that participated in Tempo Academy’s capacity building trainings; • Hospitality rate of local cultural organisations; • Number of museum initiatives outside their premises; • Attendance rates of cultural institutions; • Growth of common marketing and communication models among local cultural organisations; • Managerial models and communication with the citizens within Kaunas 2022 organisation: quality of internal communication, citizen participation rate, citizen satisfaction with the programme (survey of the citizen advisory group), level of accomplishment of expected project results, media monitoring, attracted sponsorship, number of local and international partnerships, and other.</td>
<td></td>
</tr>
</tbody>
</table>
Describe your plans for monitoring and evaluating the impact of the title on your city and for disseminating the results of the evaluation.

**CONTEMPORARY EUROPEANNESS**

I woke up one day and knew I was a European. I am the philosopher Emma-nuel Levinas in the late 70’s to his previ-ous Kaunas teacher. But what does it mean to be a European today? For us and for our young generation? Or what does it mean for a Lithuanian to hear the word “Europe” – creating a favourable and friendly city climate, building attachment to a place or designing a safe and happy environment.

The magic word for us in the context of Eu-rope is “re-connected”. The tragedy of a divid-ed Europe by the Iron Curtain transformed the way we, as Lithuanians, thought and still think of Europe and of ourselves. The current isolation behind the Iron Curtain meant for us that “Europe” was the West. So for a long time we associated the word with Western European countries.

That was not always the case. Before WWI for many centuries for Kaunas and the cul-tural life of the City, its artists and intellec-tuals had a special relationship with the European intellectual climate was natural and Europeanness was not something that had to be achieved or created.

But today Europeanness seems to be a very complicated matter once again, poss-ible European identities are still debated. The local-global nexus as well as ques-tions related to different national referen-ces and contexts are particularly in focus. Also the issues of Europeanisation: what it is, what it means, how it is interpreted remain highly topical.

So... we want to contribute to this debate of European Contemporaryness in many relevant aspects. And maybe we are need-ed now just as much as we want the title for one simple reason: creating a contem-porary Europe together.

HAPINESS, INCLUSION AND COMMUNITY

Happiness is a day out of danger. the lat-est research shows that for Lithuanians hap-piness, firstly, means being secure. But not only Lithuanians feel that way. Happiness or, as scholars would say, ontological secu-rity is related to a stable identity and co-herence in interpreting the world. On the contrary, unhappy or insecure people are more prone to resentment and fear, xen-o-phobia, racism, misogyny, and other quite unpleasant phenomena that are far from being eradicated.

That’s why we take the happiness indica-tor so seriously. Most of Our programmes have been aligned with the theme of happiness in different ways – by making memorable experience-evens, creating a favourable and friendly city climate, building attachment to a place or designing a safe and happy environment.

As a “second city” Kaunas encounters the challenges that many European cities share, e.g. brain drain, young people leav-ing, emigration to the capital, etc. We want to overcome them by creating a congenial oppor-tunity environment for young people, who would see their future in this City. For that we plan to focus on young-esters with a long-term capacity building and practice-based programme Kaunas Challenge.

These projects initiated for and by our young generation will introduce a new model of inclusion for young people who are underrepresented within the audi-ence of cultural institutions and underval-ued in many aspects of social and econom-ic life. In addition, this programme, which will be implemented in European cultural institutions and ECoC agencies, interna-tional youth summer camps, etc., without a doubt will encourage trans-European links and future collaborative projects.

Therefore we want to strengthen the con-cet of being European, meaning always be-ing ready to widen our Weltanschau-ung Built around the themes of the con-temporary and highlighting the concepts of a new cultural tempo Kaunas 2022 programme is intended to stimulate in-tercultural dialogue between local and Euro-pean communities, artists, cultural operators and European audiences as well as participating in European cultural organisations. We are going to achieve this through projects like Café du Monde, which symbolises the his-toric and cultural connections between Lithuania and an effort to foster a cultural dialogue amongst local and international residents (international students, project visitors and their friends and families back home) in different cafés in Kaunas.

Thus our programme confirms that culture is an important part of our common iden-tity and we would like to share with other Europe-ans, is the idea of inclusion as widening borders and opportunities. In these projects, we want to remind that identities and bor-ders are continuously reconfigured as a part of living within and interacting with communities.
MEMORY AND HERITAGE

In the 1938 at the Évian Conference lead by European countries, while Lithuania with Kaunas as its capital city took 14,000 Jews, 16,000 Poles, 12,000 Polish soldiers and about 100,000 inhabitants from Vilnius region. For nine months the country carried this load. We want to tell this world this and other amazing European stories.

Another example is a story about our unique language. Lithuanian is a language in which retained many of the Proto-Indo-European languages that reveal some of the "missing links" of how modern European languages developed — and many other stories like these. Stories that would inhabit the neglected city, revive and bring to life forgotten sites and places. We want to tell the history that can change perspective of this Creative City which has never been loved enough.

Two main platforms — Modemism for the Future and Memory Office — will be dedicated to the complicated theme of lost memory and experiences of it. We will tell forgotten stories to Europeans and also create new emotional bonds to places and sites. We will share this experience with other Europeans through storytelling, productions uniting Lithuans (jews whose origin comes from the Grand Duchy of Lithuania, the territory now covering the Lithuania, Belarus and the big part of Ukraine) and Lithuanians, international forums, exhibitions, performances, conferences, discussion meetings and neighbours parties.

Besides, the latter platform confronts another European challenge: to reinvent the meanings and functions of urban landscapes once again and to bring them back into the paradigm of a living urban fabric. Kaunas, as one of the new capitals of the 21st century has an outstanding opportunity to take an active part in the process of rethinking the role of heritage, and to inspire new methodologies based on integrated conservation and adaptive reuse of Modernism buildings. Kaunas 2022 events will inspire new and creative approaches towards an understanding of Kaunas Modernism as a catalyst for the future. Kaunas as a showcase of a distinctively local interpretation reflects the diversity and importance of the modernisation as universal process of human and European history.

The European Capital of Culture programme will complement a long-term strategy of how to preserve, revitalise and re-connect this outstanding heritage to the contemporary living within it and with it — and connecting to other cities with similar issues through projects like Kaunas Modernism 360/365 and others. We will communicate Modernism as heritage, which is close to everyday life, gives a cultural meaning to the environment where ordinary people live their lives.

Today we can state that place is a condition of memory. Memory of a place is key to an emotional understanding of the world and ourselves. Individuals as well as communities can imagine their identity only in relation to some landmarks. These landmarks help understand, justify and evaluate self-perception and the perception of the Other.

However, some intellectuals assert that a deepening crisis of place is the most profound dilemma of this century: lack of attachment to a place dismembers memory, sours relationships and promotes wasteful resource consumption. When we lose those places, we lose an essential part of our stories and ourselves.

Thus, in an age of migration enou, placelessness becomes a common problem of the contemporary Western world. For Kaunas 2022 we are looking to think about how we can create the conditions under which this condition of modernity could be transformed into a post-modern mythology. The method implemented will be a result of the ambitious goal to invite them to share their experiences at a conference of The Legacy of Temporariness.

CONTEMPORARY NETWORKS: FROM INSTITUTION TO INDIVIDUAL

During the period of preparation for Kaunas 2022 we are going to tap into all European exchange networks in which the City is already an active participant as well as create new connections. Our main idea is to create a CONTEMPORARY NETWORK of European cities, initiatives and individual:

(1) The international diplomatic missions that were located in Kaunas during our time as TEMPORARY capital. (Embassies of the Netherlands, UK, Armenia, Ukraine, Austria, Estonia, Denmark, Latvia, Russia, Luxembourg, Japan, etc.) will become a starting point for contemporary Diplomatic Diplomacy and Digital Tourism initiatives.

(2) New Hanseatic League partnerships focusing on new/contemporary ways of trading and communication among European cities (185 cities in 16 countries, some involved also in the Grand Event of Kaunas 2022).

(3) UNESCO Creative Cities, especially in the Design category to which Kaunas belongs, will become a platform for institutional, municipal and NGO partnership through our established Design Forum, as well as urban interventions (European cities: Helsinki, Berlin, Bilbao, Turin, Saint-Etiene, 2002, Poznan, Krakow, Stettin, Dortmund, Budapest, Latvia, Russia, outside Europe: Detroit, Montreal, Singular, Buenos Aires, etc.) — involved e.g. in the project bringing Happiness platform events from 2017.

(4) Twin Cities partnerships will be renewed and strengthened (Riga, Wroclaw, Tampere, Tartu, St. Petersburg, Grenoble, and many more). 16 out of the 20 European cities of Kaunas belong to countries of the European Union. We will use this network in Fluxprime 2022, and also invite partners, so we already have 100 organisations who had previously connected with Kaunas and also plenty of those who would gladly enter the partnership in EGC programme for 2022.

CONNECTING NEIGHBOURS

European Capital of Culture is neither a local nor a national project. We strongly believe that this title is a platform given to all people who live in large and small, especially to the neighbouring countries. That's why we focus on partnerships with the countries around Lithuania. Latvia, Estonia, Poland, Russia, and Belarus. We have transnational connections with the Wroclaw Industrial Biennial in Estonia and Israel, National Philharmonics and Gallery Y in Minsk (Belarus). Polish culture and performances in Poland (Poland) is invited to work on documentary theatre projects within communities. With our friends from Riga, we plan a conference of Kremera Balta (LV, EE, LT musicians), National Kaunas Drama Theatre has invited Latvian
Can you explain your strategy to attract the interest of a broad European and international public?

**European Dimension**

- **International Artistic Team:** The directors, curators, and managers of the main platforms and projects are well-known and experienced professionals in the European and worldwide cultural context. They will ensure the high-profile and international content of Grand Events, public art projects and neighbour-hood programme and will use their networks to communicate projects world-wide.
- **Digitalisation:** With plenty of digitalised projects, such as Digital Diplomacy, Pixel Tunnels to Europe, Digital Tourism, Kaunas Modernism, 10.65/106 and Urban Landscapes of 1980–1981. The Kaunas 2022 programme will be accessible across the world, proposing VR based teletransportation to Kaunas.
- **Partnerships:** Kaunas 2022 will be a public art programme in partnership with more than 10 international organisations. Kaunas 2022 works on像素化the animation of international relations, open calls for regeneration of industrial and neglected venues of Kaunas City and the District by public art and design, theatre and circus. The City will be tagged internationally as "the happiest place in the world" with a hope that this kind of artistic and social provocation will make the inter-national news.

Internationally recognised artists, composers, directors, theatre directors are already invited to participate in the programme and create new commissioned artworks to programme topics and projects.

- **MATTERS** – a post-industrial culture festival. The final event of the 2022 festival will feature a digital art video event – a sort of cros-s over between a dark circus, extreme body practice and post-industrial opera.

**Reconciliation ORATORY** – a musical/oratory at the Zalgiris Arena (20 000 seats) with more than 300 professionals (singers, players, dancers, video artists, etc.) from various European countries on the theme of Holocaust and other repres-sion forms which we haven’t reconciled with yet.

**MY COURTYARD FESTIVAL** – a contempo-rary circus, dance, performance and commu-nity art project in Kaunas’ neighbourhoods, private houses and courtyards (pilot pro-jects already presented in the summer of 2022) presenting new lo-cally created productions by more than 200 European and worldwide professionals.

**European and Worldwide Meetings and Conferences in Kaunas in 2022:**

**Network of Kaunas 2022 Ambassadors**

- International ambassadors who have cultural links to our City and Lithuania – e.g. previ-ous curators, artists, and partners of inter-national festivals in Kaunas.

Pixel Tunnels to Europe (2020–2022) Using the innovative cutting-edge technologies and conceptual approach we will pro-duce several digital objects with direct events and partners (visual art and architecture opera-tors Kaunas Biennial and Kaunas Architec-ture Festival) will participate in this com-petition proposing art and architecture exhibits based on long-term research and preparatory projects for Kaunas 2022. If we succeed in the national competition we will turn Lithuanian pavilions in Venice 2021 and 2022 into an indirect trigger to visit Kaunas 2022.

- More on the channels which we will use to draw this to a European audience please see Q47 and Q48.
To what extent do you plan to develop links between your cultural programme and the cultural programme of other cities holding the European Capital of Culture title?

European Dimension

ECoC Bridges is where we call a set of projects which build partnerships with other designated or previous ECoC cities. We have already established good connections with colleagues from other ECoC cities and they have contributed a lot in preparation of our bid by sharing their experiences and advice. We are happy to express below what we have pre-discussed and confirmed with ECoC family members.

The LEGACY OF TEMPORARINESS

The Legacy of Temporariness conference dedicated to the Maastricht Treaty will explore the many impacts of soft contact programmes on cities, communities and civic culture. It will also look at tourism and city profile development exploring long-lasting effects created by temporary actions. We will invite all cities which held the ECoC title from 2011–2021 to propose topics for discussion and we welcome a presentation on ECoC legacy planning.

The YOUTH PLATFORM

The Kaunas Challenge project for youth will aim to encourage experience sharing and capacity building among ECoC cities. The practice and knowledge gained by these young leaders can contribute to the implementation of their own activities in Kaunas 2022 programme and help them build their trans-European links.

The TEMPO ACADEMY

We will use the Tempo Academy of Culture as a platform for cross-European partnerships and learning, from other ECoC cities, by organising study visits to various cities, inviting members of previous ECoC teams to hold workshops and seminars for the participants of the Tempo Academy, organise internships for young participants of the project in other ECoC cities and vice-versa.

VILNIUS 2009

The team of Vilniaus ECoC are our routine consultants and we hold regular meetings on the project from their experience. We are in co-operation with many of Vilnius based culture organisations, e.g. the Lithuanian contemporary culture promoters. Above all, we foresee a number of joint activities with the directors of Vilnius 2009 long-term projects such as the Street Music Day and The Culture Night by further extending their programme in Kaunas to highlight the legacy of Vilnius 2009 programme.

RIGA 2014

Representatives of Riga 2014 were important advisors in preparation of our project, primarily with Gunhild Kutsar of Laivina, the curator of Riga 2014 Roadmap programme and the team of New Theatre Riga. We are happy to consult and partners in the project We, the People. We have agreed on their further participation in the development of this part of the programme as well as the Tempo Academy training sessions for culture professionals and community leaders. They will also participate in artist residencies and outdoor city big scale events.

MATERA 2019

The partnership with Matera will involve common actions in the field of design. Kaunas will join Matera’s exciting project Open Design School which will be open for citizens of all age and the aim of which is to develop local design production skills and expertise. Training of the Open Design School in Matera will be invited to lead some workshops in Kaunas 2022 team’s vice-versa. Moreover, professional external expert exchange is planned within the Tempo Academy programme.

Matera 2019 has also agreed to become partners in establishing the Virtual Community Partnership Platform and will become an active partner in Fluxus Labs programme.

PLOVDIV 2019

Since 2016, Kaunas 2022 local partner Dvimescio kulia and Plovdiv 2019 are both partners in a long-term European partnership initiated by a UK based creative organisation Walk the Plank. During this project, both partners will implement a series of community and artist capacity building workshops on planning and implementation of outdoor events in partner countries. Kaunas and Plovdiv 2019 will present two projects of both Kaunas 2022 and Plovdiv 2019, and will facilitate in practice sharing between the two cities.

Galway 2020

There is a strong focus on the outreach aspect in both Galway 2020 and Kaunas 2022 programmes and there are some projects in these programmes that share very similar methods and visions. For example, Galway 2022 intends to set up a network of 25 cultural zones across the region (Small Towns, Big Ideas) by stimulating community-led creative initiatives and plans a series of artist residencies called Artist in Every Place. This closely relates to our plans described in the Fluxus Labs project. We, the People, We, the People programme and Hope Bridge programme run by Novi Sad 2021. A virtual platform will be set up to allow the participation of a team which will create possibilities for community leaders to connect with international partners, organise community twinning projects, learn from other examples by reading their project descriptions and take part in webinars on different community culture related topics by community project managers in other ECoC cities. Novi Sad (Novi Sad) has agreed to become our main partner in these joint actions. The Novi Sad 2021 team, Esch-sur-Alzette 2022 teams have also expressed their wish to participate in the establishment of this platform which will continue to operate and stay open for other cities to join.

Youth exchange projects and summer camps will connect Kaunas Challenge projects which will be built on the platform of the Fluxus Labs programme of Novi Sad 2021. These activities will allow the young participants to gain international experience and learn from each other ECoC cities. Both Kaunas and Galway’s programmes.

RIEKA 2020

Rijeka 2020 capacity building programme will be linked to The Tempo Academy of Culture organising exchange for culture operators, and inviting experts to give lectures, hold seminars and workshops on cultural management/institutional renewal in Kaunas and vice versa.

Rijeka 2020 project Twenty-Seven Neighbourhoods will be linked to Fluxus Labs project by organising exchange, site specific art and public space revitalisation activities. The third partnership aspect connects Ri- jeka’s project Davies School - a school with the platform Designing Happiness. The teams will collaborate on the topic of revitalisation of riverside areas and their waterfront opportunities, stimulate discussions on the future of riverside areas of both cities. We will link our projects We, the People (Kaunas 2022) and Neighbourhood Culture (Rijeka 2020) to enrich both cities’ programmes and to develop common community lead initiatives.

TIMISOARA 2021

Timișoara’s ECoC project Echoes will be connected to the Legacy of Temporariness programme. Both projects are dedicated to knowledge transfer among the cities that have hosted ECoC titles, we will organise a long-lasting exchanges of the ECoC programme. These programmes will be developed in partnership to build coherent and thematically corresponding events.

NOVI SAD 2021

Our co-operation with Novi Sad covers three main fields:

Community Partnership Platform which will be open to the area of We, the People programme and Hope Bridge programme run by Novi Sad 2021. A virtual platform will be set up to allow the participation of a team which will create possibilities for community leaders to connect with international partners, organise community twinning projects, learn from other examples by reading their project descriptions and take part in webinars on different community culture related topics by community project managers in other ECoC cities. Novi Sad (Novi Sad) has agreed to become our main partner in these joint actions. The Novi Sad 2021 team, Esch-sur-Alzette 2022 teams have also expressed their wish to participate in the establishment of this platform which will continue to operate and stay open for other cities to join.

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EU Working Class flagship programme of Elexius 2021 will be linked to our project Matters: A Platform for Post-Industrial Culture by implementing a common industrial art workshop as well as artist exchange.

Last but not least, both cities are facing the challenge to keep their young generation in the city and therefore we will co-op- erate on youth related topics, namely within the Kaunas Challenge project.

CANDIDATE CITY FOR 2022 ESCH-SUR-ALZETTE

We are glad to have established a strong connection with Luxembourg’s city Esch-sur-Alzette for 2022. During our four meetings with representatives of Esch’s team we have discussed ideas for possible projects of partnership, new projects, additional projects (mostly based on exchanges), marketing and communication and co-operation with the other ECoC cities.

To ensure the free-flow of our shared experience and learning, we will exchange team members for the whole period of the project. We will take the chance from Kaunas in Esch-sur-Alzette to split his/her working time to work both in Kau- nas and Esch to gather updates, share relevant information and manage our mutual projects.

Joint (co-created) projects with Esch-sur-Alzette

No Border Radio. This multimedia based internet radio and media platform with two headquarters in Kaunas and Esch-sur-Alzette will become the channel for university students from different ECoC cities allowing them to broadcast information and opinions to an international online audience thus establishing another link to other ECoC cities.

Pairing communities/territories. By look- ing at mutual topics of interest and co- operations with other ECoC cities, we are linking Kaunas communities to twin with different communities from Esch-sur-Alzette and its region. By initiating links among our schools, libraries, businesses and community centres we will foster long-lasting partnerships with citizens. We will contribute to the challenge to keep their young generation in the city and therefore we will co-operate on youth related topics, namely within the Kaunas Challenge project.

Co-operative projects (exchange based)

– Industrial culture. Kaunas and Esch-sur-Alzette, both cities with a variety of industries, will aim to present sound and visual artists of the indus- trial culture to a broader audience, initiating new commissioned artworks and art projects co-created by artists from Kaunas and Esch. Kaunas street art festival NYOKKA will be the main partner of these actions and assist in artist and project selection.

– Kaunas Days in Esch-sur-Alzette, Kaunas and its culture programme will be presented in Esch-sur-Alzette and will involve digital installations in Esch- sur-Alzette for a live-stream of special events in Kaunas. Esch-sur-Alzette’s Days in Kaunas will be presented in the first weeks of Kaunas programme in 2022.

Dundee 2023 and Leeds 2023 candidates. We have established contacts with both for possible future partnerships.

Mons, Liverpool, Guimaraes, Essen/Ruhr.

We are in co-operation with many of Mons based culture organisations, e.g. the Flemish contemporary culture promoters. Above all, we foresee a number of joint activities with the directors of Mons 2023 long-term projects such as the Street Music Day and The Culture Night by further extending their programme in Mons to highlight the legacy of Vilnius 2009 programme.
What is the artistic vision and strategy for the cultural programme of the year?

Our artistic vision is to become a “Contemporary Capital” where every citizen is recognised as possessing his or her own cultural capital – creative capital that contributes to the City’s image, welcome, imagination, pride in contemporaneity and diversity, and belief in the future. We want to achieve an active citizenship, which we lack rather badly today. Contemporary culture (present day culture including all its popular and community-led expressions) is above all characterised by being holistic – it’s both an attitude and a life-style, as exemplified by Kaunas’ George Maczun, founder of the Fluxus movement. It is a whole way for citizens to look at and understand the world while being actively engaged in a neighbourhood; a way for citizens to be proud of her or his “place”, both in the neighbourhood and in the City. Recent politics in Europe and the USA has witnessed a swing to protectionism on the ground of “culture”: it’s important to stress the value and belief that a citizen can be proud of having commonality with other cultures as a way to assert their local identity.

Our vision is that this “contemporary art” attitude and lifestyle can and will be created through every citizen’s participation in the broad Kaunas programme of 2017-2022, which includes contemporary arts and design, but reaches far more widely than these things. The contribution of contemporary arts (visual arts, theatre, contemporary dance, circus, poetry) to the broader contemporary culture is art thinking or art attitude. Our task is to develop the knowledge, appreciation and discernment that most people already have about the broad culture (e.g. pop music/pop culture, musical, computer games, fashion, food etc.) towards the kind of critical attitude encouraged by the contemporary arts. We can nurture this critical attitude in relation to the broad culture (where most people are already confident) and then bring these people to recognise that they are equipped to enjoy and profit from the experience of contemporary art.

The commercialisation of culture can be glamorous, fun and educational too: we must find a way to protect and guide this commercialisation, to ensure that the impulse and ownership, of production and profits remain local. Commerce is a driver of the broad culture, and we must support its application to the 2022 programme while believing that it is above all shared memories and experiences that connect people, and that this should take precedence over the impulse to consume or acquire cliché’d brands created elsewhere. There is no need or excuse to retail multinational brands (whether Disney or Star ships) provided local artists and entrepreneurs are properly supported in their creativity. A contemporary critical attitude can also be demonstrated in a positive way in relation to the shared consumption of locally sourced and produced culture.

Investment in the development of local creative entrepreneurship need not be a wholly financial outlay. It is more about the consistent application of a value set, a mental attitude. And neither do we need to construct expensive new buildings in the city centre, a new “contemporary art centre” for instance, to encourage active citizens to participate in the city’s newfound contemporaneity. No. Instead of this we use our creative imagination to understand the physical processes and potential itself to be a ‘Centre of Contemporary Culture and Arts’: one that is dispersed across all the city’s artificial and natural areas and the District. Why construct a building when all that is needed is a change in understanding, a re-evaluation of what we have?

The Fluxus Labs that will pop up in existing buildings (such as under-used schools, post-industrial sites) in each of the Subina regions and the City and the District, will become a platform for active citizenship: discussions, creativity and programming of cultural activities in the neighbourhoods thereby spanning up to 2022 and beyond. Local people will contribute to small and large-scale art events or infrastructural changes of 2022 by celebrating their own culture, using their skills and being empowered to make decisions about their environment today. The backward mindset (passivness) of the City will be converted into the new cultural “tempo” situation, where everybody matters, and everyone is involved/included.

Inclusiveness as Europeans

Alongside the nurturing of creative entrepreneurship and localism, our third value also becomes a strategy – an understanding and appreciation of inclusiveness also has concrete outcomes. Our ambition is to awaken in 2022 with a real sense of Europeanness, as Emmanuel Levinas wrote about his experience in pre-war Kaunas. We know we still have to undergo several steps in regard to our self-identification in order to be able to welcome people from all over Europe through our door, to feel “European” in ourselves, and not only as an identity on the map. We know we must return to the condition of an open-minded city, such as Kaunas was in 1938.

We anticipate and envisage Kaunas in 2022 as having been transformed from its former fortress-like mentality into a self-identity based on openness, an openness-mindedness of people and ideas, experienced in the encounter of what Emmanuel Levinas referred to as face-to-face, and, thereby, acquiring a new true a part of the European and intercultural partnership. We strongly desire to open the City to the outside, just as much as the inside, through the influx of artists and other cultural groups from all over Europe and the world. The awakening and the use of this generous consciousness of diversity and multiculturalism, as a strategy, will be realised through and in parallel with the process of building community-based contemporary culture, in the Fluxus Labs mentioned above.

The strategy will be implemented through a whole range of platforms and events detailed elsewhere in this bid document: the community, youth, and inter-generational platforms like We, the People and Emerging Kaunas; through opening up common memories, as in Yiddishke Mattre or Tear Down the Walls projects of Memory Office platform; and through inter-institutional and cross-sectorial partnerships such as The Tempo Academy of Culture, Designing Happiness and Wake It. Shake It Kaunas will wake up to contemporay European culture and will contribute to Europe’s common identity, as well as enabling our international Heritage Interpretation Centre, Modernism for the Future activities.

Vision

The vision is underpinned by three main values – of creative entrepreneurship, localism, and inclusivity. These values are inherent in Kaunas’ history, and can be communicated to its people today: through their re-awakening, adoption and reinforcement in people’s lives they will become the strategies for achieving the vision.

Creative entrepreneurship and active citizenship founded on localism

The development of creative entrepreneurship as the economic environment for cultural production, distribution and consumption is fundamental to the vision. The commercial production and support systems for the programme will be produced within the local creative sector, to encourage emerging and established local designers; IT specialists, film and animation studios, media and press people, photographers and video makers, print design and production, architects and couturiers, interior designers and urbanists – and, yes, chefs and boutique owners. They will all be asked to work with and for local communities in Kaunas to create and continue a local culture which correlates global and local perspectives.

The artistic vision and strategy for the cultural programme of the year?
Q13 Describe the structure of the cultural programme, including the range and diversity of the activities / main events that will mark the year.

The structure of the proposed Kaunas 2022 programme has three main strands: **CONFUSION**, **CONFLUENCE**, and **CONSCIOUSNESS**. Each reflects the challenges, ambitions and visions of how future Kaunas could use culture to underpin a process of change. Under each of the three strands we have two platforms with their own project clusters. Many of these take as their starting point the challenges that face our City, and then go on to address these on multiple levels: with audience-focused performances and exhibitions as well as specialist-driven approaches that includes artistic expression and community activities. In this way that we want to secure a legacy that makes a real mark on our City and its citizens – achieving progress while at the same time giving everyone an enjoyable ride.

**THE STRUCTURE OF THE PROGRAMME:**

**CONFUSION**
Projects deal with unsolved issues relating to our City’s collective memory and heritage

**CONFLUENCE**
Projects deal with weak cross-sectorial cooperation and the brain drain

**CONSCIOUSNESS**
Projects are focused on participation, involvement, co-creation, community building and strengthening of civic society

**THE MYTHICAL BEAST OF KAUNAS**
A platform for creation of unifying narrative of the City

**THE TEMPO ACADEMY OF CULTURE**
A platform for capacity building and further programming

**THE 2017–2023 programme is divided into four phases:**

**IGNITION (2017–2018)** is dedicated to capacity building, deepening local partnerships and extending European networks.

**AGITATION (2019–2020)** is focused on community involvement in all processes and pilot projects with public events.

**EXPLOSION (2021–2022)** involves all partners and communities working to prepare and implement the programme for 2022.

**LEGACY (2023–beyond)** the principles of co-creation, co-working and community inclusion adjusted to the local cultural sector through the first three periods will become a sustainable model for Kaunas’ cultural development.
The creation of the Beast and its story will involve citizens of all ages and from all walks of life and includes spectacular events for people from near and far away.

The Mythical Beast/Water Dragon of Kaunas will become the avatar or allegory for the City, where the Mythical Beast of Kaunas will become the story of the City told allegorically and it will become an important part of common consciousness. We feel that a European City that creates an identity-changing myth has the potential to make the news.

2017–2018 IGNITION

At the beginning, we will present collaborative fiction methods on a website (participation will also be possible with offline media) to create the story and stories around the mythical creature that was the first and will be the last citizen of Kaunas.

The website will give a few guidelines and pre-settings, such as:

The Beast is waterborne, guardian of the City.
The City has an Accord with him.
There is a secret Society of the Beast, keepers of the Accord.
The Society celebrates the Day of the Beast every year at the confluence. The City has an accord with him.
The beast is waterborne, guardian of the City.

A parallel step is to develop a parallel step is to develop the story and stories around the mythical creature that was the first and will be the last citizen of Kaunas.

The Mythical Beast is an interdisciplinary project aimed at creating a unifying narrative for Kaunas.

PARTNERS:

Lead project host(s): Kaunas 2022 Agency

Local partners: Kaunas and Kaunas District based regular international music, theatre, visual art, photography festivals. Kaunas Biennial, Kaunas Jazz, Akcent, 4ads, Palangos Classical Music Festival, Media Art Festival Centras. Performance and Live Art Festival CREA-Turf, Kaunas University of Technology, Vytautas Magnus University, Kaunas Centre for Technical Creation for Children, M. K. Gorkuses National Museum of Art, National Kaunas Drama Theatre, Kaunas City and District public libraries, Kaunas City and Kaunas District Municipal Service, Municipal Institutions, schools, market places, and other local stakeholders.

European and foreign partners: The Aarhus Festival (DK), Art Cube (PL), Artscenico (DE), Aurora Nova (DE), Cirko Aereo (FI), De Rien (FR), Engelsfluß (DE), de Nederlands Schouwburgavondspel (NL), Embassies of various EU countries, European and foreign media companies.

European Centre of Puppet Arts/NEECPA, International Puppetry Association (England), Lithuanian Culture Fund, European and foreign media companies.

Budget: 3 m euros including the cost of media production.

GRAND EVENTS

The Opening Event of Kaunas 2022 will feature a Wake up, Beast! show in which the Beast will appear in front of the citizens for the very first time – if we can manage to wake it up with light, music and noise.

During the Days of the Beast in May 2022 community members will bring their historic boats to the waterfront platform and they will perform works on the Nemunas and the Neris rivers for the great theatre show. Artists will be invited to produce the European mythological characters – the colleagues of our Kaunas Beast (Hiléus Basilius, Loch Ness Monster, Y Draig Goch from Wales, Smok Wawelski from Krakow and many others) come to the gathering in sculptural or holographic forms, although some of them might just send video messages or be connected via livestream.

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The Mythical Beast is an interdisciplinary project aimed at creating a unifying narrative for Kaunas.
The Tempo Academy is our answer to the capacity building and contemprosising of our cultural offer. It is a major challenge to unite the cultural sector enough to thoroughly reflect on the future and proceed to implement real change in relation to contemporary audiences. Acknowledging this incredible chance for growth, the number of students graduating in the CCi study field in Kaunas, as well as the broad potential of the local cultural network, we want to grasp this opportunity to reboot our cultural sector and gain new knowledge. Through the Tempo Academy programme we aim to elevate our culture venues to become more fun and friendly places for a diverse range of audiences, achieve better quality in our cultural production, stimulate more collaborations in the cultural sector, and strengthen the visibility of our cultural organisations on a European level.

The Academy is a workshop-based training and networking programme, which provides training to the local cultural sector, community activists, youth and volunteers, professionals from communication, fundraising, audience development, marketing and management fields.

The training and partnership programme will run through 2017–2022. Each year the Academy will hold three thematic sessions hosted in different culture venues in Kaunas and District, for example, Raudondvaris creative incubator in the Kaunas District.

The structure of the Academy will comprise four faculties that will focus on different target groups and aims of Kaunas 2022 programme:

- **Faculty for Culture Professionals**
- **Faculty for Community Culture Activism**
- **Youth Training Faculty**
- **Volunteer and Welcoming Faculty**

**The Structure of the Tempo Academy of Culture**

**Lead advisors of The Tempo Academy**

Lewis Biggs (Folkestone Triennial), Jeanne van Heeswijk (community art activist, NL), Liinara Dovydaitytė (LT), Yohann Flech (arts organisations consultant, FR).

We will use the Tempo Academy as a platform for further development of the artistic programme and for knowledge exchange with guests from other parts of the programme. Many artists, curators and experts participating in Kaunas 2022 projects (including international guests) will contribute with lectures or sessions at the Tempo Academy and share their methods and practices with local cultural operators.

**Faculty for Culture Professionals**

This section of the programme focuses on partner-based programming and audiences. It will introduce innovative and effective practical methods to examine the needs and enlarge the scope of an audience, strengthen communication, build stronger participation, partnerships and skills to work together, etc.

The target group of this faculty are the culture professionals working independently or employed by the local cultural organisations. The programme will invite participants to become involved through an open call, providing participation priority to the local partners of Kaunas 2022 programme, thus aiming for maximum capacity in programme fulfilling further events and delivering a successful ECoC programme together. Another key target group of this project are festival organisers in Kaunas, who mostly represent the independent and NGO sectors, and have significant experience in creating high quality artistic content through their broad networks of European and global partnerships. Currently, Kaunas 2022 partners include 85 local culture organisations, with 2–3 representatives from each organisation participating in the Tempo Academy courses.

**METHODS:** seminars, summer sessions, project development workshops, audience research, strategic planning, common marketing, programme and communication planning, interacting with stakeholders, groups, and local and international networking, study visits to other ECoC cities, employee exchange between culture organisations, developing a new annual programming platform for local culture operators.

**SCHEDULE**

2017–2018 IGNITION
Focus topic: audience studies.
- Participants: accessibility managers, educators, managers.
- Stakeholder advisory groups will be created within the 20 most active participating organisations.
- Stakeholder advisory teams will provide organisations with specialised recommendations and innovative suggestions.
- Each participating organisation will be encouraged to implement their own Access for All Development Strategy until 2022, with consultations by the Tempo Academy experts.

2019–2020 AGITATION
Focus topic: collaborative and interdisciplinary programming.
- Participants: curators, artistic directors, project managers.

- Directly related to: Wake it, Shake It programme
- Focused on new interdisciplinary and audience-oriented services, and partnership building with a strong international aspect.
- Participants will be encouraged to develop a partnership project, linking different types of cultural agents (e.g. museum + theatre, gallery + university, library + cinema, music festival + culture centre, etc.), therefore broadening the regular audience of local organisations.
- Participants will also create an annual digital Kaunas cultural programme-planning tool for local culture operators.

2021–2022 EXPLOSION
Focus topic: implementation.
- Participants: curators, artistic directors, volunteer managers, educators, stakeholders, communities, etc.
- Cultural institutions will become the cultural embassies of the ECoC via information points.
- Participants will collaboratively create an event programme offering high quality events and projects in different venues and public spaces across Kaunas.
- These projects will be presented in transition from 2021 to 2022 and will constitute the opening programme.

2023 and beyond LEGACY
Focus: measuring outcomes, ensuring the legacy of the programme.
- Long-term vision is to maintain the networking dynamics in a form of an annual culture forum and a common programme-planning platform.
- Cultural forum continues showcasing the most creative cultural ideas, ensures learning from each other’s practice and examples, a well-distributed local events programme, and joint marketing and communication actions.

**PARTNERS:**

Local: Vytautas Magnus University (VUM), Kaunas University of Technology, Kaunas Humanitarian Faculty of Vilnius University, WI (Wirtschaftsprüfung centras | The Centre of Business praxis at VUM), a broad list of local culture organisations (including 85 national, state, and City culture organisations), volunteer centres in Kaunas and the District, NGOs and independent culture producers that have already engaged in the preparation of the programme and new members to join in the process via partnerships and open calls.

International (confirmed): New Theatre Institute of Latvia (EL), Design library Makers (IT), Vagabond Reviews (IE), Artway of Thinking (IT), Blue Drum (NL), Institute for Public Art (Hong Kong, chairman Lewis Biggs), Folkestone Triennial (UK), Makera 2019; New Saul 2021, Exxii 2021, Ech-sur-Altable 2022, Dundoon (UK) candidate for European Capital of Culture Title 2023 and a fellow member of the UNESCO Creative Cities Network in the design category, Walk the Plank (UK), Global Lithuanian Leaders, Happy Happy Joy Joy social innovation festival (LV), Alto festival (IT), Baltic Museology School (LV), Maxxi Foundation (NL), Goldsmiths College of London University (UK), members of the UNESCO Global Network of Learning Cities (which Kaunas is a member of), members of the International Borealial Association, and members of the UNESCO Creative Cities Network.

Indicative partners: Nordia Summer University, Open Museum (UK), Live Art Development Agency (UK), The European Network for Art and Modern Studies (EARM), Modern and Contemporary Biennial Museum Association (WeltG), The Modernist Studies Association (US), and The British Association for Modernist Studies (BAMS).

**Budget:** 1.5 m euros
The Kaunas Challenge project is designed for young people aged 15 to 19 and is the first programme of the Tempo Academy that has been already launched. It proposes an innovative cultural entrepreneurship-training programme led by carefully selected mentors. The programme aims to build creative and project development skills of the participants, linking them to the local cultural sector and international practise possibilities in other ECoC cities. The participants will apply acquired skills by starting their own initiatives for Kaunas 2022 programme. The programme will serve as a method to restore the intergenerational balance in the cultural sector of our City. Moreover, it will encourage youth capacity building among ECoC cities.

### METHODS:
Workshops and training sessions, internships in local organisations, group case studies, youth summer camps, consultation sessions with mentors, international student exchanges with other ECoC cities, voluntary activities, project development and implementation in groups.

### SCHEDULE

**2017–2018 IGNITION**
Preparation for the training programme, first two courses taught and practiced in the Cultural Co-operation programme in the Seninioji of the City and the Districts.

**2019–2022 AGITATION, EXPLOSION**
Participants involved in the community programme We, the People contribute to the Cultural Co-operation and Fluxus Labs projects in their local neighbourhoods.

**2023 and beyond LEGACY**
The training programme is adopted as a master's degree study programme under the supervision of the Faculty of Arts at Vytautas Magnus University.

### IMPACT:

- Up to 300 participants and 85–100 participating cultural and other creative organisations.
- 20 case studies completed with the participating organisations will provide them with future recommendations for accessibility development.
- 150 stakeholders (including 50 young participants of the youth platform Emerging Kaunas) actively involved in redeveloping the cultural sector services.
- Accessibility and openness of the cultural services improved.
- New models in common marketing, programming, external and internal communication.
- New common annual Kaunas cultural programme planning tool developed.
- New format of cultural assembly – annual reflections on achievements and results.
- New partnerships among local and international organisations.
- Bigger and more diverse cultural audience.
- Contemporised cultural offer, more innovative approach.

### FACULTY FOR COMMUNITY CULTURE ACTIVISM
The Tempo Academy of Culture will hold annual courses on community arts that will be hosted by the Faculty of Arts at Vytautas Magnus University and train up to 80 creative activists of different ages, professions and cultural backgrounds. The practical content of the courses will be integrated with the project of Cultural Co-operation, providing local communities with help and leadership from a community arts perspective while implementing their Cultural Co-operation projects. Based on this programme, it is envisioned that the University will launch the first Community Arts Master's degree programme in Lithuania before 2023, thus filling the gap and ensuring the vitality of the professional community arts field.

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### METHODS:
Co-working and co-creation, dialogical aesthetics, cross-sectoral networking, socially engaged art practices, community activism, site and context-specific research, local community empowerment, etc.

Co-creation methodologies as used by our partners Artway of Thinking (IT), cross-sectoral networking (Jeanne van Heeswijk, NL) or innovative theories like Dialogical Aesthetics by Grant Kester who follows in the footsteps of Emmanuel Levinas, will be used as a basis for this faculty and the Fluxus Labs.

### SCHEDULE

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Preparation for the training programme, first two courses taught and practiced in the Cultural Co-operation programme in the Seninioji of the City and the Districts.

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### VOLUNTEER AND WELCOMING FACULTY
The Tempo Academy will also serve as a Kaunas 2022 volunteer training and management centre, which will carry out special training for volunteer managers, attract new volunteers to the programme and assign them to voluntary tasks. It will provide seminars to education specialists and volunteer managers of local cultural organisations on inclusion of groups with different physical and intellectual disabilities and overcoming barriers of participation. It will also aim at connecting the younger generation with Kaunas 2022 voluntary programme by providing opportunities for them to build new skills, participate in volunteer exchanges, and activities connected to their study area or interests.

The centre will offer Kaunas 2022 volunteers special exchange trips to other European Capitals of Culture and will also welcome volunteers from other cities.

The programme will host special trainings for the hospitality sector, local citizens, airport, airline, train, public transport, taxi and other transport companies’ staff on welcoming the arriving guests.

### VOLUNTEER AND WELCOMING FACULTY

**2017–2020 IGNITION, AGITATION**
Assembling volunteer stakeholder groups for partnerships and case studies in culture organisations; volunteer management training for culture operators; building a long-term Kaunas volunteer database.

**2021–2022 EXPLOSION**
 Mobilising, recruiting and training Kaunas 2022 volunteers; launching the grand Kaunas 2022 welcoming volunteer programme, and launching an online volunteering programme for active social media volunteering in communication and marketing results.

**2023 and beyond LEGACY**
The newly developed volunteer recruitment and voluntary work promotion tool will continue to function and engage new volunteers in joining cultural initiatives.

### IMPACT:
Growing numbers of citizens involved in voluntary activities; more diverse citizen groups involved in voluntary cultural activities; Kaunas 2022 programme will actively involve no less than 600 volunteers of different age and abilities; culture professionals will gain skills in better volunteer inclusion and management; and a new platform for volunteer recruitment will be developed.
Projects in this strand deal with unsolved issues relating to our City’s collective memory and heritage.

Kaunas has unique heritage, but its citizens lack knowledge and emotional attachment to it. While Kaunasians have a backward mindedness, and are known as people nostalgic for the great past they have lost, they are prone to collective amnesia – remembering only selected historical moments. To overcome this, there are two connected platforms that have the following objectives:

**Modernism for the Future:** to initiate international research and the establishment of an interpretation centre to showcase our recent architectural heritage – namely the Modernist Movement, and put it into a European/global context.

**Memory Office:** to revive the diverse memory of Kaunas and its citizens, especially regarding an openness towards European values and multi-ethnicity. To reconcile the past and present for the benefit of the future.

**GRAND EVENT: The Opening of Kaunas 2022**  
20–22 January 2022

**WAKE UP, BEAST! – THE SHOW**  
We need to wake up the Beast of Kaunas in order to renew our “contract” with it and experience the revival of the City spirit. A parade of citizens with food for the Beast in all shapes and sizes – made from various organic and inorganic matter will lure the Beast out of its nest. The Beast will make its first appearance during the show following the parade. Hundreds of citizens, children and adults alike will be involved in the realisation of this spectacular event.

**Wake up – Turn on the Light**  
The Beast will be chased out of its nest by turning a dark winter night into a bright day. Hundreds of buildings and thousands of architectural details will be spot-lit during the opening period:

365 Modernist buildings (public and private) will be illuminated with 3D projections on the facades and opened up for the public during the whole weekend. The building corridors and private apartments will host exhibitions, there will be dance performances on the roof terraces or staircases, story-telling guided tours will be organised for this event. The Christ Resurrection Church will be crowned with laser beams. Architectural details (balconies, fences, various ornaments, such as rosettes, roof statues, gargoyles etc.) will be spot-lit with laser beams (by the way, Lithuania is a world leader in laser technologies) all over the City, including new residential areas.

**Wake up – Crank up the Music**  
Trance music show – a live Modernism broadcast from Kaunas through No Border Radio and through Pixel Tunnels to Europe projects.

The Confusion rock music concert will take place in Laisvės Aikėja (Freedom Avenue) at the Church of St. Michael.

**Wake up – Make some Noise**  
Instead of fireworks the remaining multi-storey empty ghost buildings in the City centre will be shattered to the ground by means of a controlled demolition – a symbolic end to the Soviet and Temporary past and a waking call for the Beast / the City. The show will be hosted by YouTube stars with the potential to make news worldwide.
Emotional attachment is one of the key aspects of heritage appreciation. We need to create emotional shock to wake up these places, to create new stories and new ways of forging an emotional attachment.

Kaunas’ status as a temporary capital City (1919–1940) provoked a huge construction boom: government institutions, museums, educational institutions, business offices, hotels, industrial territories, housing, etc. were built. The area of the City expanded by a factor of seven. More than 6,000 buildings from this period survive until today.

This process corresponds with huge changes in European and Global architecture. In the 1930s, in a very short period of time, the Modernist Movement became the de facto international style. The revolutionary seeds sown by Le Corbusier, Walter Gropius, Mies van der Rohe and other world-class architects and schools of architecture, found fertile soil in dozens of places around the world. The title of European Capital of Culture would be a powerful impulse for Kaunas to create a success story of its Modernist Movement inheritance, examples of which Kaunas has in abundance. However, many of these places are unloved, in very poor condition, or even abandoned. How do we change this situation? First of all, we have to build up the emotional attachment with our citizens. We have to empower small communities that already appreciate this heritage, and to coordinate and accelerate this process. In 2017 "Modernism for the Future" will be established and take up this responsibility. The aim of the Centre will be to act as a mediator between heritage and different groups of society (heritage communities and those of owners, tourists, citizens etc.), and set up a strategy for explaining, interpreting and promoting the City’s modernism, and the Modernist Movement in general.

**PARTNERS:**

- **Lead project hosts:** Kaunas 2022 and Modernism interpretation and education centre Modernism for the Future, Kaunas University of Technology.
- **Local partners:** Lithuanian National Commission for UNESCO, ICOMOS Lithuania, Department of Cultural Heritage under the Ministry of Culture, Vytautas Magnus University, Kaunas City Museum, Vytautas the Great War Museum in Kaunas, NGO Ekskursas, public organisation Regional park of Kaunas Fortress.
- **European partners:** European Association for Heritage Interpretation, ICOMOS International Scientific Committee on Twentieth-century heritage (ISC20C), The Bartlett School of Architecture, UCL, and Monitoring Group on Cultural Heritage in the Baltic States (Working Group on 20th century heritage).
- **Supplementary funding resources:** The Centre will explore all national, regional and EU platforms for heritage and research funding: Lithuanian Science Council, Lithuanian Council for Culture, Heritage Plus Joint Call, The Nordplus programme, etc.

**Budget:** 2 m euros

**IMPULSE**

Unlike the public and civil purposes of other built heritage, such as churches or fortresses, the Modernist Movement buildings are inhabited by thousands of people in Kaunas. And more widely, millions of Europeans live in modernist buildings, including in cities such as Porto, Oslo and Mechelen.

According to the architectural critic Wayne Attoe, "Histories are constructed as sequences of deviant, ‘progressive’ building," who asks us to take a closer look at everyday spaces. A culturally, emotionally and economically meaningful future of the Modernist Movement’s heritage is impossible without the consideration of everyday spaces. We say that contemporary heritage protection and its appreciation is not a matter of having a collection of monuments – instead, it is a matter of giving a new sense and emotion to the whole historic landscape, as marked by the Modernist Movement.
The first step will be to establish the 20th century heritage interpretation and education centre "Modemism for the Future". The centre will be organised on the basis of the Architecture and Urbanism Research Centre, which is a part of the Institute of Architecture and Construction of Kaunas University of Technology. Cultural events will be organised for local and international artists, who will work on interpretation of shrinking modern heritage. This call will correspond with the European year of Cultural Heritage in 2018.

Traveling architectural exhibition "Kaunas 1919–1939: Lithuanian Capital Inspired by the Modernist Movement" will be dedicated to the centenary of the re-establishment of the Lithuanian state and the establishment of the first Republic of Lithuania in 1918.


The core events of this period will be the opening festival of ‘Modern Lights’ together with an exhibition and performance resulting from ‘Urban Landscapes of the 1930’s: Explosion of the Modernist Movement; Interpret European Conference’ with side events on the Soviet period and tsarist fortress; Kaunas Modernism 360/365 which will reach its peak phase with the third and biggest call for the local and international artist community to interpret heritage through the means of art.

The festival of modern lights this technology-based idea will come true by the means of contemporary lighting and digital technologies. The festival will also include other important City buildings – an open-air event that will invite citizens to see their heritage in a different light.

The heritage interpretation centre will continue to work on interpretation and dissemination of the Modernist Movement’s legacy in Kaunas and Europe, and promote Kaunas as a European heritage centre. This will strengthen not only the appreciation of Kaunas Modernism and the Modern Movement, but also increase the visibility of the European Heritage Label and will support Kaunas efforts to be listed as UNESCO World Heritage Site for the Modernist Movement.

Awareness of the Modernist Movement and the emotional attachment to it in the City will be raised by the everyday use that the everyday idea, and now share the same legacy. And this legacy can be an important tool in finding the common ground for shared identity of the contemporary global world. The results of the project will be presented in Kaunas as video-sound installation with immersive technologies. The festival will also include other important City buildings – an open-air event that will invite citizens to see their heritage in a different light. The conference will take a broader look at Modernism and cultural interpretations will be prepared for 2022. International Interpret Europe Conference focusing on everyday heritage will take place in Kaunas in May–June 2022. Kaunas will suggest the possibility of a European Association for Heritage Interpretation conference to be held in a different Lithuanian city each year. The conference will take a broader look at Modernism in Europe and the rest of the world, including the Soviet era heritage as well as tsarist legacy fortress.

The idea of the project is to reveal a diversity of the Modernist Movement variations on a global scale by creating a documentary and presenting its results in various cities. There are hundreds of lesser-known places where Modernism had changed, or considerably influenced, the spirit of the place. Gdynia in Poland, Brno in the Czech Republic, Lvov in Ukraine, Harbin in China, Asmara in Eritrea, Ekaterinburg in Russia, Napier in New Zealand, and Beirut in Lebanon are all examples of this. These cities, regardless of their political or cultural differences, once shared the same international idea, and now share the same legacy. And this legacy can be an important tool in finding the common ground for shared identity of the contemporary global world. The results of the project will be presented in Kaunas as video-sound installation with life jazz performance on the opening festival.
of Kaunas in achieving national statehood in the first part of the 20th century, with the only heroes that are remembered being ethnic Lithuanians. But there were five languages on Kaunas’ Municipal seal from that period, so this blinkered memory is more than a little confusing. That’s why we aim to initiate a Memory Office platform, which will help awaken the multicultural consciousness of our City, where Jewish, Russian, Polish, German, and Lithuanian cultures and players re-appear to become the inspiration behind a common story.

Through the long term cultural projects: Yiddishame and Tear Down The Walls Kaunas will emerge as a place of reconciled memory. The City will revive and strengthen its multicultural character and thereby enrich its own story.

METHODS
Oratory, music programme Music Track, theatre plays, contemporary dance and circus programme, workshops, summer camps, translation and literature, food programme, international forums, exhibitions, community projects, digital tools: apps, digital mapping, story-telling tours through the City and the District, etc.

SCHEDULE
2017–2018 IGNITION
A premiere of Shalom Bellissima in 2017; research for oratory (archives, books, personal stories, places, etc.); first meeting of Litvak Forum committee; negotiations with museums for the Marianne von Werefkin exhibition; research and IT work for digital tours on the heritage of Kaunasians Jews, Russians, Germans, Poles, Armenians and others; international summer camp for children organised in 2018; photo residencies in 2017 and 2018.

2019–2010 AGITATION
Community projects and actions in Kaunas neighbourhoods in the framework of Fluxus Labs, especially in Vilijampolė (former Kaunas Jewish Ghetto); contemporary circus projects in neighbourhoods, in relation to national minorities’ topics; Cafe Europa discussions; street art, visual art, performance, and dance activities, bike tours, digital tours; music, visual and performance programme; photo residencies and book production.

2021–2022 EXPLOSION
Working together with Jews, Russians, Poles and new refugees in order to realise artistic and community actions in Kaunas and its surrounding area: at least two dance performances, and four theatre production co-produced with professionals and institutions from different countries. Oratory uniting more than 300 performers from at least four countries; Grand Event; comprehensive heritage mapping created and used by local community and visitors to the City; World Litvak Forum; two exhibitions installed in museum and industrial venues and educational programmes to follow.

2023 and beyond LEGACY
The mapped tangible and intangible heritage of Kaunas’ minorities will ensure a sustainable legacy for the project; summer camps and residencies will be established as long term activities of the City and the District; the oratory and theatre productions will be travelling to Israel and other countries’ festivals; personal, cultural, and business relations between Lithuania and Israel, Germany, Poland, and Russia will be strengthened to promote new projects in the future.

PROJECT EXAMPLES

@YIDDISHAME – Jews’ Story Unveiled
The Yiddishame programme serves as a platform of reacknowledgment after a long silence between Lithuanian Jewish communities and other Jewish communities in Lithuania. The title comes from a well-known Jewish song about family relations and reflects our aim to unveil personal stories of Jewish Kaunasians. Yiddishame is the one who helps reveal the talents of her children, accompanies them to the door, kisses them on the forehead and sees them off broken-hearted until they disappear into the horizon to become big and famous abroad. They were the mothers of the world famous Litvaks (Jews with roots in Lithuania and the former Grand Duchy of Lithuania in Kaunas and Vilnius), Lea Goldberg, the writer and renowned lecturer on anarchist philosophy, women’s
The play is expected to premiere in September 2017 in Kaunas. Between 2018–2021 performances will be shown in various Lithuanian cities – including Kėdainiai, Jonava, Raudondvaris, Kaltanėnai, Birstonas, Širvintai, Jurbarkas, Vilnius, Klaipėda and Šiauliai. It will be performed in Tel Aviv and other cities in Israel, as well as Hoxov Novus festival in Riga. Partner: Theatre Club, NGO.

Reconnaissance Oratory / 4 of March 2022
Cantata with at least 300 participants. Its players, singers, actors and musicians will be Jews/Lithuanians from Lithuania, Israel, USA, South Africa, Russia, Austria, Germany, and the UK. Composer Philip Mlider (RSA), who is the author of cantata Rework (RSA, 2009, https://www.youtube.com/watch?v=k4yljdiELgM), will compose and conduct the oratory on the Kaunas Jew’s story. The composer’s method of working starts with researching archive material, collecting stories, images and sounds, in order to create sensitive and convincing audiovisual pieces that are performed by hundreds of musicians, together with audience participation. Video screenings, dance and theatre performances will enrich the spectacle. The project will be presented at the Zalgiris Arena as the Grant Event of the MEMORY OFFICE platform, and will open the Worldwide Litvak Forum.

Worldwide Litvak Forum / 25–27 March 2022
A three-day international conference called “Face-to-Face” dedicated to Emmanuel Levinas. The forum committee consists of Jerold Zoito (President of Litvak World US), Bella Shirin (IL/VT), professor Benny Nageris (IL), Irena Vaisaitė (LT), Markas Zingeris (LT), Michael Levinas (FR), Danielle Cohen-Levinas (Centr-Emmanuel Levinas de l’Université Paris-Sorbonne), Jakov Katz (Founder of Litvak organization in Lithuania), Adi Leron (IL), Zohar Chesselov (Tel Aviv Council member), Ruth Vin (IL), rectors and professors of Kaunas universities, representatives of the Lithuanian and Kaunas Jewish communities.

Out of Darkness / 2021–2022
The exhibition “Out of Darkness” will be installed in one of the factories in Viljampolė, formerly the City’s Jewish Ghetto. Jenny Kagan is a British artist whose parents were rescued from the Kaunas Ghetto in 1944 and hidden in wooden boxes in a factory for nine months. She will work with local communities and archival material to create an installation with participatory elements. Workshops with communities will be organised through Fluxus Labs. Project partners: Kaunas Biennial, Folkestone Triennial.

Face to Face / 2017–2022
Following the notion of human encounters, expressed by Emanuel Levinas as face-to-face communication, we will initiate translations and readings of Litvak literature, philosophy and poetry. (E. Levinas, L. Goldberg, etc.).

A conference on Emmanuel Levinas philosophical writings will take place in May or June 2018. In 2018 an international open call for artists will be announced for a contemporary monument in Emmanuel Levinas Square in Kaunas. Implementation envisioned up to 2022.

DEAR DOWN THE WALLS – Multiculturalism of the City Revealed
The Jewish, German, Russian, and Polish periods of influence in Kaunas came to an end in a confusion that often still persists. Consequently, we have the Occam Down the Wall programme, which will open mental spaces for discussions and co-creative practices, focusing on the Russian, Polish, German cultures, and also new comers to the City. The projects will target the topic of dissident heritage, which includes the fortress complex from the period of the Russian Empire’s rule and the legacy of the Soviet period (1940–1990) consisting of the material and intangible emotional relics.

Cafe du Monde / 2018–2022
Multicultural discussions and food parties at local restaurants and cafes will gather local people representing various nations that are residents of Kaunas, including international students, interns, refugees, etc. The cultural programme reveals various cultures through talks, readings, live streams, quizzes, board games, parodies and music activities. Activities will be implemented together with different communities, participants of the Emerging Kaunas and Fluxus Labs programmes.

SUMMER CAMPS AND RESIDENCIES FOR ARTISTS / 2017–2022 AND BEYOND
International summer school for those who have family roots in Kaunas and Lithuania, but don’t speak the language and are not familiar with the cultural environment. Camps will provide separate programme for children and adults (more about this in the Emerging Kaunas platform).

In 2020 an art residency will be opened, which will be dedicated to the research of Jewish culture, history and philosophy. The residency will be hosted by one of the abandoned Synagogues in the City centre. Between 2020 and 2021 ten people from across the world will live and work in Kaunas, each for about a month. Initiated and hosted by Vytautas Magnus University and Vilnius Academy of Arts in collaboration with art schools from various European countries.

Music Track / 2017–2022
A mobile music programme curated by Zlătina (JAY) Švarplys: Klezmer music festival, inviting musicians from Poland, Israel and Germany, with, Russian, Polish, German, Latvian, Armenian, Romanian, and Georgian music performances. The music will be performed on international trains running between Kaunas and Warsaw, Berlin, Riga, Tallinn, and St. Petersburg.

Digital Diplomacy
The project is based on Kaunas being at the centre of European and worldwide embassies during its period as the state capital (1918–1940) – and many eventful stories are connected to these diplomatic enclaves, especially the Jewish tragedies and the issuing of visas for their emigration. In partnership with IT companies and European embassies and consulates in Lithuania, we will revive the history of diplomacy from this period and produce virtual and augmented reality products and research-based guided tours, apps, maps and computer games. Research partners: Aut. It, St. Ies of Memory virtual archive, Excursus, and Kaunas universities. Production partners: Sneaky Box, Cluster Blaster and other local and internationally working IT companies will guarantee cutting edge productions that will attract the young local, national and international audience.
CONFLUENCE

CONFLUENCE strand projects deal with weak cross-sectorial cooperation and the brain drain.

We lack collaborative spirit and practices, a unifying narrative and happiness also. So we need to address the challenges of weak cross-sectoral cooperation and insufficient links between culture, education, business, and social sectors. As a result young people leave the City and we need better instruments to connect with them and encourage them to stay.

The two connected platforms have the following objectives:

**Designing Happiness:** to choose happiness as a state of mind and to design our City as a place of happy experiences. To stimulate cross-sectoral cooperation. To convert the City into a Centre for Contemporary Culture and Art. To create a unifying narrative for the City and its citizens to re-emerge as a European city.

**Emerging Kaunas:** to empower the young generation and to create a platform for them to be rooted in the City as well as making Kaunas attractive for young people all over Europe.

THE NEMUNAS AND NERIS RIVERS

GRAND EVENT: 20–22 May 2022

**THE DAY OF THE BEAST**

We need the Beast of Kaunas to show up with all of its mythological colleagues from various European cities in order to renew the international networks. The show is designed to celebrate the Story of the Beast. The narrative of the story will be created together with communities and citizens through the Fluxus Labs platform. Each neighbourhood of Kaunas and Kaunas District or ethnic communities will construct a huge puppet – a character of the Story. The communities’ members will come with these puppets on boats by the rivers Nemunas and Neris and meet on the waterfront platform on the confluence for the theatre show.

The Gathering of the European Dragons and Beasts (in holograms and sculptural forms) is envisaged to finalise the spectacular visual and sound performance on the water. The invitations to the gathering will be sent to Vilnius Basilisk, Loch Ness Monster, Y Ddraig Goch from Wales, Smok Wawelski from Krakow and many others.
DESIGNING HAPPINESS
Happy people, places and spaces

Yes, we know. To design happiness might seem quite a naïve aspiration. But we have two or even three or more critical reasons to do it. Seriously. Kaunas officially strives to become a home for happy people as stated in the Strategic Development Plan of Kaunas City Municipality until 2022 (Do we have a choice to ignore this?). Secondly, in 2015 Kaunas was accepted into the UNESCO Creative City Network as a Design City, so design is our power and magic we can’t escape from. It is our future. The future still to be designed though. Thirdly, we are not afraid to be naïve. Being naïve is okay because you can always start over. The charming example of Iceland (population-wise the size of Kaunas) proves this set of mind to be so very true and right turning the country into an exceptionally creative place and, according to Eric Weiner, one of the happiest places in the world. Unbelievable! Even despite being a colder, more remote and darker place than ours. Hope is on our side. The challenge too.

How do you design happiness? Or at least how do you design for happiness? Or how do you build something to make one happy? These are our driving questions. And a first step in tackling them is to understand what happiness and design mean. But our understanding of what happiness is (and how to get it) is often misaligned with what really drives happiness. Indeed, research by Dal Gilbert and others show that we tend to go looking for happiness (how to get it) is often misaligned with what really drives happiness. Indeed, research by Dal Gilbert and others show that we tend to go looking for happiness.

We need to think, act and participate in design, and be happy, or as Icelanders say when they part, “vertu sœll” (“go happy”).

IMPULSE
We need to think, act and participate in design, and be happy, or as Icelanders say when they part, “vertu sœll” (“go happy”).

With this in mind we focus on design as/for/and happiness. Happy spaces make happy people, so we need to provoke and nurture design thinking, design-centric culture and a design-aware environment. The projects will approach the issue from various perspectives: design and/as art, design, community and everyday life; design, business and industry. In order to spread and make the designed happiness virus grow we have to support participation and sharing and not be afraid of imperfection and failure.

PARTNERS:
Lead project host(s): Kaunas 2022 Agency, Vytautas Magnus University
Local partners: Lithuanian Design Forum, Vilnius Academy of Arts, Vytautas Magnus University, Kaunas University of Technology, The Lithuanian Association of Persons with Disabilities, Archives Association of Architects (Kaunas Branch), Design Library Kaunas (KL), Lithuanian Artists Association and its Kaunas Branch, International Centre of Photography, Architektūros fondas, and other NGOs, Talent Garden Kaunas, freelance artists, designers, creatives, researchers, activists.


Supplementary funding resources: national, regional and EU funding resources to be addressed for project funding.

BUDGET: 2 m euros
KAUNAS CONTEMPORARY CAPITAL 2022

City functions.
We believe in the transformative power of design to foster our emotional value of ECoC in Kaunas. It is envisioned as an experimental City laboratory where ideas are generated and implemented (in a pop-up manner) by various public and private stakeholders: local communities, authorities, artists, designers, architects, urban activists and others. Happiness Interventions might begin as a series of graffiti on City walls that break up an imposing superblock, investing in some quiet street or setting up a pop-up community garden. We expect the programme to be followed by franchised events such as the Happy Happy Joy Joy Festival, focusing on how to fight social problems in a joyful, creative and economically sustainable way (designed and produced by NotPerfectEducation in collaboration with the Grameen Creative Lab).

IMPACT
- Stimulated citizen participation, urban activism and mobilisation transforming the meaning of urban
- Improved quality of urban environment and space
- Boost in the re-use of vacant properties by design and other culture and creative industry businesses
- Raised profile of Kaunas as a design City full of design-led events, actions and objects
- Increased knowledge of the value and impact of design, design thinking and dialogue-based approaches
- New use of design and design as strategy by local companies and businesses
- New routes with which to look for happiness in the right places and spaces

We believe in the transformative power of design to foster our City and will seek to ensure design is integrated into the way our City functions.

PROJECT EXAMPLES

DESIGN(ING) FOR EMOTIONS
The idea is to create an innovative and interactive design-architecture object, a vibrant symbol and iconic landmark to mark Kaunas Capital of Culture 2022 – a creative way of evaluating the emotional value of ECoC in Kaunas.

DESIGNING HAPPY SPACES & PLACES

Despite being the heart of the City, the building density in Laisves Avenue is in reality that of a suburb. The buzz here is quite fragmented with some islands of active points. We counted some 80 buildings that are partly abandoned. We contacted more than 200 cultural and creative entrepreneurs operating in Kaunas and they confirmed a great demand for low-cost workplace. Why not flood the City centre with creative people?

Kaunas 2022 Makerspace
This new collaborative space for makers will bring together people from all creative disciplines in a workshop space with machines and tools. The Makerspace will be based in one of the disused and centrally located buildings. The project will in part follow the model of the Open Design School by Matera (2019) and will have representatives from that project as mentors, workshopping for creative businesses and exchange partners. The new space will become a platform for the realisation of design ideas for Kaunas 2022. Makers will be offered classes suited to different abilities as well as a space equipped with tools for welding, carving, electronics or even robotic programming. The space will also be used by people for the creation of a physical model of the Mythical Beast of Kaunas.

Design Hotel
The idea is to create a design lighthouse in one of the under-used industrial Modernist buildings, which will operate partly as a hotel and partly as a design culture/expo centre. The property will reflect the ideas of a visionary hotelier, namely one with an original take on hospitality and cultural authenticity. It will be characterised by thought-provoking design and ground-breaking architecture – all standing for the individual, aesthetic and service-driven experiences. The objective is to operate as a hotel and an expo centre for unique design objects. The plan is to host various ideas-generation events, symposia, educational events, exhibitions, workshops and the like (in connection with UNESCO Design City Network activities). There will be an open call for operators and an international architectural design competition will be organised during the Ignition phase.

Happiness Interventions
Happiness Interventions is a series of events, actions, art and design interventions designed to make people smile, feel joyful, and become more connected to the urban environment. The project is focused as an experimental City laboratory where ideas are generated and implemented (in a pop-up manner) by various public and private stakeholders: local communities, authorities, artists, designers, architects, urban activists and others. Happiness Interventions might begin as a series of graffiti on City walls that break up an imposing superblock, investing in some quiet street or setting up a pop-up community garden. We expect the programme to be followed by franchised events such as the Happy Happy Joy Joy Festival, focusing on how to fight social problems in a joyful, creative and economically sustainable way (designed and produced by NotPerfectEducation in collaboration with the Grameen Creative Lab).

DESIGNING HAPPY SPACES & PLACES

Depending on the context, the project can be expanded in various ways to create a series of continuous events to meet, discuss, and share ideas on design topics, ranging from historical perspectives to future design solutions. Various themes will be covered, and special guests will be invited to participate via the KTU Design Centre.

Annual Design Week
This will foster greater cross border direction in cooperation with our international partners, for example we plan a ‘No Randomness’ exhibition in cooperation the Biennale Internazionale Designe Saint-Etienne.

Good Design Award
10th anniversary celebration events in Kaunas in 2022.

BEDA Conference
Lithuanian Design Forum is a non-governmental design promotion organisation and is a member of BEDA (Bureau of European Design Associations, 46 organisation from 25 countries). Lithuanian Design Forum will organise an annual members’ conference to be held in Kaunas during the ECoC Year.

4D (Designing Development, Developing Design), Biennial international conference focused on the role of design in developing value for social entities, technological advancement, and business creation as well as City revamping (organised by KTU Design centre and Politecnico di Milano).

DESIGN FOR ALL

Several projects make sure that Design for All is a promise that increases accessibility and services for all:

A European Design conference will focus on accessibility for all, including the local and governmental planning authorities, professional associations, academia, non-profit and local activists.

International student workshop and competition. Students from local universities and academies under the guidance of an international team of tutors will gain knowledge and expertise in urban architectural planning, industrial and interface design.

Design Boost 5x5
A design workshop will engage five local businesses to work together with five designers to innovate and create or improve existing products.

OTHER PROJECTS/EVENTS

4D (Designing Development, Developing Design)

Kuwata 2022 Makerspace
This new collaborative space for makers will bring together people from all creative disciplines in a workshop space with...
Europe’s and Kaunas’ best future lies with the current generation of young people who can create a prosperous and equitable society. Our collective role is to support young people and foster their capacity to imagine and create a City where they want to live, work, marry and raise a family. This platform is a response to an increasing level of youth emigration to more vibrant and economically prosperous places across Europe. **EMERGING KAUNAS** is our long-term strategy to empower the young generation and by involving them in Kaunas 2022 programme we hope to create a City in which they want to stay.

As a strategy we propose cultural programmes for the young generation: from infants to young adults. We will launch many activities for children and teenagers that are directly connected to other platforms and strands of Contemporary Capital programme.

We dedicate a significant part of the programme to the young generation. More than 2,000 young participants from all over Europe will enrich the Contemporary Capital programme in the Explosion period (2021–2022) led by at least 100 young people – our Centuryans.

**METHODS:** capacity building programme, creative entrepreneur-ship laboratories, internships in local and European cultural in-stitutions and ECoC agencies, international youth summer camps (detailed explanation in the Tempo Academy of Culture, Youth Faculty), cultural programming and producing (programmes to be developed and managed by youngsters themselves).

**SCHEDULE**

**2017–2018 IGNITION:** the centenary of Lithuanian Statehood (a series of actions and intergenerational events).

**2019–2020 AGITATION:** the centenary of Kaunas’ status as Tem-porary Capital: historical versus contemporary programme created and implemented.

**2021–2022 EXPLOSION:** programming, organising and imple-menting large parts of Kaunas 2022 programme and some Grand events focused on youth culture.

**MEETING AND LEARNING SPACE**

**InnoHub Kaunas** is a 2,000m² space that will be opened in 2018. Services provided by InnoHub Kaunas will include working spaces, entrepreneurial services, conference rooms, training programmes, an incubator programme and innovative ideas with our community in mind. In other words, it will be a cross-sectoral and complex social entrepreneurship ecosystem with innovative tailored infrastructure, focused on urban communities.

**CREATIVE INDUSTRIES**

In order to improve the integration of young people into the City life it’s important to promote youth entrepreneurship and innova-tive businesses, so this is an opportunity for the young generation to generate new workplaces in the CCI sector. A goal of the pro-gramme is to create future cultural and creative operators.

**IMPACT/LEGACY**

Emerging Kaunas will become a sustainable eco-system dedicated to the younger generation of Kaunas and will continue its activities long after 2022. The platform will contribute towards the successful implementation of the Youth Policy Strategy in Kaunas for 2013–2019, Kaunas City Strategy for 2015–2022 and Kaunas Culture Strategy 2017–2026, and will fulfil its goal by organising the activities required to achieve these strategic objectives. The young generation will stay in Kaunas and contribute to its cultural and economic well-being. They will become more satisfied with the atmosphere in the City and will have access to more creative career opportunities.

**YOUTH PROJECTS’ EXAMPLES**

### DANCE AND PERFORMANCE PROGRAMME FOR BABIES AND THEIR FAMILIES

**Infants (0–3 years)**

**A dance class** for children of 8–14 months and their parents or grandparents, where they explore various objects and move-ments. Dancers-teachers introduce them to a world of dance by practicing movements that develop coordination, balance and attune their motor skills.

**Seminars and Classes for Professionals and Parents**

Choreographers give seminars to dance teachers working with children on their dance perception and education. Dance teachers...
learn different dance techniques, improvisation and composition. Together they share experiences on creating dance performances for children, plus seminars and classes will be combined with public performances.

**Stage performances for babies**
Gamers are more than just fun for babies and small children, and take up most of their time in the first years of their life. By playing they explore and learn about themselves and the surrounding world: to sit and crawl, climb and jump, grab and drop, catch and kick, smile and frown, share and make friends, think and enjoy. Bursting with vibrant colour and delightful surprises, these interactive performances invite young audience to explore the world around them with the help of a dancer. It will be a beautifully crafted immersive experience for the little ones where self-discovery and wonder await. Partner: Dance Theatre DANSEMA.

**LEARNING MUSEUM**

Kindergarten age (4–6) and school age (7–10)

partnerships between museums and schools that combine object-based education with classroom teaching. Museums will develop educational materials that will be used in classrooms and will also be digitally available.

Learning Museum is a new concept for the museum, which invites the public to participate in non-conventional museum activities and to use museum spaces for different cultural, social, and educational purposes.

This project will include local schools and kindergartens that will work together with one of the City’s museums to develop their own project. Under the supervision of teachers and experts, children will be encouraged to discover themes and forms of their own. Together they will carry out research, plan and display an exhibition in their own neighbourhhood.

Children’s Day

Interactive sessions with artists aim to bring imaginative experiences for children through the arts. The aim of this initiative is to engage children in educational activities in the museums, to involve them in relevant discussions about the arts and history related to the issues of our times.

**LADISLAS STAREVICH ANIMATION LAB**

School age (7–10, 11–15)

Ladislas Starevich is a Russian, Polish and French stop-motion animator and author of the first puppet-animated film The Beautiful Lukamiko (1912). Many countries share his legacy; even though he may be unaware that Starevich was born in Kaunas, grew up here, and even established the first Kaunas City Museum. We hope to revive the memory of this creative and multicultural, and European artist by initiating an animation Lab under his name – a project designed for schoolchildren during which they will be working with professional artists and IT tutors to create stories and produce animated movies. Children will gain a number of skills: story writing, script writing, drawing, sculpting, filming, soundtrack production, editing, post-production, translation, subtitling, advertising, and will present their final results in an Animation Festival in 2022. Workshops will be led by professionals from various European countries.

**KAUNAS CHALLENGE**

Secondary school age (15–19)

The flagship to Emerging Kaunas platform is the Kaunas Challenge programme. It is dedicated to the Millennials born around the turn of the millennium who will enter the programme in 2017–2018 (Ignition period). They will be 15–17 years old and it is hoped that they will become Kaunas 2022 team members for the Agitation and Explosion periods. We call them the Centurians – the generation who will celebrate their adulthood during the centenary of Lithuanian Statehood. We changed the title of the project Centurians to Kaunas Challenge after young people’s feedback. We feel that the Kaunas Challenge is one of the most innovative, interactive and proactive of the Kaunas 2022 initiatives. Instead of inventing a cultural programme for them, we will invite youngsters into a long-term collaboration and partnership in order to prepare them for the creation of their own activities within Kaunas 2022. Life in a modern society, successful integration into the labor market and all levels of society requires new general skills that everyone should have. This platform of cross-sectorial cooperation strives to help develop creative entrepreneurial competencies and will encourage the education sector to cooperate with the cultural and business sectors.

This project was launched in 2016 with regular workshops to help our youth create a vision for the platform. The Kaunas Challenge will become a lifelong experience for those who enter the project team. Rising to the challenge, young people will be confident, enterprising, innovative and linked to global networks. The project starts within the Youth Faculty of the Tempo Academy of Culture and continues as a project taken into the hands of the Centurians who will go on to develop one sixth of the Kaunas 2022 programme by themselves.

Some of the activities of the Kaunas Challenge have been described in the Tempo Academy of Culture under #3 Youth Training Faculty. The project entails a four-month capacity building training following a four-month entrepreneurship laboratory with hands-on experience. The two phases include e.g. personal goal planning, joint decision-making, public presentation skills, learning-teaching skills, pro-active problem-solving as well as (in the entrepreneurship lab accompanied by mentors) analysing real business cases from the cultural or CCI sectors, developing possible solutions during unique training courses, methodology training (e.g. business model canvas, Lego Serious Play, Method toolkit, Design thinking, Points of you). The participants will closely work with mentors from companies and organisations with special training and lectures to promote youth entrepreneurship, creativity, cooperation and initiative.

**NO BORDER RADIO 2022 – THE RADIO FOR INDEPENDENT EUROPEANS**

Young adults / University students

This multimedia based Internet radio and media platform will be headquartered in both Kaunas and Esch-sur-Alzette and will become a channel for university students from various ECoC cities and allow them to broadcast information and opinions to an international online audience.

When Lithuania joined the European Union, the Lithuanian ambassador on one occasion asked his Luxembourgian counterpart: “Do you know that I grew up listening to your radio?” This caused a surprise, but the Radio Luxembourg English service was extremely popular in the Eastern Block in the seventies. Although they were broadcasting primarily to the UK, Radio Luxembourg used a long wave signal that could reach all over the world – and in fact it was the only radio station from the West that could be heard in occupied Lithuania. It was almost like a breath of fresh air, a passion – people would record entire programs and share them. The station brought ‘The Beatles, The Rolling Stones and The Doors to the Lithuanian listeners, and its programming acted as an on-air English teacher and a voice of freedom through culture.

The DJs in Luxembourg had little idea how true their slogan was: “The Only Independent Station on the Air” For Kaunas – the birthplace of the Lumian radio – the Luxembourg experience was truly remarkable. Holding the ECoC 2022 title together with Luxembourg’s Esch-sur-Alzette, students from Kaunas and Esch will run an English language Internet-based radio station to promote ECoC programmes of both cities in 2021–2022. Content will include political, cultural and social items from both countries and their European partners. The programmes will be moderated and hosted by radio presenters based in Kaunas and Esch-sur-Alzette. The programmes will be archived and rated by the internet audience. During an initial period both offices will exchange cultural producers for at least a year.

OTHER PROJECTS

Kaunas 2022 projects aimed at young adults and students are detailed in other sections of the programme, such as Café du Monde, Fluxus Labs, International Kaunas Marathon, Kite Festival, Running Dinner, and many others.
Kaunas feels the absence of community activism and lack of belief that the individual matters. Low tolerance rate pushes alternative communities and groups to feel as strangers within the City. Weak civic engagement and participation in culture is also determined by the centralisation of cultural institutions and services. Communication between institutions and common marketing strategies haven’t been used until recently, when the joint preparation of Kaunas 2022 programme started.

The two platforms address these challenges with the following objectives:

**Wake It, Shake It:** To build a collaborative network of partnerships among cultural institutions and individuals in Kaunas, Lithuania, the Baltic region and Europe at large. To turn cultural institutions towards contemporary audiences, especially working on meeting the needs of the youth and international visitors.

**We, the People:** To empower diverse communities to celebrate their culture through collaboration, co-creation and respect.

**GRAND EVENT: 20–22 December 2022**

**The Closing Event AND THEY LIVED HAPPILY EVER AFTER**

The goal of this event is to negotiate a friendship agreement with the Beast, our culture community and our neighbours for future consciousness.

The main focus of the last Grand Event of 2022 is not on big concerts or parades in public zones, but on inclusive neighbourhood meetings and actions plus institutional openness for the future:

**The Home Party**

Citizens will be asked at a specific time in the evening to open the windows of their apartments and play music or sing songs of their choice as loud as they choose to. Window exhibitions, running dinner projects, living-room concerts, and poetry reading meetings will be spread in more than 2,000 private apartments in the City and the District.

**Cultural institutions run by youngsters**

The year will be concluded by the children’s programme at various cultural institutions: theatres, concert halls, Žalgiris Arena, museums, galleries and libraries. Children will participate not as audience members or visitors, but as performers, dancers, curators and artists, readers, designers, and IT specialists. The Ladislas Starevich Animation Festival will take place, children theatre festival and many other activities will encourage citizen participation and will also include teachers, parents, grandparents and neighbours.

**Community table on the street**

Contemporary Capital show held on Birštono street. Birštono street built in the Soviet time cuts the old town in two pieces thus violating the continuum of an urban landscape and symbolising fragmentation and confusion. This street will be closed for the event and will become a public and pedestrian place for one night, a place to rethink the Consciousness of the City. The show will include theatre performances and international music stars. At the climax of the show the Beast will appear from over the Aleksotas hill, descend and submerge into the Nemunas river. The Beast is there to stay and guard the City.

© AA

### CLOSER TO HEAR EACH OTHER
Our citizens and their creativity represent the cultural capital of our City, and the shift towards a forward-looking mentality is our most important need today. This community programme confirms that culture is an important part of our common identity and story, and includes each and every citizen. Furthermore, we believe that there is a significant – and so far unlocked – potential to unleash unique forms of creativity in places where nobody would expect them. We’ve already started to reveal this culture in Seniūnijos previously thought to be ‘boring’. Such as the working-class wooden housing Seniūnija of Šančiai where neighbours’ children and dogs still may turn up in ones yard and eat your pancakes just because they smell good. Or the late Soviet period concrete Seniūnija of Šilainiai, which is like a city within a city – inhabited by 55,000 people who know and care little about their neighbours. If other programme parts unite hundreds or even thousands of local, European and international artists, composers, musicians, actors and writers, “We, the People” unites hundreds of thousands of Kaunasians to act together. To create new public spaces where formerly there were none, feel responsible for our own neighbourhoods, and host events in squares, parks, courtyards, saunas, garages, and public pools.

We, The People will also be a platform for alternative culture, and various Kaunasian, Lithuanian, and European subcultures. It will seek to discuss the role and the need for an “alternative” culture in the context of mainstream culture, and will explore new artistic venues to create an array of music, art and other creative content.

**IMPULSE**

With *We, The People* platform we aim to uncover the cultural potential and uniqueness of each of the 11 Seniūnijos of Kaunas and 26 Seniūnijos of Kaunas District, to strengthen civic participation and community involvement in decision making, and to boost active participation in culture. We aim to strengthen critical thinking, responsibility for oneself and others, and artistic/cultural attitudes, which means everybody contributing to the common cultural context. That’s how we will live together better – able to enjoy our courtyard, Seniūnija and City and the world at large.

The challenge we face here is to test and establish a sustainable model for community building, civic engagement, and empowerment far beyond 2022. The *Tempo Academy of Culture* is framed now to tackle this challenge and to ensure its legacy.

**PARTNERS:**

Lead project host(s): Kaunas 2022 Agency  

Local partners:  
FLUXUS Labs, MAGIC CARPETS: Kaunas City and Kaunas District Municipal Seniūnijos, community associations, schools, libraries, market places, local stakeholders, Kūrybinių kampas (KL), Kaunas and Kaunas District based music, theatre, visual art, and photography festivals: Kaunas Photo, Kaunas Biennale, Kaunas Jazz, Akcijų aukės, and Palais Claudio Musacchio.  
MATTERS: Media Art Festival Centrui, Performance and Live Art Festival (CBF), Kaunas University of Technology, Vytautas Magnus University, Kaunas Centre for Technical Creation for Children, Neoroškino, Monstra, Temà, and Kaunas Photography Gallery.  
FLUXUS Labs: Vilnius Contemporary Art Centre, Jonas Mekas Visual Art Centre (Vilnius).  
International performing and festival F/FORMA (Koszalin), LOW AIR urban dance theatre, and NARHON.  
KAUNASIAN ATLANTIDA and FLOWING CULTURAL MEETINGS: initiative TIRA (FLUXUS), Republica Kauneo, Šiaurės sotaukus and Seniūnijos around Kaunas Sea and the rivers Nemunas and Neris: Ramuliškis, Vilkšienos, Šakikiai, Petraičiaus, Laukmeni, Giriūnys, Akmenėnai, Kūdikystė, Birtinės, Kauno many regional parks: Kaunas Sea Regional Park, Kaunas Yacht Club Zalgiris, Kaunas Surfing Club, Paliskis Tourism and Information Centre, Zvėgalių Equestrian Centre, etc.

European and foreign partners:  
MATTERS: Dirty Electronics (UK), Ural Industrial Biennial (RU), Wrocław Industrial Festival (PL), and Starm (UA).  
MAGIC CARPETS: Lattitude Srl e Qua! platform for contemporary art (IT), Industrial Art (PL), New Theatre Institute of Latvia (LV), Prague Biennale (CZ), META Cultural Foundation: The Biennial of Young Artists (RU), EIR International: the International Biennial of Contemporary Art (EIR), Centre of Contemporary Art-Tbilisi (GE), KUNSTHELLEPUBLIC (V), Edouard Parmelin: COVERTIBLE Biennal (VT), LAMASJ (FI), Folkfenigeurin (FI), Art Cube Artists’ Studios (BE), Aalto festival (FI).  
FLUXUS LABS and FLUXUS FESTIVAL: Aalto festival, Folkfenigeurin (FI), Ekspression Collection of Fluxus, Gaišvės Community Circus, Baltic Nordic circus network, Silencio festival (FR), Circusidee (FR), Cirkaus xalter (DE), Leeu Ping-ang (DK), Nordemberg Movement (SE), Nobel Ettaleide (DE), Aurora Nova (DE), RE Bega festival (FI), Broken Dancer (IE), BE BAM (FR), Circo Aereo (FR), Artencscape (DE), The Northern and Eastern European Centre of Puppet Art NEECPA, International Puppetry Association UNIMA, National Puppet Theatre (IT), Grotte Regional Puppet Theatre (SE), S. Obolensky State Academic Puppet Theatre (SE), Dukat Theatre (DE), Krynàcký Academic Puppet Theatre (CZ), Orlova Chereev (FR).

**Supplementary funding resources:**  
Lithuanian Culture Fund, European Union Creative Europe Platforms stand, Embassies of project partners’ countries, and private companies.

**Budget:** 4.5 m euros

**METHODS**

Co-working in groups; voluntary actions; co-creation; inter-generational activities; cultural laboratories; linking local communities locally, regionally and internationally; neighbours’ days; common gardening; cooking and sharing; community sports; street dance days; artists residences at private houses and co-production with small communities; circus in the kitchen; local and international fishermen festival, international marathon with community involvement and cultural activities along the route; creating stories and contributing to the Mythical Beast of Kaunas; costume-making workshops; big scale puppet co-production for the summer event; youth projects on subcultures.

**SCHEDULE**

2017–2018 **IGNITION**

Training agents at *The Tempo Academy* and recruiting them into Seniūnijos. At least 20 Fluxus Labs start their initial activities. Networking with local stakeholders starts; First 8–10 Co-operations start their co-operation activities; Magic Carpets project implements 3–4 community based projects; Kaunas City and the District cultural agents get in close contact and share initiatives: fisherman festival, *Flowing Cultural Meeting points*, Kite Festival, etc. Industrial subcultural community starts international residencies and symposia.

2019–2020 **AGITATION**

At least 20 Co-operations are awarded titles and start implementing their own programme. Alfa festival starts its trial versions in some City neighborhoods, Fluxus Labs become known places for discussions, meetings, making, designing, and co-creating in each Seniūnija. Industrial music festival takes place in 2020. Magic Carpet project implements 5–6 community based projects in public spaces, first My Courtyard Festival residencies and performances are implemented.

2021–2022 **EXPLOSION**

Fluxus Labs become platforms for community inclusion into Grand Events of Kaunas 2022 (*Confluence, Confluence and Consciousness*): the Legend plot is under development, large puppets of The Mythical Beast of Kaunas theatre play are being constructed. Group rehearsals, volunteer participation, story-telling tours through Seniūnijos and final events implemented: Magic Carpet final event in public space; Matters: Post-industrial Culture Festival celebrates its massive event, Kaunaskan Atlantida, and the Yard/Fluxus festivals reach their highpoint in 2022.

2023 and beyond **LEGACY**

Fluxus Labs are established as a Municipality approved model for empowering individuals and strengthening civil society. Home residencies act as specific Kaunaskan type of residential format, Matters becomes an established European platform for alternative music and culture.
**FLUXUS LABS**

Jurgis Mačiūnas (George Maciunas) was born in Kaunas in 1913 and he is one of the founders of the Fluxus movement, which is renowned for its unconventional approach to creativity. The Fluxus movement, also known as the Kaunasian Movement, was a blend of art, literature, and social activism. Today, we call our community labs the Kaunas-specific name of Fluxus Labs. Some 40 Fluxus Labs will be established in the City and its surrounding districts. They will be located in public spaces, cultural centres, abandoned schools or private garages, industrial facilities, or even at cafés. The appearance doesn’t matter – what matters is the content. These creative labs will be set up with the help of one agent at a specific venue, who will facilitate community involvement after they have been trained by inter- nally appointed Fluxus Trainers (the Kaunas Contemporary Art Centre, Jonnas Mekas visual arts department from the beginnings of Fluxus; Fluxus exhibition at Kaunas picturesque Historical Perspective: will reveal the objects and “relics” of the Fluxus festival in 2022 which will cover three complementary dimensions: public, private, and political. Europe’s capital is a perfect fit for jazz concerts, yacht regattas, canoeing and windsurfing competitions. The programme (2017–2022) is initiated and run by VU Kaunas Contemporary Art Centre and fund major European stakeholders around the Sea – encompassing four Lithuanian Districts.

**MACHINAS IN THE LABORATORY OF LIFE:**

**Fluxus Festival**

A Fluxus Festival called Machinas in the Laboratory of Life was initiated and run by VU Kaunas Contemporary Art Centre. Emphasis will be on “art-action” creation, where a puppet creation will be led by international scriptwriters, puppet engineers and fashion designers. Ideally, the Fluxus Lab will become a place for Fluxus Labs workshops and performances, connecting international artists, educational institutions, businesses and other stakeholders. Also, it will become a platform for dialogue between the community and Municipality in order to find infrastructural solutions for the common good. The Fluxus Labs are also based for all citizen involvement activities around the Mythical Beast of Kaunas events.

**Fluxus in the Laboratory of Life**

A Fluxus Festival in the Laboratory of Life will be held near the city of Kaunas, People platform. On the Soviet side of the Iron Curtain Fluxus was considered as an art and art of freedom. The musician Vytautas Landsbergis, a childhood friend of Maciunas and the political leader who took Lithuania out of the Soviet Union, was a keen follower of the Fluxus movement’s activities, and he is one of the founders of the Fluxus movement, which was created on the site of a hydroelectric power station which was deluged, involving the loss of not only houses, but cemeteries, and quartets of International Marathons and Distance Races, community centres and Seniūnijos of Kaunas. Various cultural institutions, especially from performing arts field: musicians, dancers, folk traditionalsists, cultural minorities, etc. International Kaunas Marathon has a growing worldwide following, with runners coming from the USA, UK, Norway, Ireland, and other countries.

**IN FULL FLOW: re-engaging with the waters**

**Europe in the Sky**

An International Kite Festival and international kite clubs will meet on the banks of the river Nemunas near Zapyškis and Kaltavia, in order to compete for Europe Day (9 May 2022). Each Seniūnija will create a series of kites, balloons and drones by synthesising flag countries, Europe. In the context of the festival, some famous artworks, celebrated portraits of poets, artists and scientists will adorn the kites. We anticipate an audience of around 20,000 people interested in supporting the Lithuanian communities.

**International Fishermen Festival**

Will be organised regularly from 2017 to 2022 and beyond, and will take place on the banks of the Neris and Nemunas rivers, as well as the so-called Kaunas Sea. It will unite the City, the District and the waterfront in Kaunas. Fishermen and their families will gather to create a platform for this culture to be more visible in the City, and at the same time create a quality event for international musicians, artists, performers and visitors. Mattresses will be a platform for alternative culture that will seek to discuss the role and the need for the alternative in the context of mainstream culture, and to present a wide variety of music, art and other creative content through music, sound, visual and performance art, time-based media, education activities and bi-annual symposium.

**An Itinerant residency for industrial sound artists/musicians/visual artists**

A bi-annual residency programme will host musicians and/or visual artists commissioned to compose pieces based on the soundscapes, history and concepts (defined by a curatorial board) in and around abandoned industrial sites throughout the City.

**Biennial symposia**

(2018, 2020, 2022) will consist of anti-establishment, democratic and open platforms for the exchange of ideas, discussion and debate. They will be linked closely to the Modernism for the future project Kaunas Modernism 360/365.

**Workshops and industrial labs**

Are very much based on DIY (do it yourself) and DIT (do it together) mentality, where knowledge is gained whilst working, participating, trying and failing, and trying once again. The ethos will be embedded in hack- ation, activism, participatory practice, participatory art, and community-building activities.

**An itinerant music and art festival**

Will be staged. The festival will be an annual encounter between musicians, artists, thinkers, and independent alternative culture players both at the national and international levels. The festival will be the outcome of projects and initiatives. Will be organised within the frameworks of the Kaunasian Atlantida and the Memory Office.

**My Courtyard Festival: home residency project**

It will become the starting points for various forms of mutual discovery. A big potential for community building will be in their "private residence", especially when hosting international artists and performers. Residents will create performances with and about locals, and will present them in private and public space, other neighbourhoods and even in other European cities. The open call for residency places at local residential houses, flats or organisations will be announced regularly in the period between 2017 and 2022. Partner: Artlo festival.

**Living Room Cinema**

Various short film series, artistic video documentaries or community video installations will be screened in private houses. Hosts with the right equipment and who are willing to share their living rooms with neighbours will get a pack containing a DVD or VHS case, 30 pop-corn in a pizza box and will be able to order a free pizza from the closest pizza restaurant. This innovative method is currently used by Kaunas Contemporary Art Centre. Residents will be encouraged to create a platform for this culture to be more visible in the City, and at the same time create a quality event for international musicians, artists, performers and visitors. Mattresses will be a platform for alternative culture that will seek to discuss the role and the need for the alternative in the context of mainstream culture, and to present a wide variety of music, art and other creative content through music, sound, visual and performance art, time-based media, education activities and bi-annual symposium.

**Confluence Culturethon**

Confluence Culturethon – an international Kaunas Marathon in 2022 – the creation of its meaning (not just someone who absorbs information). For the first time in Kaunasian Atlantida, agents will work closely with Kaunas 2022 team, artistic directors and curators, in order to coordinate joint programmes, like fishing festivals, community sport championships, puppet theatre performances on the Waterfront Platform where each community will repossess the territory using a particular character. Puppet creation will be led by international scriptwriters, puppet engineers and fashion designers. Ideally, the Fluxus Lab will become a place for Fluxus Labs workshops and performances, connecting international artists, educational institutions, businesses and other stakeholders. Also, it will become a platform for dialogue between the community and Municipality in order to find infrastructural solutions for the common good. The Fluxus Labs are also based for all citizen involvement activities around the Mythical Beast of Kaunas events.

**Community project examples**

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A series of initiatives, new projects and experimental models in this programme will be introduced in order to shake up the existing cultural landscape. We’ll encourage our cultural institutions, municipal and public organisations, together with residents of Kaunas and the District to create a collaborative network of partnerships, to improve the quality of their services and work as a networked civil society institutions that enhance the importance of the City and empower its residents and visitors. We invite them to enable members of different communities to have access to the “working memory” of the City and to embrace a modern concept of bonding heritage. Besides this, we encourage agents from our cultural life to establish a cross-sectoral communication not only amongst local and national museums, cultural, educational and research institutions, but also amongst partners in the Baltic and Nordic regions of Europe, and other countries, in order to share innovative practices.

IMPULSE
Kaunas has a large network of galleries, theatres, libraries, archives and universities – in fact the largest number of museums and libraries in the country per capita are located in Kaunas. Our cultural tally is made up of 13 theatres, 17 cultural centres and more than 30 libraries, plus the State Philharmonic orchestra and a variety of international festivals and events (from contemporary art to cinema, jazz to design) take place in the City and the District.

Despite our rich cultural life we are witnessing institutional reticence, civil weakness and a lack of visitors, as well as the centralisation of cultural activities. With this programme we want to shake up our cultural sector, energise our museums, theatres and libraries, and make the delivery of culture more contemporary and accessible.
THE Basis of this programme will be initiated and produced duri-

ing the Tempo Academy of Culture seminars and workshops,

based on principles of consultation, collaboration, partnerships,

and outreach projects.

Collaborations and partnerships with communities will raise the

visibility of cultural offerings and services; new strategies for

building audiences and improving the museum/theatre/library-

going experience will be created. Groups of local cultural institu-
tions will be encouraged to form marketing partnerships to gen-
erate joint advertising, collaborate on admission fees to offer joint
tickets, and to build purchasing co-operatives to reduce operating
costs.

2017–2018 IGNITION: consultation

Gather feedback from a cross-section of communities, use capac-

ity building models and start the dialogue amongst cultural in-
institutions and different communities. Universities of Kaunas to-
gether with artists and the CCI sector will be invited to engage in
new research fields; audience development research, creating
new social engagement tools, initiating new models of experi-
dence design for museum displays and online exhibitions.

2018–2020 AGITATION: collaboration and partnerships

Partners always bring fresh perspectives, so during the work-
shops and seminars at the Tempo Academy of Culture we will
encourage new collaborative networks and partnerships, so as to
initiate new models for creative interdisciplinary projects, com-
munication and audience development strategies. The col-
laborative relationship with community partners will be at-
tained through our community network, youth board, volunteer
programme, ambassadors (people who go on to champion and
advocate the work of the organisation), stakeholders and criti-
cal friends (people who will inform our practice, including the
development of new programmes and displays). For example,
a group of stakeholders (community activists, artists, students and
cultural workers) will work on a particular cultural organi-
sation to identify barriers that prevent individuals participating
in culture and help them to improve their accessibility (physical,
social, cultural, and intellectual).

2021–2022 EXPLOSION: outreach and inreach projects

New collaborative and participative approaches to working with
communities produced and new outreach and inreach projects
introduced to local and international audiences to turn cultural
spaces into sites and platforms where art, music, dance, science,
and audio-visual experiments meet. Presentation of the Culture
Road, which will open the doors of cultural institutions to the
public and will introduce exciting events; every institution and
event will be connected by digital stories.

The final project of this phase will include most of our cultural in-
institutions and a group of teenagers, who will acquire their know-
ledge and new creative ideas at different institutions – music and
art schools, libraries, music organisations, museums, theatres, CCI
sectors, etc. Children and teenagers from Kaunas and Kaunas Dis-
trict as well as youth from Esch-sur-Alzette will create the Grand
Closing Event AND THEY LIVED HAPPILY EVER AFTER which will
be performed in our main cultural venues in the pre-Christmas
period of 2022.

2023 and beyond LEGACY

The legacy of ECoC programme will be sustained by new trans-
formative experiences through culture and newly formed part-
tnerships, new models of cooperation, joint communication and
marketing strategies.

IMPACT

This programme will encourage our cultural institutions to con-
stitute new collaborative networks and partnerships and to in-
duce new models for creative interdisciplinary projects. These
projects will decentralise our cultural activities, open up cultural
institutions to different communities, make them more accessible
to people and more visible in our City. They will make people up
to the stories of our City.

PROJECT EXAMPLES

DOCUMENTARY THEATRE

This project aims to break traditional theatre methods by adding
community art strategies to create a new way of art communica-
tion. Different social minority and disadvantaged groups will be
included in a collaborative creative process and debates about
relevant issues in today’s world. All of the performances will be
presented in public spaces such as factories, parks, schools and
markets.

DIGITAL VISITOR

Together with university researchers and creative industries com-
panies, our cultural institutions will change the way they com-
municate with their audiences online. Multi-layered narratives
will be delivered through digital media. Online educational pro-
grammes will offer their visitors opportunities to design their
own exhibitions, interactive sites for virtual exhibitions, and the
possibility for virtual visitors to share their experiences online.
This will create increased access to collections and improve the
dynamic, user-driven interpretation. Also increased development
of digital material will be used to recreate the past: creating vir-
tual versions of destroyed buildings or sculptures that have been
lost.

TRAVELLING MUSEUMS

The project is based on the idea of making a concept of a mu-
seum as a solid institution. This project suggests that everyone
can create a museum and that a museum can be flexible. Our
museums will prepare several exhibition kits that will travel to
those who don’t or can’t visit them – community centres, schools,
kindergartens etc. This project will motivate all kinds of communities, from children to the elderly, to create their own
mini-museums and share them with their communities. This will
produce a big network of travelling “mini-museums” and link dif-
ferent communities all over the City. The project will also include
a Mobile Museum, an exhibition installed in a bus that will drive
across the country.

PARTNERS ON SITE

It is another platform that will be created in different Seniūnijos
of the City and the District. Community groups and members of
the public will have the opportunity to present their own events
or displays to tell their stories. In collaboration with local com-
munity centres, libraries, cultural centres, festivals etc., cultural
professionals will work with their communities and neighbour-
hoods to co-curate a project to present some aspects of their
own culture.

The cultural institutions will move away from their fixed spaces
and will travel to Seniūnijos and rural areas and will work with
their new partners on site.

Urban Stories. Collaborate cross-sectorial projects that mu-
seum professionals will develop together with experts from
different disciplines and leaders of community groups. These
projects will link the methods of museum and heritage workers
with those of artists; they will use the recent past of local areas and neighbourhoods, collect pictures and
neighbourhood stories, combine urban stories with participation
projects. People will also be encouraged to tell the story of their
community in photographs, as well as in written and oral form,
and turn them into exhibitions in public places (public squares,
streets, pubs, shops, libraries, community centres, etc.). The pro-
ject will contribute to the collection of oral archives that will
also supplement an initiative already started in the NGO sector,
specifically the virtual memory archive called Sites of Memory
www.atmintisietuotes.lt.

Museum Theatres – collaborative projects introducing new
ways of storytelling. Museum objects, history, arts and theatrical
techniques (historical characters, puppetry, movement and music)
are going to be used for educational and entertainment purposes.

Libraries on the Move. The project will unite more than 30
city-based libraries and museums around the City and the District. Libraries are still very vibrant places, especially for the older generation, who use them as meeting points and communication hubs where
people improve their IT skills (use computers, Internet and Skype).
In most cases our libraries are already becoming innovation advo-
cates, they organise annual robotics and information technology
events, and a new wave of co-working spaces is spread around
the libraries.

In this programme we’ll encourage our libraries to introduce new
services to young audiences in order to expand their potential to
work in digital and innovation fields. At future centres for educa-
tion and networking, libraries will develop wider networks with
IT and CCI sectors. In addition, libraries will prepare long-term reading programmes and open dedicated bookshelves of original books by well-known
Lithuanian writers together with their translations into European
languages.

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Kaunas Photography Gallery in partnership with European part-
ners will create a series of seven international seminars and
books – called ‘Kaunas in Pictures’ (2017–2022), it will reveal
a multi-layered view of Kaunas as seen from different perspec-
tives. The first edition of an annual | magazine was published in
January 2017. Its content was created during an eight-day interna-
tional workshop that gathered professionals from many different
cultural institutions and focused on our distinctive City and its
fascinating inhabitants. Texts, images, archives and graphics were
incorporated into a bilingual magazine. Kaunas Photography Gal-
lery has significant experience in art book publishing, and will
lead this project in partnership with publishing agencies such as
Discipula, Sputnik, Publish Yourself and others.
KAUNAS 2022 HIGHLIGHT EVENTS

WAKE UP THE BEAST! The Opening of Kaunas 2022
A once in a life-time experience for trance and rock music fans with spectacular hologram projections featuring the New Kaunas Legend on the riversides and... wait for it! A real life demolition of the ghost building in the City centre.

CITY CROWN: Festival of Modern Lights
A true royal celebration of 365 heritage buildings lit and opened for visitors throughout the City featuring different scale artistic events. On top of that we want to show off our best - Modernism festival with exhibitions and events with the unique culture and spirit of the 1930’s.

KAUNASIAN WINTER ATLANTIDA
2 Let it go! Let it go! 2
A jam-packed event featuring unmissable tours crossing the frozen Kaunas Sea, photographs displayed in frozen ice, ice surfing and sledge championships.

THE BEAST (CITY) DAY
A roaring and eye-catching musical parade of puppets produced by local communities followed by a theatre play suitable for all ages on the waterfront platform on the Nemunas river. The Beasts from all over Europe are invited!

INTERNATIONAL FISHERMEN FESTIVAL
This will be the place to be in summer with a variety of events on offer, such as a fishing championship in the rivers Nemunas and Neris, market, open kitchen and street theatre show, windsurfing workshops and concert on the water - everyone will find something they like and enjoy.

FLUXUS FESTIVAL
For fans of George Maciunas and Fluxus art we have a historical Fluxus exhibition, a participatory programme in Fluxus Labs and a very unusual musical parade on Laisvės avenue, where the musicians will play from hot air balloons, rooftops and windows of the buildings.

MATTERS: Post-Industrial Culture Festival
Industrial local and international music alongside performance art, extreme art, body art, video art, cyber art, and transdisciplinary experiments taking place in post-industrial sites. The audience will discover a different side to Kaunas!

FLUXUS FESTIVAL
A mobile music programme, involving musicians from Poland, Israel, Russia, Latvia, Armenia, Romania, etc. The music will be performed on international trains running between Kaunas and Warsaw, Berlin, Riga, Tallinn, and St Petersburg and in special stops.

AND THEY LIVED HAPPILY EVER AFTER: the Closing event
Music and theatre festival, performed by children and teenagers, screening of the films produced in the Animation Laboratory, public dinner event in the City centre, theatrical and musical performances with the appearance of the Kaunas’ Beast, finished with a 24-hour touring cultural party - the biggest party in town!

CONFLUENCE CULTURETHON
This is where sports and arts intersect: a full marathon followed by community based arts programme and sports film repertoire.

LITVAK WORLD FORUM
Exhibitions of renowned Litvak artists, Israeli/Lithuanian dance and music programme, exhibition of scientific and creative innovations at the National Science Centre, reconstructed Yiddish Theatre performances, conference.

MUSIC TRACK
A mobile music programme, involving musicians from Poland, Israel, Russia, Latvia, Armenia, Romania, etc. The music will be performed on international trains running between Kaunas and Warsaw, Berlin, Riga, Tallinn, and St Petersburg and in special stops.

MY COURTYARD FESTIVAL
My Courtyard Festival: contemporary circus, dance, performance in neighbourhoods, private houses and yards.
The current programme is based on research that has been carried out by the Artistic Team and has been complemented with more than 100 completed proposal forms from Kaunas and Lithuanian cultural organisations and artists. Before announcing an open call for ideas in October 2015, Kaunas 2022 team analysed the context of the local, national and European culture actualities and included the main topics and objectives for programme preparation as guidelines. We now have a programme which is a clear and reason based framework for activities, but further content will still need to be created together with local and international cultural institutions, practitioners, artists, communities, NGOs and creative industry sector.

The Tempo Academy of Culture will serve as the main platform for new programme initiatives and new partnerships to emerge. Representatives of the sector will work together regularly through 2017–2021 in order to programme and implement long-term projects dedicated to audience development and revitalisation of institutions (Wake It, Shake It). The Tempo Academy will provide capacity building courses for community activists and mediators in 2017 and 2018, after which the programme in each Seniūnija of the City will be further developed and implemented in partnership with communities and various stakeholders (We. The People. Participation of schools, ethnic minorities, the elderly and families with children will also be developed in cooperation in the framework of The Tempo Academy).

Some of the programme projects will use open calls for local and international artists, namely Kaunas Modernism 360/365, Magic Carpets and My Courtyard Festival. These three projects are focused on boosting the local artists’ scene by creating a platform for their collaboration with international artists and local communities.

We still have topics that are important both at local and European level — e.g. the Lithuanian language (one of the oldest in the world, proto Indo-European language) or the Singing Revolution topic, which will be developed into detailed international programmes and projects during the run-up years.

To ensure the information and openness of the programme we proceed with a questionnaire on the Kaunas 2022 website (www.kaunas2022.eu) where anyone is welcome to propose an idea, activity or partnership in some existing programme strand or new initiative. This online questionnaire will be active until the end of 2017 (during 2018–2021 the main platform for programming will be The Tempo Academy of Culture).

Kaunas 2022 team will continue organising meetings with different organisations, business sector and communities to explain objectives of the programme and possible ways of participation (we have had more than 700 meetings with groups and individuals so far between January 2015 – February 2017). Facebook, Instagram and other social networks are used regularly to update followers with the latest information and invitations.

After the bid book hand-in deadline in February 2017, Kaunas’ bid will be published online. Everybody who has an interest to participate in the preparatory process and implementation may apply referring to six special platforms and two horizontal programmes or directly to a particular project.

The main aims and requirements for new project proposals and participation are based on a set of criteria that corresponds with our challenges and objectives as well as with basic requirements for a European Capital of Culture programme including a European dimension and European partners. But we really believe that a contemporary mindset and art thinking will only be achieved for many if we can make our programme fun and exciting for everyone. Each project selected for the inclusion in the programme should meet some of these requirements:

- European dimension and Europe-related topics,
- European partnerships, international exchange of ideas and producers,
- Memory projects,
- Heritage bonding projects,
- Strengthening of the cultural and creative industries’ sector,
- Design for All (accessibility for all) initiatives,
- Fostering art thinking or art attitude in playful and imaginative ways,
- Contributing to the happiness and enjoyment of many,
- Appealing to basketball fans as well as to literary couch potatoes,
- Contributing to the story of the Mythical Beast of Kaunas,
- Digitalisation of culture, community building and broadening the accessibility of cultural production,
- Ensuring possibilities to local community members to participate in creative processes,
- Interdisciplinary and inter-institutional partnerships,
- Collaboration between art and science practitioners.

The combination and necessary interdependence between old and new is embedded in the field of tension of CONTEMPO RARY VS. TEMPORARY. With the concept and slogan of Contemporary Capital there is simply no other choice except to create, present and participate in the latest and innovative cultural activities. Our whole artistic vision hinges on this. Our aim is to create an art attitude in people by picking up from where people are already confident about culture — popular culture, social media, traditional art forms, and sports. As we have said before: it is, above all, shared memories and experiences that connect people – and the whole point of our programme is to give the citizens of the City and our visitors some meaningful shared memories and experiences (in whatever contemporary package they might come) and revive those that have been lost.

Innovations work both ways for us – the latest technologies and tools (especially used for communication and information) and a new approach towards traditional cultural forms and how they are used. We have many contradictions. This is not one of them.

A new approach to what we call traditional ways of using their traditional skills and crafts unlocking creativity, engagement and social art.

- In Digital Diplomacy project we transmit the stories of Kaunas as a temporary capital and temporary centre of diplomatic missions from all over the world into augmented/digital reality and initiate an online-based heritage mapping project, which also contains live meetings and story-telling events.
- Traditional events like Kaunas’ Hanseatic Days based on medieval culture or folk dance and song festivals will be enriched by updated content. The Mythical Beast, a traditional figure and story will emerge through traditional artistic forms and will also be celebrated with the use of the latest technologies: traces of the Beast in the City made visible and audible by augmented reality, a theatre performance combined with 3D visuals and 7D holograms, and many more.
- Latest technologies will be used to animate cultural heritage objects and stories around them – audio-visual routes through the City, animation films, animated heritage videos and digitised comics will be accessible via Kaunas 2022 online platform. Augmented reality products, which extend traditional approach to environment will enrich Digital Diplomacy, and other projects. VR products will allow local audiences and distant visitors to explore the architectural and urban heritage of the City.

- Pixel Tunnels to Europe project will ensure the sharing of traditional and street culture, dance, drawing, pantomime, etc. with other European cities by using live digital broadcast channels in public spaces.
- We will initiate the digitisation of museums, but not just for purely technological or archiving reasons. The main aim is to animate museums and their collections, and to connect museums with communities. Museums will have to leave behind the ‘traditional’ (in)effective ways of just preserving and presenting content, open their collections and staff (human resources) to communities, bring parts of the collection outside the museum, encourage communities to create their own exhibitions and present their own culture as intangible local and European heritage (Renaissance).
How has the city involved, or how does it plan to involve, local artists and cultural organisations in the conception and implementation of the cultural programme? Please give some concrete examples and name some local artists and cultural organisations with which cooperation is envisaged and specify the type of exchanges in question.

Cultural and artistic content

The initial idea of applying for ECoC title was raised by the local cultural operators and introduced to the local administration, which later provided the requested support. Kaunas 2022 bidding team consists of culture professionals who represent a variety of culture fields including visual and performing arts, literature, heritage and architecture, philosophy, contemporary circus, etc. The ideas which came up by working together were voiced to a wide audience at the film centre Romuva. A film repertoire dedicated to subcultures, minorities, ethnic cultures involving communities in the creation of repertoire based on their collective memory, history and relevant topics (Year Down the Walls project).

Established in 1921, the M. K. Čiurlionis National Museum of Art has turned into one of the oldest and largest art museums in Lithuania. It is the best place in Lithuania to become acquainted with the development of the Lithuanian and international art history and culture, from ancient times to the present day. The museum has 10 locations in Kaunas programme including everything from impressive ancient, classic and modern art displays, four historical house museums and even one of a kind doll collection.

The participation of Kaunas' festivals and their operators is essential for Kaunas 2022 programme because of their high international standing, and the potential of the programme to implement the ECoC programme with local cultural operators and broad European partnerships. Kaunas Festival is perhaps the most famous of these. Some of the examples of partnership with local cultural organisations are listed below.

Kaunas Film Centre Romuva is the oldest functioning cinema theatre in Kaunas established in 1939 just before the war with the most modern trends and technologies of that time. It is an inspirational example of Modernist architecture. Today it represents the non-commercial, alternative film culture and has become one of Kaunas' bohemian spots. Kaunas Film Centre Romuva is the main venue of Kaunas Film Festival, responsible for the organisation and publicising a vast programme dedicated to the Kaunas Film Festival. Kaunas Film Festival is one of the largest film festivals in the Baltic States and has become a key event in the film industry in the region.

Kaunas Biennial will facilitate a science and art programme (Designing Happiness), collaborate with the National Science Centre, and lead national residencies for artists Magic Carpet. The Biennial has contributed to the Tempo Academy (2017–2022) by suggesting a broad spectrum of European level partnership and will help in developing them further. The Biennial team will curate the Reconciliation Olatut (Library) programme (composed by Philip Miller).

Kaunas Photo Festival will develop a year-round programme of indoor and outdoor photographic exhibitions and installations, organise artist residencies for the Fluxus Labs project. The festival will work in collaboration with the Street Art Festival Nokyva, Media Art Festival Centras, the proposed Post-Industrial Culture Festival MATTERS and Lihvait Fanum. Kaunas Photo Festival has been an important part of the Kaunas 2022 programme and has hosted a number of leading artists and events. It will contribute to Yiddishe Mame by staging dance performances in collaboration with Israeli-based choreographers such as Renana Raz, Yossi Berg and Oded Graf on the local history of the Holocau$t at the IX Fort Museum. The organisations of the festival will also produce dance tours directed by international choreographers in public and industrial spaces, as well as heritage sites unveiling hidden places of Kaunas.

Kaunas in Art Festival (summer period), led by Meno parkas gallery and co-curated by Krzysztof Stanisławski (PL), will organise artist residencies and contribute to public art initiatives (Designing Happiness and Fluxus Labs programmes). Live Art Festival CREATeR will present a special performance art programme within the proposed Industrial Art Festival MATTERS. The organisers of CREATeR will also develop a unique international Performance Art Archiving programme.

Puppet Theatre Festival organised by the Kaunas State Puppet Theatre is held May–July every year. The festival coincides with one of the main outdoor events of Kaunas 2022 programme dedicated to the Kaunas Legend (22–25 May 2022). The festival will be dedicated in implementing a unique animus puppetry workshop in different neighbourhoods across Kaunas and directing the performance in a special parade that will tell the Legend of Kaunas.
The general offer of spaces and cultural infrastructure for events in the City is already extensive. Existing gaps are addressed by an Urban Development Plan (2013–2023) which the City Municipality is currently implementing. However, the existing cultural infrastructure needs to be used more effectively and therefore, our main urban development priorities are retention and functional extension. Consequently, capacity building and institutional renewal programmes such as Make it, Shake it, the Tempo Aca- demy and Designing Happiness are also key methods in making our cultural infra- structure serve our population more effec- tively and support our key values.

**EXISTING INFRASTRUCTURE**

- The Žalgiris Arena is built on Nemunas Is- land in the very centre of the City in 2011. It can fit up to 20,000 viewers and was voted the best arena by the managers of the Euroleague clubs in 2016. Explicitly well designed acoustics, the most modern techno- logies inside the arena allowing hosting of top scale events. The arena will be used for our main events, especially during our cold seasons.

- Most of the local cultural venues provide not only effective basis for cultural events but also a chance to study the local char- acter of Modernist architecture and inte- riors:
  - Kaunas State Philharmonic hall which was built in 1928 has been lately re- furbished and can fit up to 530 view- ers. In 2023 it will host classical music concerts;
  - Kaunas Sports Hall which was built in 1939 and hosted one of the first Euro- pean Men’s Basketball Championships will be converted into a multifunc- tional events space by 2018. We plan to use this space for contemporary cir- cus and dance performances;
  - Another important location for Kaunas 2022 programme is the Renais- sance Raudondvaris Manor. Today it is one of the most modern and popular venues in the Kaunas District which also houses the Kaunas District Muse- um. An exhibition of antique and rare prints as well as international Kau- nas 2022 opening and closing dinner meetings are foreseen to take place;

In the City strategy for the years 2015–2022 it was introduced and developed by a group of independent representatives of different culture fields based in Kau- nas. From the very beginning the initia- tive has enjoyed the unanimous political support from the major political parties. In spring 2015 the previous Kaunas City Council voted to accept the new Kaunas City Strategy for the years 2015–2023 in which the aim of securing the European Capital of Culture title for 2022 is de- clared as a stepping stone to unite Kau- nas culture operators and citizens as well as to optimise cultural infrastructure and achieve better quality cultural service.

After the election in spring of 2015 the current municipal government has been actively supporting the implementation of this strategy and providing Kaunas 2022 bidding team with all required support.

On 15 March 2016 the City Council voted and unanimously agreed to provide the requested budget of 12m Euros for the EGoC programme (Kaunas City Munici- pality Council decision n. T-98, March 15, 2016) and the District Council has shown the same support when they agreed on participating in the EGoC programme to- gether with Kaunas City and accepted a proposed budget of 4m Euros for the pro- gramme by voting on March 24, 2016 (22 votes for, 0 against and 3 abstained).

On 7 February 2017 the City Council vot- ed and reconfirmed the City’s application for the final stage of the competition, in- cluding the updated programme structure, management model, and the previously confirmed budget, and showed support of all political parties. The National Government has made a commitment regarding their financial con- tribution on 20th April 2016 with an offi- cial decision of the Strategic Committee of the National Government to support up to 50% of the cultural programme budget of any selected city, however, no more than 10m Euros in total.

There are plenty of unique heritage build- ings around the City which lack attention or have not been adapted to fit current needs but could be creatively incorporated into Kaunas 2022 programme. Building on the new Kaunas Cultural Strategy and in order to make better use of these buildings, Kau- nas municipality has undertaken the task of creative adaptation of heritage objects. Since March 2017 the municipal cultural organisation Menininkų namai is respon- sible for registration of disused buildings and negotiating their potential cultural use (artistic hubs, artist studios, startup spaces, alternative event spaces, etc.) with building owners. For example, the Central Post Office building, one of the most important heritage jewels of Lithu- anian Modernism. In 2015 Kaunas Biennial opened their main exhibition in this dis- used building and attracted thousands of cultural visitors and art critics. Many other events of Kaunas Design Week as well as the AURA Dance Festival were held in an old post office building and other buildings, Pienio Centras, re-animating the building and attracting more people to visit it. We plan to keep this tradition of cultural inter- ventions in heritage buildings going as we believe it not only attracts a wide audience who wish to learn about their heritage but generates public attention and change in care and preservation of these buildings.

Other important infrastructure objects in- clude the National Kaunas Drama Theatre and Vytautas Magnus University Grand Hall, both of which can fit large audi- ences and are often used for theatre and music festivals. A network of Libraries and community centres around the City and the District area provides a good basis for outreach and community involvement programmes and a variety of public spaces, squares and parks offer great settings for open air public events and parades.

**CURRENT GAPS**

Although there is a satisfactory variety of culture spaces around Kaunas, there are still some insufficiencies that need to be resolved. Building on the key priorities list- ed in the Culture Strategy and in the Urban Development Plan of Kaunas (2013–2023), we have identified these possibilities for further urban development in the cultural field:

- A black box stage for performing arts. Absence of such event and rehearsal space leaves the famous AURA Dance Theatre as the only theatre in the City with no stage to show their perform- ances and no space for emerging choreographers and dance perform- ers to train and rehearse. The evident lack of such space could be resolved by converting some of the local indus- trial/heritage buildings. The Munici- pality is seeking to resolve this insuf- ficiency. Currently one of the potential solutions is proposed by the National Kaunas Drama Theatre to develop one of their buildings into a black box stage for emerging artists. The pro- posal is being discussed on local and state levels trying to find possibilities to attract funding.

- Considering the large variety of con- temporary art events and festivals in Kaunas, the City does not have enough contemporary exhibition spaces for visual arts. However, the Develop- ment Plan of Integrated Territories of the Culture Ministry includes renovations of the main exhibition spaces at M. Ziliūnas Gallery (subunit of the M. K. Čiurlionis National Museum of Art), which is planned to begin in 2018. Another important site for visual arts is the Kaunas Picture Gallery, which also belongs to the M. K. Čiurlionis National Museum of Art. Its current building, designed specifically to host temporary exhibitions is well located in the City centre and provides op- portunities for further development of the building to not only meet the current needs but to become one of the leading national institutions in contemporary arts. The possibilities of development of this site are being discussed by the Kaunas Municipality and the newly appointed state gov- ernment and have a lot of potential.

Besides that, the construction of the Na- tional Science Island, which will feature a temporary exhibition space and the Con- cert Hall (described below) that is being planned provide additional opportunities for developing modern spaces for con- temporary visual and music culture. De- spite the infrastructural plans and having in mind the uniqueness of local Modernist era buildings we also intend to focus on public spaces, disused heritage build- ings (forts, Modernist buildings, industrial sites) and unconventional spaces through contemporary creative interventions and site specific projects.

**FUTURE PLANS AND GOALS**

The infrastructure development plan for Kaunas includes some big developments and visions for the upcoming years.

The National Science Centre is one of the most important national cultural projects of recent times. In an open competition, Kaunas was selected as the location of the future Centre by the Education and Science Ministry of Lithuania. The propos- al prepared by Kaunas Municipality envi- sioned the new building to be built on the Nemunas Island close to the City centre. In autumn of 2016 the Municipality made an international call for architectural propos- als and selected the winner. The building is to be completed and inaugurated in 2018 for the occasion of the 100 years State- hood anniversary. The new Centre will host

The visualisation of Science Island by 1st Place Winner SAM Architecture studio (ES/A).

The general offer of spaces and cultural in- frastructure for events in the City is already extensive. Existing gaps are addressed by an Urban Development Plan (2013–2023) which the City Municipality is currently im- plementing. However, the existing cultural infrastruc- ture needs to be used more effectively and therefore, our main urban development priorities are retention and functional ex- tension. Consequently, capacity building and institutional renewal programmes such as Make it, Shake it, the Tempo Aca- demy and Designing Happiness are also key methods in making our cultural infra- structure serve our population more effec- tively and support our key values.

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an exposition of the latest scientific exhibit, it provides educational programmes for different audiences and creates a platform for scientific research. The temporary exhibit and event space will feature not only scientific but interdisciplinary exhibitions on innovative explorations and will be directly linked to the ECoC programmes via Memory Office, Designing Happiness, We, the People and other projects.

The reconstruction of the S. Darius and S. Girėnas Stadium is an important project for the sports community of the county at large. However, the reconstruction will also extend the function of the stadium by providing new spaces for the local NGO sector. It will feature a space called Inno-Hub for the Kaunas Challenge project of Kaunas 2022 and will become the hot spot for local active youth, their professional development seminars and trainings as well as mentorship programmes in creative and business entrepreneurship. The reconstruction is to be completed by 2018 and has a confirmed and allocated State and Municipal budget. Concert Hall

One of the major projects listed in the current Urban Development Plan of Kaunas is the construction of a Concert Hall near the Nemunas river which will provide the most up-to-date conditions for professional music performances and attract high-ranking professional musicians and orchestras to perform in the City thus becoming one of the top cultural landmarks in the country. The building will include a 1500 seat main hall, a smaller hall of 720 seats and an open-air amphitheatre. The vision of the new site also covers the functions of a conference centre and an exhibition space that can serve the needs of the visual art scene. The City has implemented a feasibility study and is currently seeking to attract investment for the project in which a directly linked Sculpture Designation could become one of the key elements of success.

By Ship

Kaunas has five passenger terminals on the rivers. While the waterway routes and water tourism is developing very slowly mainly due to lack of self-service interest and tourism infrastructure, we are negotiating with the tourism departments of Kaunas City and the district. However, major potentialities to reopen the water route to Nida, develop more attractive water routes and provide a bigger offer of such services to tourists.

By Public Transport

Kaunas is a compact City and nearly any cultural site can be reached using public transport which takes passengers from the City centre to the its outskirts in less than 30 min for a price of under 1 euro, so that the transport even from the most remote areas to the centre is affordable for the locals. Kaunas public transport system was awarded the EU CIVITAS Award for modernisation of the transport system, thus many of the public bus stops have digital information screens announcing departures, prices and delays and individual routes can be planned using a special mobile app.

Alternative Transportation

In 2016 a new low cost city car rental self-service, Citybye, was launched, allowing anyone with a valid driver’s license to rent a car by using a computer/mobile app for any period ranging from a couple of minutes for a short drive through the city centre to a weekend rental for longer trips.

Since 2010 the Municipality has been expanding the network of bike roads seeking to reach 176 km of bike roads in the City area by 2030. Kaunas launched a new self-service bicycle rental system, which allows anyone to rent a bike in special self-service points located in different places around the City.

By Car

Kaunas is situated in the centre of the country and is one of its most important logistic intersections. In fact, within one-hour drive Kaunas can be reached by 2 million people, that’s 2/3 of the Lithuanian population. Kaunas is served by a number of major motorways. European route E67 is a highway running from Prague in the Czech Republic to Helsinki in Finland through Poland, Kaunas, Riga, and Tallinn, known as the Via Baltica between Warsaw and Tallinn (670 km). It is the most important road connection between the Baltic States. Kaunas is also linked to Vilnius in east Lithuania and Klaipėda on the Baltic Sea via the A1 motorway, and Daugavpils (Latvia) via E262 (A6) highway. In total Kaunas is connected with other cities via 17 motorways of national significance.

By Plane

Just 14 km outside the City is Kaunas Airport that can be reached by car, bus (from the city centre in a bit more than half an hour for the price of 1 euro) or taxi (for an average price of 18 euros). At the moment, Ryanair and Wizzair are the two main airlines operating at Kaunas airport, which has recently gone through a major development project. The companies offer 19 destinations across Europe. The airport’s new building was completed in Kaunas. The project will link Finland, the Baltic States and Poland and also improve the connection between Central and Northern Europe and is being implemented in sections. Since the summer of 2016 the new railway allows passengers to travel between Bialystok (PL) and Kaunas and in 2019 the new railway is planned to reach the northern border of the country and will be continued further north. Kaunas can be accessed by railway from other major Lithuanian cities, such as Vilnius, Klaipėda and Šiauliai.

By Rail

In 2015 an important railway infrastructure build, Rail Baltic, was completed in Kaunas. The project will link Finland, the Baltic States and Poland and also improve the connection between Central and Northern Europe and is being implemented in sections. Since the summer of 2016 the new railway allows passengers to travel between Bialystok (PL) and Kaunas and in 2019 the new railway is planned to reach the northern border of the country and will be continued further north. Kaunas can be accessed by railway from other major Lithuanian cities, such as Vilnius, Klaipėda and Šiauliai.

c) What is the city’s absorption capacity in terms of tourists’ accommodation?

According to the statistics, the number of inbound tourists in all of Lithuania has been gradually increasing since 2009 and in 2013 has finally exceeded 1m per year for the whole country – which shows that Lithuania is not yet a classical tourist destination. Moreover, Kaunas remains a temporary halt for foreign tourists, who come here to spend an afternoon in between visiting Vilnius, Takai and the seaside – despite a vast offer for tourists, good accessibility of the City and close proximity to major tourist attraction sites.

NATIONAL ACCOMMODATION FOR KAUNAS INTERMEDIATE TOURISM COMMUNITY

Accommodation capacity

According to official statistics, there are 60 hotel businesses in Kaunas City: 28 hotels, 4 motels, 2 camping parks, 6 hostels, 1 sanatorium/rehabilitation centre and 14 private accommodations. In 2015 there were in total 1,235 hotel rooms in Kaunas and 2,450 beds. Based on the hotel occupancy statistics for 2015, which ranged between 41% and 62.5% depending on the season, the accommodation capacity fully meets current needs and would consequently suffice even if the influx was more than doubled at the peak during the busy seasons. The types of hotel accommodations vary from 1 to 4 star hotels, with several of the latter offering high-end luxury suites.

Kaunas District can offer another 16 accommodation places with 720 beds and another 23 rural tourism accommodation sites in close proximity to Kaunas City with the possibility to explore local cuisine, ethnics traditions and architecture, and enjoy calm nature surroundings or active forms of tourism.

Kaunas is very affordable in overnight stays for tourists as the average price per night in hotels is €95. However, nearly 80% of all hotel accommodations are mainly targeting young tourists, who come to Kaunas during the student holidays and weekends.

By Car

Kaunas is situated in the centre of the country and is one of its most important logistic intersections. In fact, within one-hour drive Kaunas can be reached by 2 million people, that’s 2/3 of the Lithuanian population. Kaunas is served by a number of major motorways. European route E67 is a highway running from Prague in the Czech Republic to Helsinki in Finland through Poland, Kaunas, Riga, and Tallinn, known as the Via Baltica between Warsaw and Tallinn (670 km). It is the most important road connection between the Baltic States. Kaunas is also linked to Vilnius in east Lithuania and Klaipėda on the Baltic Sea via the A1 motorway, and Daugavpils (Latvia) via E262 (A6) highway. In total Kaunas is connected with other cities via 17 motorways of national significance.

By Plane

Just 14 km outside the City is Kaunas Airport that can be reached by car, bus (from the city centre in a bit more than half an hour for the price of 1 euro) or taxi (for an average price of 18 euros). At the moment, Ryanair and Wizzair are the two main airlines operating at Kaunas airport, which has recently gone through a major development project. The companies offer 19 destinations across Europe. The airport’s new building was completed in Kaunas. The project will link Finland, the Baltic States and Poland and also improve the connection between Central and Northern Europe and is being implemented in sections. Since the summer of 2016 the new railway allows passengers to travel between Bialystok (PL) and Kaunas and in 2019 the new railway is planned to reach the northern border of the country and will be continued further north. Kaunas can be accessed by railway from other major Lithuanian cities, such as Vilnius, Klaipėda and Šiauliai.

By Rail

In 2015 an important railway infrastructure build, Rail Baltic, was completed in Kaunas. The project will link Finland, the Baltic States and Poland and also improve the connection between Central and Northern Europe and is being implemented in sections. Since the summer of 2016 the new railway allows passengers to travel between Bialystok (PL) and Kaunas and in 2019 the new railway is planned to reach the northern border of the country and will be continued further north. Kaunas can be accessed by railway from other major Lithuanian cities, such as Vilnius, Klaipėda and Šiauliai.

By Ship

Kaunas has five passenger terminals on the rivers. While the waterway routes and water tourism is developing very slowly mainly due to lack of self-service interest and tourism infrastructure, we are negotiating with the tourism departments of Kaunas City and the district. However, major potentialities to reopen the water route to Nida, develop more attractive water routes and provide a bigger offer of such services to tourists.
**Q19: Explain how the local population and your civil society have been involved in the preparation of the application and will participate in the implementation of the year?**

The Kaunas 2022 Outreach programme is a fundamental driver in our passion to create a unique future for the city, and think that the people and the city, the cultural city in which people live happily ever after. It's time to wake up, shake up the neighbourhoods of Kaunas that are full of potential but, culturally, still rather sleepy. They are sleepy for one big reason: cultural infrastructure and the quality of their surroundings. Ironically, it is the territory of the former Jewish ghetto and it doesn't have enough public spaces for citizens to gather, but it is also one of the closest neighbourhoods to the City centre which offers good links to the main cultural organisations and has an active community to build on. Therefore, Vilijampolė Seniūnija will become one of the focal points in our Fluxus Labs and We, the People programmes. The activities there will start in 2017 with some pilot activities of the Fluxus Labs programme.

The other finding of the survey shows that the library network, which covers almost every existing Seniūnija in Kaunas is more popular than any other local cultural institution and has the highest rating. The network provides a great opportunity to access local communities and a basis for developing community-based cultural projects within the programme. Based on this, we have created We, the People programme with community engagement, communication, artistic and other advice from the experts. It will be based on the structure of Fluxus Labs network and will be partly overseen by the students of the Faculty for Community Culture Activities (a new Kaunas Academy programme).

**a) The Cultural Co-operation**

This programme will invite each Seniūnija to participate in the Kaunas Capital of Culture on a smaller scale and thus build a stronger cultural identity of the City. It is meant to ignite a positive neighbour- hood cultural competition for the title of the Kaunas Community Capital of Cul ture in the future, tearing down the Walls, etc. (projects within the programme).

**b) Fluxus Labs**

Fluxus Labs is a programme being developed by culture activists across all 11 Seniūnijos in the City and 25 in the District to involve Kaunas citizens in the development of the programme. We will continue with this comprehensive mapping exercise to find the community's potentialities and conduct cultural audits of assets for culture in all Kaunas areas (2017–2018).

**WHAT WE WILL DO**

The implementation of our Outreach pro- gramme has already been introduced in Q13. Community participation and cultural development are mainstream both for the Kaunas 2022 programme itself and, especially, in the build-up years 2017–2021. During this period, the sleeping beauty of our communities will be awakened through the introduction of a coordinat ed programme of projects, training and events which will also change the val- ues and characteristics of the neighbour- hoods themselves. From passive, cultural indifference to a lasting sense of creative participation.
The newly indexed cultural tempo of Kaunas’ Šeníūnijos

The Tempo Academy will particularly aim at creating stronger links between cul-
tural institutions and local communities. Thus, the Academy will feature a new project for the culture stakeholders. The programme aims at promoting better un-
derstanding of the needs of different au-
ticence groups and should result in new innovative culture practices. It aims to

encourage people to feel that they are part of
cultural institutions and that culture is for
everyone.

Citizens will also be encouraged to attend
and interactively participate in different
ature and arts courses, including social
design and innovation, participative cul-
ture, arts and community arts, etc. to learn
different artistic languages and the impor-
tance of creativity in everyday life.

As well as the programmes in Q19 which
address the City wide challenges our lo-
cal culture institutions face in connecting
their audiences we are also giving par-
ticular attention to some specific groups
where we feel it is important to invest
more. The Kaunas 2022 programme will
alert to local institutions to focus their at-
tention on the audience and start acting
to ensure equal rights to culture. How are we
going to achieve this?

The following areas are specific priorities for us:

1. People with disabilities
2. Our Minority Communities
3. Elderly
4. Volunteers
5. Young people

1. Accessibility for All

As envisioned in our Cultural Strategy, the
main culture venues will have the neces-
sary infrastructure for visitors with dis-
sabilities to access all the permanent col-
lections and, if we will absent in main
museums and some other cultural venues. The National Kaunas Drama Theatre pro-
gramme of 2018–2022 and beyond will
visibly increase the inclusion of disabled
persons. Since 2016 they have initiated
signing for people with hearing impair-
ments, and for 2022 they will create spe-
cial tactile-visual-sound installations, and for 2022 they will create spe-
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impaired, who will be introduced to the
the importance of different cultures mixing
and with the rest of Europe. So, during the
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after the establishment of the original
consulates in the Temporary Capital – the
Contemporary Capital will enable people
from our valued minority communities to
co-create projects which will enable them
to shine a light on their culture and contri-
bution to Kaunas.

Memory Office Tear Down the Walls pro-
grammes will be the two main occasions
to speak of the legacy of the coexistence
of different cultures in Kaunas and will
restore some of the lost connections with
the multicultural memory of the City. One
of the main partners in these programmes
is the Kaunas Centre for Various Nations,
connecting different minority communities
of Kaunas. Their folk collections will star
in an extensive contemporary world music
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Our libraries will facilitate special foreign
language and computer courses that will
be taught by school and university stu-
dents, thus stimulating intergenerational
communication. The new language skills
will serve perfectly in the contemporary
circus programme, where locals, includ-
ing seniors, will be able to host the visiting
circus and performance artists to introduce
them to local ways of living and partici-
pate together in the creation of new artis-
tic works.

4. Our Volunteer Programme is described in
detail under the Tempo Academy of Cul-
ture A dedicated Volunteer and Welcoming
Faculty within the Tempo Academy will be
responsible for training volunteer manag-
ers, attracting new volunteers to the pro-
gramme and assigning tasks, as well as
giving special hospitality and welcom-
ing courses to the citizens and the hospi-
tality service staff (see Q13).

5. Our work on young people is included in
Q21 where we have a set of complementa-
ry strategies for young people and schools.

© KS
Firstly, the strategic level. Over the last couple of decades, the arrival of digital technologies brought constructive disruption to the cultural sector everywhere which continues to face an inevitable need for a makeover. Attendance at many cultural venues has declined in many countries across Europe, not only due to economic reasons, but also as a result of a lack of interest. In order to sustain themselves, cultural institutions have to gain a deeper understanding of their audiences, particularly Generation Z, and to co-operate in finding new models that work within the context of our changing society. The most successful have done that and are flourishing. Less successful have not and are struggling. So the extensive consultation with our people and our communities – just the start of an ongoing process – will continue throughout our build-up so our activities really deliver innovative and practical responses which help us solve that inherent contradiction in our cultural system – lots of culture but where is the audience?

To put it in simple terms we want to wake up and shake up our culturally sleepy suburbs. To get them to move
• from beer and basketball to museums and Modernism;
• off the couch and into creativity;
• to “culturise” the curriculum;
• and to put a smile back on the face of Kaunas culture.

Contemporary Capital will help us develop a new kind of relationship with the breadth of culture that Kaunas has to offer. Most of our work has been explained more fully in the previous questions and Sustainability Strategy. Programme where we show how projects like our Museum sector are aiming to revitalise its offer to people who are still sat on the sofa watching TV. So we are at the same time waking up our audience and shaking up the sector because we need to do both.

We are also absolutely clear on the importance of a similar initiative to reverse the current lack of significant cultural engagement in schools and with young people as shown below.

TOWARDS A NEW CULTURAL EDUCATION

Kaunas has a lot of young people living here. We want them to grow, develop and stay in Kaunas. So to create the natural connection between culture and community in its widest sense we need to start early – with children from kindergartens and young people from primary and secondary schools. We plan a programme of cultural education which makes active cultural participation as natural as learning to read and write. To discuss and better understand these needs and challenges of this programme we invited the teachers, students and directors of local schools to a series of meetings to connect them to our 2022 programme. We also spoke extensively with young people and with youth organisations.

We also complement our schools programme with an extensive project suite from our Emerging Kaunas platform for young people and their families. This includes:

The Kaunas Challenge

The programme is designed and modelled for school students aged 15–19 (we call them Centuryans since they will reach adulthood with the centenary of Lithuania as a modern state) with different cultural backgrounds and educational profiles and is meant to provide them with cultural entrepreneurship, teamwork and creativity skills. The project was launched in 2016 and is integrated with other flagship projects of Kaunas 2022 programme.

Young families

There are some special projects in plan for the youngest ones aged 0–7 and their families that include a dance and performance programme with a dance class for 8–14 month old babies that will stimulate learning and socialising as well as a whole event programme for families with small babies. This will feature participative art installations, interactive storytelling, theatre performances, special music performances, etc.

Children of school age

For children between 7 and 14 we have projects such as Ladislas Starevich Animation Lab dedicated to the famous Kaunas-born pioneer of animation. It will take young participants on a story trip where the characters will be invented, drawn, animated and animated by young people themselves with guidance from graphic design, animation and IT experts, and presented on a big screen during the final event. The project will involve over 300 participants from different schools across the Kaunas City and the District.

The project Travelling Museum is devoted for the same audience. It will introduce children to the concept and creation of a museum collection which they will be filling up themselves by contributing objects they find interesting or extraordinary. It will also provide stories that make these objects special for them. The project will run in co-operation with the Kaunas Museum of Children’s Literature and M. K. Čiurlionis National Museum of Art.

And finally...

The artistic programme platform Emerging Kaunas will become a key factor in the co-operation with schools and reaching out to the young. It is planned as a sustainable ecosystem and will continue its activities long after 2022. The platform will strive to contribute towards the successful implementation of the Youth Policy Strategy in Kaunas. The sustainability of Kaunas 2022 programme will greatly depend on the audience development we pursue in Emerging Kaunas (youth platform). We, the People (community platform) and Wake it, Shake it (cultural networking platform).

From left: A woman and a baby in a museum exhibit, a group of children in a classroom, a group of students in a museum. 

KAUNAS SCHOOLS’ MODEL

<table>
<thead>
<tr>
<th>Age and educational profile</th>
<th>Objectives</th>
<th>Activities presented in Q13 – Artistic Programme</th>
</tr>
</thead>
<tbody>
<tr>
<td>3–6 (Kindergarten)</td>
<td>Cultural education through play</td>
<td>Family festival with special theatre, dance and music performances, Learning Museum</td>
</tr>
<tr>
<td>7–10 (Primary School)</td>
<td>Learning more creative behaviour, tolerance of difference</td>
<td>Ladislas Starevich Animation Lab, antibullying project, cultural visits integrated with school curriculum</td>
</tr>
<tr>
<td>11–15 (Secondary School)</td>
<td>Tolerance of difference, learning forms of creative expression</td>
<td>Learning Museum, antibullying project, cultural visits integrated with school curriculum</td>
</tr>
<tr>
<td>16–19 (High School/Gymnasium)</td>
<td>Involve in skills building programmes and programme implementation</td>
<td>Kaunas Challenge at the Tempo Academy (getting involved in citizen advisory groups), cultural visits integrated with school curriculum, volunteer programme</td>
</tr>
</tbody>
</table>

Our discussions confirmed that although the school communities wish for more active cultural participation, the formal learning schedule is very tight and doesn’t always motivate the teachers and the students to dedicate extra time for cultural activities. We will address this in our programme by encouraging local culture organisations to better integrate their educational services, events for children and workshops with the school curriculum that would provide more innovative creative forms of learning school subjects.

As in every country, the schools of Kaunas are dealing with bullying which we think is important to address in our programme. However, we do not see it as the topic that should be solely discussed with the students. Quite the opposite, we think that children tend to repeat the kinds of behaviour that is demonstrated by the adults in their close environment. Therefore, we will design programmes to encourage the schools to become more friendly and safe places both for students, but also the teachers’ and parents’ communities. For that we will launch an innovative participatory programme where they will learn tools and ways to address it and overcome aggressive behaviour.

More broadly, our long-term goal is to develop a functional partnership and active communication with schools. There are 62 of them in the City and another 30 in the District area. During our meetings, we agreed together to have a network of Kaunas 2022 schools ambassadors who will be the mediators between Kaunas 2022 programme, the school community and wider, local community. A number have already agreed to join this team and will begin our common networking activities in 2017.
Q22 What has been the annual budget for culture in the city over the last 5 years (excluding expenditure for the present European Capital of Culture application)?

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual budget for culture in the city (€)</th>
<th>Annual budget for culture in the city (% of the total annual budget for the city)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>11,640,263</td>
<td>5%</td>
</tr>
<tr>
<td>2013</td>
<td>10,770,447</td>
<td>5%</td>
</tr>
<tr>
<td>2014</td>
<td>9,866,920</td>
<td>4.2%</td>
</tr>
<tr>
<td>2015</td>
<td>11,107,500</td>
<td>4.4%</td>
</tr>
<tr>
<td>2016</td>
<td>14,500,000</td>
<td>5.29%</td>
</tr>
<tr>
<td>2017</td>
<td>16,466,400</td>
<td>5.3%</td>
</tr>
</tbody>
</table>

Listed above are the annual budget assignments for culture.

The figures include maintenance expenses for cultural infrastructure as well as operating budgets for cultural activity. They do not include some major infrastructure projects that were and are being funded by different sources.

Most of the sums are allocated to organisations and individuals through a list of funding programmes:

Adaptation of public spaces to cultural functions:
For example, in 2014 one of the main tourist attractions in Kaunas Šv. Arkangelo Mykolo (St. Michael the Archangel’s) Church was granted financial support to integrate cultural, touristic and social educational functions. Another heritage building was restored and converted into an arts incubator as well as heritage restoration of the two towers of Kaunas Šv. Francisckaus (St. Francis’s or Jesuit) Church.

Strengthening the City’s image.
The programme supports:
- annual and biennial international culture, art, and music festivals,
- youth projects.

The nurture of common culture of the population.
The programme supports:
- strengthening of accessibility to culture through professional arts,
- continuity of traditional / ethnic culture and intercultural dialogue,
- creation of new culture services and products for community inclusion,

Programme for municipal cultural organisations:
Apart from the support fund mentioned above, the yearly budget sums include partial costs of 17 municipal cultural institutions including Kaunas City Museum, Kaunas Dance Theatre Aura, Kaunas City Symphony Orchestra, Kaunas City Public Library of V. Kudirkas, Kaunas Chamber Theatre, Kaunas Culture Centre “Tautos namai”, Concert Institution Kauno Santaka, NGO Artikomas, NGO Culture and Sports centre Girščiai, NGO Kaunas Small Theatre, Kaunas Film Centre Romuva, NGO My Theatre, NGO President Valdas Adamkus’ Library, and municipal organisations Theatre Projects and Adujnyo Metikųliai Cirka.
The sums do not include some major infrastructure projects that were or are being financed from the municipal and national budget and/or with the help of European structural funds and programming expenses which are allocated through different municipal and/or state funding programmes.

The annual cultural budget for the City has been growing for the past few years and has reached one of the highest percentages devoted to culture among all municipalities in Lithuania.

Apart from the listed numbers, Kaunas cultural operators are receiving financial support from the national culture budget, including the funding programme of Lithuanian Council for Culture which co-financed Kaunas cultural projects with 2.4m euro in 2016. Kaunas is also home to Kaunas State Musical Theatre, National Kaunas Drama Theatre, Kaunas State Puppet Theatre, M. K. Čiurlionis National Museum of Art, and many other cultural institutions which are supported from the national budget.

Q23 In case the city is planning to use funds from its annual budget for culture to finance the European Capital of Culture project, please indicate this amount starting from the year of submission of the bid until the European Capital of Culture year.

The culture budget in Kaunas Municipality is one of the highest percentages among Lithuanian municipalities and has been annually increasing for the past three years. We intend to continue in this direction and would like to achieve an increase in the annual culture budget by 1.5% of the City’s budget by 2023 (that would increase it to a total of 70.3% of the overall annual Kau nas budget). Taking the overall 2017 Kaunas budget as a reference point, the rise in percentage we are aiming for would mean an annual increase of the budget for culture from 16,466,400m euros (2017) to 20,930,193m euros (2023).

Above all, the EGCoC programme will directly involve many of the current local operators which will significantly add to their annual budgets in the period between 2017–2023. We also believe that Kaunas 2022 programme will allow local organisations to build more partnerships and gain more international experience which will encourage them to participate and become leaders in European projects and attract funding from more diverse funding sources.

Q24 Which amount of the overall annual budget does the city intend to spend for culture after the European Capital of Culture year (in euros and in % of the overall annual budget)?

The extra funding will be used to strengthen new priorities, laid out in the new Cultural Strategy, which include participatory culture, capacity building of culture professionals, revitalisation of cultural heritage objects, partnerships with educational institutions, etc. Current descriptions of regular cultural financing programmes have already been updated according to the new priorities and the budgets of related financing programmes, like the heritage renovation programme, were raised.

Q25 Please explain the overall operating budget (i.e. funds that are specifically set aside to cover operational expenditure).

None of the funds will be withdrawn from the City’s annual cultural budget.

The regular State funding for Kaunas based national institutions and competitive co-financing of NGO cultural projects by the Lithuanian Council for Culture are also not included in planned budget for Kaunas 2022 programme.

30 m euro budget allocated through 2017–2023 is planned as extra financing for the unique programme of Kaunas Contemporary Capital 2022.
Kaunas 2022 organisation was established at the beginning of 2017. However, according to the regulations, new institutions are not eligible to apply to main European funds for the first few years. Therefore, the Artistic Team of Kaunas 2022 and the main cultural operators/partner organisations will initiate, lead and partner in international projects to apply for EU funding. They will all have considerable expertise in various European Union sponsorship programmes. In the first stage of preparation, Ignition phase (2017–2018), the programming funding will be partly raised by another programmes and Kaunas City Municipality. Kaunas 2022 will be able to apply to European Funds as the main organiser starting from 2019. If applications are successful, the EU sponsored activities through the official Kaunas 2022 organisation will be held between 2020 and 2023. We know that applying to any EU fund doesn’t guarantee sponsorship, so we only may count on our previous experience and percentage of previous successful applications.

In the first preparatory years several Kaunas cultural operators (Kaunas Biennial, Kaunas Photo Gallery, Gallery Meno parkas etc.) will apply to the Creative Europe programme in two strands: Cooperation projects and European platforms. The call for applications for the European platform for the first call and deadline of the 2013–2016 programme, which is based on students’ initiatives and programming the City’s future, will be open for applications in April 2017. The programme aims at connecting various European union sponsorship programmes, which will be several photo books with new pieces of art in site-specific/city-specific forms for artist exchange, who will create new research on the Creativity Index of Kaunas as well as post-conference publications. For these activities, directly linked to the programme, universities will apply to Horizon 2020 and to the Research Council of Lithuania, which administers European funds for research e.g. ERA-NET Co-fund Smart Urban Futures and similar strands. Beside these fundamental funds Kaunas 2022 organisation will apply with special projects to the European Foundation for Young Generation (when the activity is clearly linked to cultural innovation in the European context), Mondriaan Foundation (when the activity involves Dutch artists such as Jeanne van Heeswijk or diplomatic heroes, like consul Jan Zwarteijndijk who saved thousands of Jews in Lithuania and Poland issuing them with visas), and Nordic Culture Fund (with special projects uniting the cultural institutions and practitioners of the Nordic and Baltic Regions). We will also collaborate with the Japanese Embassy which administers a special EcG-participation grant in relation to Japanese culture (the EU-Japan Fest Committee). There is a close relationship between Kaunas and Japan: while serving in Kaunas, the Japanese consul Chisane Sugihara saved around 2,000 Jews (http://www.sugiharahanse.com). Japanese sponsorship will serve as big support to our “Digital Diplomacy” programme which will commemorate and actualise those historical moments in Kaunas in the context of the Jewish history (Yidishke Matne project).

The commitments of both municipalities constitute more than half of the project’s budget from the public sector (16m of the total 30m euros).

The National Government confirmed its financial contribution to the project of up to 10 m euros to either City securing the 2022 title. There are no regional authorities in Lithuania that provide funding.

Kaunas City Municipality voted on the proposed project budget on 15 March 2016 and unanimously agreed on a 12m euro budget for Kaunas 2022 programme following the proposed budget timetable for the period between 2017–2023 (Kaunas City Municipality Council decision n. T-98, 15 March 2016). The budget was reaffirmed on 7 February 2017 by voting on the City’s final application.

Kaunas District Municipality council has also accepted the proposed budget of the programme on 24 March 2016 with the majority (22 votes for and 5 abstained) voting for participating in Kaunas 2022 programme and securing a budget of 4m euros for 2018–2022 period according to the proposed budget timetable.

The commitments of both municipalities constitute more than half of the project’s budget from the public sector (16m of the total 30m euros).

The National Government confirmed its financial contribution to the project of up to 10 m euros to either City securing the 2022 title. There are no regional authorities in Lithuania that provide funding.

\[ \text{Income from the public sector to cover operating expenditure} \]

\[ \begin{array}{|c|c|}
\hline
\text{National Government} & 10,000,000 \text{ } \% \\
\hline
\text{City} & 12,000,000 \text{ } \% \\
\hline
\text{Kaunas district} & 4,000,000 \text{ } \% \\
\hline
\text{EU (with exception of the Melina Mercouri Prize)} & 2,000,000 \text{ } \% \\
\hline
\text{Total} & 28,000,000 \text{ } \% \\
\hline
\end{array} \]

\[ \text{Here we are calculating funds that are fed into the programming together with partners like universities, theatres, museums and other cultural organisations applying for additional EU funds to finance co-productions of Kaunas 2022 projects.} \]

Kaunas Photo Gallery is going to apply to the Small Cooperation projects strand in 2017 with a proposal for a photographic residency programme of which several photo books with new pieces of art in site-specific/city-specific forms for artist exchange, who will create new research on the Creativity Index of Kaunas as well as post-conference publications. For these activities, directly linked to the programme, universities will apply to Horizon 2020 and to the Research Council of Lithuania, which administers European funds for research e.g. ERA-NET Co-fund Smart Urban Futures and similar strands. Beside these fundamental funds Kaunas 2022 organisation will apply with special projects to the European Foundation for Young Generation (when the activity is clearly linked to cultural innovation in the European context), Mondriaan Foundation (when the activity involves Dutch artists such as Jeanne van Heeswijk or diplomatic heroes, like consul Jan Zwarteijndijk who saved thousands of Jews in Lithuania and Poland issuing them with visas), and Nordic Culture Fund (with special projects uniting the cultural institutions and practitioners of the Nordic and Baltic Regions). We will also collaborate with the Japanese Embassy which administers a special EcG-participation grant in relation to Japanese culture (the EU-Japan Fest Committee). There is a close relationship between Kaunas and Japan: while serving in Kaunas, the Japanese consul Chisane Sugihara saved around 2,000 Jews (http://www.sugiharahanse.com). Japanese sponsorship will serve as big support to our “Digital Diplomacy” programme which will commemorate and actualise those historical moments in Kaunas in the context of the Jewish history (Yidishke Matne project).

The last call and deadline of the 2013–2016 applications for the European Platform was delayed by more than half a year. Kaunas Biennial together with other 13 EU countries will apply to the Creative Europe strand (deadline is April 2017). The Magonia city-project will include emerging artists from more than 14 European countries and will seek to re-approach public space, which closely relates to our Contemporary Capital concept of encouraging the civil society and the role of the People programme. In case Kaunas Biennial is successful in its application, the project will be financed by the EU in 2017–2020 (up to 500,000 euros per year shared among the partners) and would serve as an international platform for artist exchange, who will create new pieces of art in site-specific/city-specific environments in Kaunas and beyond, working closely with the local communities.

Thus, Kaunas 2022 concept will be spread through 14 European countries accumulating 100 project-related artists and helping to broadly open cultural services to the communities in Kaunas and beyond.

\[ \text{Income from the public sector to cover operating expenditure} \]

\[ \begin{array}{|c|c|}
\hline
\text{National Government} & 33.3 \text{ } \% \\
\hline
\text{Kaunas district} & 13.3 \text{ } \% \\
\hline
\text{City} & 40 \text{ } \% \\
\hline
\end{array} \]
Q29 According to what timetable should the income to cover operating expenditure be received by the city and/or the body responsible for preparing and implementing the ECoC project if the city receives the title of European Capital of Culture?

<table>
<thead>
<tr>
<th>Source of income for operating expenditure</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022 ECoC year</th>
<th>2023</th>
<th>Later</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>EU*</td>
<td>500,000</td>
<td>500,000</td>
<td>500,000</td>
<td>500,000</td>
<td>500,000</td>
<td>2,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Government</td>
<td>500,000</td>
<td>500,000</td>
<td>1,000,000</td>
<td>500,000</td>
<td>3,000,000</td>
<td>10,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City</td>
<td>474,400</td>
<td>1,000,000</td>
<td>2,400,000</td>
<td>2,400,000</td>
<td>3,903,600</td>
<td>11,105,000</td>
<td>219,000</td>
<td>12,000,000</td>
<td></td>
</tr>
<tr>
<td>Kaunas District</td>
<td>510,000</td>
<td>594,000</td>
<td>719,000</td>
<td>1,037,000</td>
<td>1,320,000</td>
<td>4,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsors</td>
<td>50,000</td>
<td>200,000</td>
<td>750,000</td>
<td>1,000,000</td>
<td>1,200,000</td>
<td>2,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>474,400</td>
<td>1,310,000</td>
<td>2,144,000</td>
<td>4,339,000</td>
<td>5,687,000</td>
<td>14,723,600</td>
<td>11,105,000</td>
<td>219,000</td>
<td>30,000,000</td>
</tr>
</tbody>
</table>

*without the Melina Mercouri Prize

Q30 What is the fund-raising strategy to seek support from private sponsors? What is the plan for involving sponsors in the event?

Each year Kaunas City and the District attract a steadily growing amount of international and local investments mostly based in client service, production and digital technologies. However, charity and culture organisations find it challenging to attract partnership with businesses due to weak connections between culture and business sectors. Nevertheless, we hope Kaunas 2022 programme will have a lasting legacy of strengthening these links.

We will start our fundraising campaign as early as 2017 by establishing an advisory group for sponsorship which will include representatives of business companies (Global Lithuanian Leaders, Rotary clubs and new partners). We will also form a sponsorship and fundraising team, who will work with the advisory group and will be responsible for analysing big data, providing the potential partners with unique proposals, managing sponsorship projects, monitoring the return of the partners’ investments, managing integration of sponsors in our marketing campaigns, etc. Our proposal inventory for potential sponsors in our marketing campaigns, etc. will include marketing offers such as advertising positions in our marketing campaigns, etc.

For example, we will invite members of our business network to host some of the artist residencies. The employees of the companies will be able to participate in the conception and implementation of the projects by the artists in residency that will be contributing to their local neighbourhood environment. Thus, the programme will aim not only at strengthening the links between businesses and local communities but also at fostering a more creative working environment and family activities for the employees of our sponsors.

And some of the businesses have already agreed to co-operate with us. We have signed a partnership agreement with eight Rotary and Rotaract clubs in Kaunas that connect more than 200 socially active leaders from different fields of economy who have agreed to support the implementation of the programme. It is envisaged that each of the eight clubs will act as a patron of community projects in different neighbourhoods of Kaunas. We have also agreed on partnership with the Hotel Association in Kaunas and the digital technology cluster Blaster, as well as some other private companies. We are working to extend the network and mobilise more businesses through our programmes from small enterprises to international companies.

Global support for Kaunas 2022

We are working internationally to mobilise the vast Lithuanian diaspora abroad to support the programme and engage in raising funds. Given the positive support we have already received from Lithuanians abroad, we are very positive about the possibilities of fundraising within this community. We are also very proud of our partnership with Global Lithuanian Leaders, a high impact, non-profit Lithuanian platform connecting international professionals building global opportunities for Lithuanian economy (connects 700 members from almost 100 countries around the world). By involving the members of the Global Lithuanian Leaders community we hope to attract more opportunities for creative partnership with the global Lithuanian business community.

Small businesses

Small businesses are vital to Kaunas 2022 programme and will be encouraged to get involved in the programme on different levels. Each willing enterprise will be able to receive marketing offers as well as a special banner/sticker announcing its contribution to the programme by agreeing to accept promotional Kaunas 2022 project material (posters and event programmes) or giving special discounts for participants of Kaunas 2022. They will also be able to contribute by hosting events in special event programmes such as Café du Monde.

Individual contributions and crowdfunding

To generate additional private support for specific projects of the programme we are going to use crowdfunding tools which among many projects will include the following:

- The project Kaunas Challenge will have a special training course for youth within the Tempo Academy on creating crowdfunding campaigns (how to create a good promo video, an appealing description of the project, raise visibility of their campaign, etc.). The skills young people will acquire in this course will later be applied in their own projects within the Kaunas Challenge project to raise additional sponsorship;

- The crowdfunding method will also be applied in the Fluxus Labs and Modernism for the Future programmes. Their websites will feature a crowdfunding platform. It will serve as a tool for communities to collect donations and mobilise the residents of their neighbourhood to contribute to the improvements of their living environment, revitalisation of public spaces, reconstructions of public heritage assets, ecological or artistic projects in the area. In exchange for their donations, contributors will get rewarded by being invited to a series of cultural events set up in the refurbished buildings and public spaces during the ECoC year as well as offering incentives such as special places where all the names of the donors are inscribed as part of an artwork or display within the space.

Pixel Tunnel to Europe

We are planning to build a two ended “screen” tunnel in the city centers of several European cities. A round shaped projection that shows e.g. Esch in Kaunas and Kaunas in Esch in real time. When somebody looks at the screen in Kaunas, s/he sees somebody in Esch looking at Kaunas and vice versa. If visitors want to send a message or greeting to the other city they can do it by buying a pixel from the screen. Contactless credit cards or mobile paying systems can be used.

Pixelmator will be invited to sponsor the Pixel Tunnel. Through this project every citizen can contribute and crowdfund the project with an “instant gratification”.

The commercialisaion of the Beast character: gamification, 3D printing, books, merchandising. The new cultural legend of Kaunas will include a set of unique crafted characters which will be used for merchandising. For example, computer games and apps will be developed. An open collaborative platform will be created where everyone can customise their favourite character from the Mythical Beast story and buy a personal 3D printed model. Income from the attractive merchandise will be used to support community participation projects, such as puppet theatre productions for the Grand Summer Show. It is worthwhile mentioning that recently (November 2016) the Lithuanian State Government started working on the Patrimonial Law which still doesn’t exist in Lithuania. This law is supposed to be approved by 2018 and will bring very positive changes in fundraising from the private sector not only for big projects such as ECoC or the Centenary celebration, but also to small cultural enterprises and NGOs.
Please provide a breakdown of the operating expenditure, by filling in the table below:

**Programme of Operating Expenditure**

<table>
<thead>
<tr>
<th>Programme expenditure (in €)</th>
<th>Programme expenditure (in %)</th>
<th>Promotion and marketing (in €)</th>
<th>Promotion and marketing (in %)</th>
<th>Wages, overheads and administration (in €)</th>
<th>Wages, overheads and administration (in %)</th>
<th>Total of the operating expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>19,500,000</td>
<td>65%</td>
<td>6,000,000</td>
<td>20%</td>
<td>4,500,000</td>
<td>15%</td>
<td>30,000,000</td>
</tr>
</tbody>
</table>

**Q32** Planned timetable for spending operating expenditure:

<table>
<thead>
<tr>
<th>Timetable for spending</th>
<th>Programme expenditure (in €)</th>
<th>Programme expenditure in % of total Programme exp.</th>
<th>Promotion and marketing (in €)</th>
<th>Promotion and marketing (in % of total marketing exp.)</th>
<th>Wages, over-heads and administration (in €)</th>
<th>Wages, over-heads and administration (in % of total administration exp.)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>296,400</td>
<td>1.52%</td>
<td>60,000</td>
<td>1%</td>
<td>63,000</td>
<td>1.40%</td>
<td>419,400</td>
</tr>
<tr>
<td>2018</td>
<td>856,050</td>
<td>4.39%</td>
<td>120,000</td>
<td>2%</td>
<td>180,000</td>
<td>4%</td>
<td>1,156,050</td>
</tr>
<tr>
<td>2019</td>
<td>1,677,000</td>
<td>8.6%</td>
<td>120,000</td>
<td>2%</td>
<td>360,000</td>
<td>8%</td>
<td>2,157,000</td>
</tr>
<tr>
<td>2020</td>
<td>2,659,800</td>
<td>13.64%</td>
<td>1,200,000</td>
<td>20%</td>
<td>630,000</td>
<td>14%</td>
<td>4,489,800</td>
</tr>
<tr>
<td>2021</td>
<td>3,550,950</td>
<td>18.21%</td>
<td>2,400,000</td>
<td>40%</td>
<td>990,000</td>
<td>22%</td>
<td>6,949,950</td>
</tr>
<tr>
<td>2022 ECoC year</td>
<td>9,907,950</td>
<td>50.81%</td>
<td>1,620,000</td>
<td>27%</td>
<td>2,142,000</td>
<td>47.6%</td>
<td>15,669,950</td>
</tr>
<tr>
<td>2023</td>
<td>464,100</td>
<td>2.38%</td>
<td>420,000</td>
<td>7%</td>
<td>90,000</td>
<td>2%</td>
<td>974,100</td>
</tr>
<tr>
<td>Later</td>
<td>87,750</td>
<td>0.45%</td>
<td>60,000</td>
<td>1%</td>
<td>45,000</td>
<td>1%</td>
<td>192,750</td>
</tr>
<tr>
<td>Total</td>
<td>19,500,000</td>
<td>100%</td>
<td>6,000,000</td>
<td>100%</td>
<td>4,500,000</td>
<td>100%</td>
<td>30,000,000</td>
</tr>
</tbody>
</table>

**Q33** What is the breakdown of the income to be received from the public sector to cover capital expenditure in connection with the title year?

**Income from the public sector to cover capital expenditure**

<table>
<thead>
<tr>
<th></th>
<th>in €</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Government</td>
<td>28,078,939 €</td>
<td>29.08%</td>
</tr>
<tr>
<td>City</td>
<td>30,699,988 €</td>
<td>31.80%</td>
</tr>
<tr>
<td>EU (with exception of the Melina Mercouri Prize)</td>
<td>37,775,587 €</td>
<td>39.12%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>96,554,415 €</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Note:** The table does not include sums which are not yet allocated or confirmed but are still at a planning stage for the development of infrastructure. In Kaunas City it relates to: Kaunas Concert Hall, Stage Art Incubator (black box), museum renovation for contemporary art needs (Kaunas Picture Gallery). Budgets of these infrastructural improvements are supposed to be combined from all of the three sources mentioned in the table above. We believe the ECoC title will become a real driving force in solving these infrastructural challenges, especially when applying for the National Governmental support, which has previously bypassed Kaunas too often.

In Kaunas District the planned (but not yet confirmed) financial support for the infrastructure adds up to a total of 18,969,028 Euros from the public sector which includes funding from the District Municipality 5,320,697 Euros (18.36%), State budget 5,784,786 Euros (30.5%) and 9,663,545 Euros (50.94%) from the EU.

**Q34** Have the public finance authorities (City, Region, State) already voted on or made financial commitments to cover capital expenditure? If not, when will they do so?

**Q35** What is your fund raising strategy to seek financial support from Union programmes/funds to cover capital expenditure?

All of the projects listed in this section have been voted on by all of the relevant authorities.

We excluded those projects which are planned to be implemented in the Kaunas District. The District’s plans for infrastructure were prepared by the Municipality’s Investment Division and are being submitted to different EU-funded investment programmes related to integrated urban development (for parks and public spaces), actualisation of culture heritage (for cultural objects), rural area renewal and have yet to be confirmed.

The largest part of the City’s infrastructure projects are or will be financed by the State Investment Programme (SIP) and/or Integrated Territory Development Programme (EU funding). The finances for these projects are secured and listed in the budgets of the mentioned programmes and approved by the Lithuanian Parliament, Prime Minister, Ministers and other responsible authorities. Kaunas City Council has secured finances for partial funding of these projects by making votes on these investment programmes. EU support is also planned to be used to cover part of the expenditure (12.5 m Euros through the Ministry of Education and Science of the Republic of Lithuania) for the new construction of the National Science Centre. Projects will also include investments from private investors.
Q36

According to what timetable should the income to cover capital expenditure be received by the city and/or the body responsible for preparing and implementing the ECOC project if the city receives the title of European Capital of Culture?

Finance

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>EU</td>
<td>3,841,101</td>
<td>15,898,293</td>
<td>12,210,561</td>
<td>2,912,816</td>
<td>2,912,816</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Government</td>
<td>1,390,900</td>
<td>13,997,059</td>
<td>11,662,927</td>
<td>514,026</td>
<td>514,026</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City</td>
<td>5,335,945</td>
<td>7,646,369</td>
<td>7,233,052</td>
<td>4,806,702</td>
<td>3,310,215</td>
<td>2,367,705</td>
<td></td>
</tr>
<tr>
<td>Private sponsorship</td>
<td>72,500</td>
<td>1,636,796</td>
<td>1,636,796</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ECOC year</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Q37

If appropriate, please insert a table here that specifies which amounts will be spent for new cultural infrastructure to be used in the framework of the title year.

Finance

<table>
<thead>
<tr>
<th>No.</th>
<th>Object</th>
<th>Time period</th>
<th>Planned budget, €</th>
<th>Funding sources*</th>
<th>Executor*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Construction of National Science Centre on Nemunas Island</td>
<td>2016–2018</td>
<td>23,076,500</td>
<td>EU, SIP, KCMA, PF</td>
<td>MES / KCMa</td>
</tr>
<tr>
<td>2.</td>
<td>Construction of wooden amphitheatre next to Kaunas Castle</td>
<td>2017–2018</td>
<td>150,000</td>
<td>KCMA, EU</td>
<td>KCMa</td>
</tr>
<tr>
<td>3.</td>
<td>Athletics Stadium</td>
<td>2016–2017</td>
<td>9,525,963</td>
<td>SIP, KCMa</td>
<td>KCMa</td>
</tr>
</tbody>
</table>

* Abbreviations: EU – European Union, SIP – State Investment Programme, KCMa – Kaunas City Municipality Administration, MES – Ministry of Education and Science, PF – Private funding

Q38

What kind of governance and delivery structure is envisaged for the implementation of the European Capital of Culture year?

Management: Organisational structure

The Statute of an administrative non-profit body Kaunas 2022 was confirmed in February 2017 by two co-founders: the Kaunas City Municipality and the association Cultural Tempo Academy which unites representatives of Kaunas cultural sector.

The spirit and ethos which has served us well so far in the development of this Application will be central to our organisational model. Independent professionals working with the complete support of the Municipalities Connected but independent.

The Artistic Director is hired by the approval of the Supervisory Council and has a right of final decision about the artistic programme. The Artistic director is responsible for the overall programme and its integral parts: capacity building and cultural education, partnership building, planning and implementing of projects and grand events as well as community outreach. Communication and marketing are also managed in coherence with the artistic vision of the Artistic Director. Together with the General Director the Artistic Director is responsible for the local, national and international representation of Kaunas 2022.

There are a lot of decisions which will have to be made in agreement between the General and Artistic directors. The consensus of both should be found in decisions on the artistic programme when it relates to budget amendments and communication strategies.

The support of the City and District Municipality is expressed in being part of the main funders and founders represented in the Supervisory Council of Kaunas 2022. It comprises seven players from all walks of the City’s life: the Kaunas Municipality, the association Cultural Tempo Academy, Kaunas District Municipality, the National Government and independent expert from cultural, economic, and social spheres. The Supervisory Council organises open calls for the General and Artistic Director positions, selects and confirms the candidates. The council members gather at least twice a year for approving (1) year activity and budget plan and (2) report on implementation of the plan and budgetary balances. The information exchange meetings between Kaunas 2022 Council and Kaunas 2022 team will be held regularly in order to ensure smooth communication among all partners of the project. The Supervisory Council members also advocate Kaunas 2022 interests for fluent flow of finances from the committed parts: City and District Municipalities, government and private sector.
KAUNAS CONTEMPORARY CAPITAL 2022

How will this structure be organised at management level? Please make clear who will be the person(s) having the final responsibility for global leadership of the project?

The GENERAL DIRECTOR is the person having the final responsibility for global leadership and financial stability of the project. The Artistic Director has a final decision for the cultural content of the programme following the financial and timetable framework decided in consensus with the General Director.

ARTISTIC DEPARTMENT

The ARTISTIC DIRECTOR will work with a Curatorial Team, which consists of professional managers in specific cultural and educational fields: music, architecture and heritage, theatre, contemporary dance and circus, visual and public arts, literature, communication, life-long learning, etc.

Four to six CURATORS will be responsible for international networking and ensuring European partnership-based programmes in these areas:

- Capacity building programme (The Tempo Academy of Culture)
- Unifying narrative of Kaunas and programme (The Mythical Beast of Kaunas), Grand Events, literature, cinema
- visual and public arts, community culture
- performing arts (theatre, dance, circus, music) as a form of participatory culture

The six programme platforms (Modernism for the Future; Memory Office; Designing the Future; Memory Office; Designing the Future; Memory Office; Designing the Future) are managed by four to six programme parts – museum, library, theatre, university etc. they will be networked from partner organisations, responsible for projects under the guidance of platform Leaders. The platform Leaders will work closely with the Curators and project MANAGERS are representatives of partner organisations, responsible for programme parts – museum, library, theatre, university etc. They will be networked through the capacity building programme The Tempo Academy of Culture.

Community Agents (around 40 [emerging] artists, creative industries professionals, sociologists, etc.) will work on the project Fluxus Labs within local communities under the guidance of the Platform Leader for We, the People. Most of them will work several hours per week combining community activity with other jobs, most probably in the same area. The most active Agents will choose to work more and more hours and then their status will change from self-employed to a contracted team member of Kaunas 2022.

COMMUNICATION DEPARTMENT

Beside the programme the Artistic Director will be working in close collaboration with the Communication department and Communication Manager. The Communication Manager’s responsibilities cover internal and external communication, PR, press, marketing, monitoring procedures and evaluation. Communication and marketing strategies have to consolidate the main concept of Contemporary Capital and to support the artistic vision of the programme, that’s why the Communication Manager also will report to the Artistic Director. Some of the services, such as international media communication, branding, etc. will be partly or fully subcontracted. Public relation managers will be working to supply local, national and international media with information. We will have the Persuaders in Kaunas 2022 team as well. This person will be available for appointment at any organisation, group or community to answer any question Kaunasians may have. Persuaders will be available for appointment at any organisation, group or community to answer any question Kaunasians may have. The Curatorial Team as well.

FINANCE DEPARTMENT

The GENERAL DIRECTOR plays a crucial role in ensuring a fluent flow of the planned grants from both municipalities involved in the project, as well as State funding and is responsible for additional fundraising from private sources and the EU funds. Finance managers will be responsible for annual budgeting, reports and audits. Fundraising managers will be working with the General and Artistic Directors and Communication Manager in order to look for specific sponsors for different programme parts. They will also be responsible for applying to various local, national, EU, and international funds for co-funding of the programme.

KAUNAS 2022 EMPLOYMENT DEMAND AND DRAFT SCHEDULE

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<td>Platform Leaders (6 platforms)</td>
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<td>Project Managers (mainly represents partner institutions)</td>
<td>SE / 10 P</td>
<td>SE / 12 P</td>
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<td>SE / 30 P</td>
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<tr>
<td>Community Agents for Fluxus Labs (freelancers trained at Tempo Academy)</td>
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<td>SE / 40 P</td>
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<td>15 SE</td>
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Organisational structure

Abbreviations: P – person, FT – Full time, PT – Part time, SE – Self-Employed, Ex.A – External Audit, Ex.S – External Service,
Since the beginning of programming and lots of international meetings and discussions, Kaunas 2022 project has received a lot of interest. This is also the case in people wanting to become part of the team. A number of experienced independent cultural professionals in Lithuania and some international cultural leaders who have worked at a very high level, including the delivery of major components of other ECoC projects or major Creative Europe projects have expressed a strong interest in joining our team or in working with us.

If the title is awarded to Kaunas 2022 an open international call will be announced to fill the positions of the General Director and Artistic Director with clear requirements in terms of appropriate education, skills, and experience in international cultural context (more in Q42).

Marketing, communication and finance professionals will be selected by the General Director through a public tender. The requirements for these positions will be complex, valuing education, international experience and motivation. Lithuania and especially Kaunas has a huge potential of experienced culture managers, marketing and finance professionals, because of the rich networks of cultural institutions and the academic environment with big numbers of graduates in CI and other professions. Many people have signalled their interest to work for this project already and we have compiled a CV database at Kaunas 2022 office.

The Artistic Director will gather an Artistic Team. He/she will propose the curators to lead horizontal programmes and grand events, also the Platform Leaders to start Ignition Initiatives. Some internationally recognized artists, composers and directors have already been invited and have kindly agreed to contribute (if the title is awarded) to Kaunas 2022 with certain productions, which will be discussed and contracted to professionals from all over Europe and beyond (see also Q19). Local and international open calls for artists are planned and significant contributions from these partners are provided in each platform. Those activities will be coordinated by the team of Curators.

An open international call for the General and Artistic Directors will be announced if Kaunas is awarded the title. The competition for these positions will be announced in late June 2017 and the results are expected in autumn 2017.

The General and Artistic Directors will start their work in Kaunas 2022 office within 2017 in order to prepare a clear action plan for 2018 – 2023. The requirements for the Artistic Director will be an extension of these main characteristics:

- Knowledge and expertise in long-term international projects.
- Experience in leading international cultural and/or artistic projects.
- Flawless reputation in previous international projects.
- Capacity in managing complex human resources.
- A prepared strategy for the implementation of the programme detailed in the bid book.

The requirements for the General Director will be an extension of these main characteristics:

- International experience in long-term cultural projects in the scale comparable to ECoC.
- Knowledge and expertise in European and national cultural strategies and policy.
- Strong skills in communication, marketing, and fundraising.

In 2015 Dr. Virginija Vitkienė was appointed the General Director for the prepara-
tion of the Kaunas 2022 programme and ECoC title bid book. If Kaunas receives the title, an open call for this position will be announced internationally together with the call for the General Director’s position. The current Artistic Director will be able to take part in the open call.

If for any reasons changes occur in the positions of the General or Artistic Director during the preparation and implementa-
tion period, an open international call un-
der the above mentioned requirements will be announced within one month af-
after the resignation of the previous direc-
tor and the new Director will be selected and confirmed by the Supervisory Council of Kaunas 2022.
Our approach to identifying risk and contingency has been:

1) To undertake a thorough analysis of our strengths and weaknesses
2) To learn from other ECoCs about the difficulties and risks they have identified and how to deal with them
3) To develop a risk framework which takes the major risks, their likelihood of occurrence, and the severity of impact, and a series of actions to mitigate those risks. As such, we have grouped the answers to these questions together.

Exchange with colleagues from previous and running ECoC programmes and visits to their cities (including Mons, Riga, Wroclaw, Donostia/San Sebastian, Lille, Liverpool, Essen) taught us that most risks and difficulties revolve around topics such as organisation models, mobilising society, managing negative media attention and initiating a good legacy process.

The public meetings we led with the culture, education, tourism professionals as well as the two research activities we did on community culture and creative industries in Kaunas gave enormous feedback on community culture and creative industries fields. Our programme slogan is made-up of two keywords, that reflect the core definition of Kaunas’ identity. They talk about the most important shift that the City faces in the next decade.

KAUNAS 2022. Contemporary Capital.
KAUNAS 2022. Šūšalaike sostinė.

The slogan clearly reveals and indicates the transition from “temporary” to “contemporary”. A small difference of three added letters is actually a giant leap in the image of the City (in Lithuanian also: Laikinoji sostinė, Šūšalaike). Kaunas, which for the past eighty years has been pointlessly labeled as a “temporary Capital”, reinvents itself as a contemporary city in the context of Europe. This is the point at which European Capital of Culture meets, inspires and helps Kaunas to find a new self-identity. All of the artistic programme in its essence is a translation of the concept and slogan into action. The programme is cutting edge, contemporary, oriented towards European values and constructed to leave a long-lasting productive legacy.

In English “contemporary” might be associated with contemporary art and evoke the opposite to inclusiveness and openness. However, in Lithuanian the word just means “something that is happening in the present” – we use it every day and nobody is afraid of it.

The major risks have been grouped and are included in the following Risk Matrix.

<table>
<thead>
<tr>
<th>Risk</th>
<th>Probability</th>
<th>Body responsible for control of the risk</th>
<th>Contingency/Risk management</th>
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<tbody>
<tr>
<td>Financial: failure to secure planned budget, irresponsible use of project budget allocated to the partners</td>
<td>Medium</td>
<td>General Director, Supervisory Council, Monitoring team</td>
<td>Detailed budget structure is in place approved by the City and District Municipalities</td>
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<td>Detailed and transparent financial planning and public accountability</td>
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<td>Financial monitoring and evaluation scheme and Supervisory Board</td>
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<tr>
<td>Political: lack of political/administrative support</td>
<td>Low</td>
<td>Kaunas City and District Mayors, General Director</td>
<td>Voted Council support from the Kaunas District Municipality and Kaunas City Municipality. ECoC included in the main strategic plans of Kaunas City Municipality and supported by main political parties and movements. The support of ECoC programme has been expressed by the Culture Minister of LL. Recommendations of all aforementioned political bodies have been taken into account forming main administrative, managerial, financial decisions.</td>
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<tr>
<td>Bad publicity: negative media attention, effect on City's self-confidence in case of failure to secure the title</td>
<td>High</td>
<td>Kaunas 2022 team, Communication Manager</td>
<td>Communicating clearly the aims and priorities of Kaunas 2022 programme to the public</td>
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<td>High publicity and transparency through active public communication, encouraging locals to actively get involved in planning and contributing to the programme.</td>
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<tr>
<td>Managerial: unexpected changes (resignations, long-term leaves, personal problems, etc.) in the managerial staff, lack of qualified young professionals to recruit</td>
<td>Medium</td>
<td>General Director, Administration Department</td>
<td>Managerial structure foresees a team of experts for each member of management</td>
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<td>The Tempo Academy (2017–2021) will incorporate professionals in the organisation of the ECoC year.</td>
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<td>Involving students and youth in voluntary programmes.</td>
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<td>Youth-friendly environment by fostering young initiatives through open calls.</td>
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<td>Attracting qualified professionals from other regions.</td>
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<tr>
<td>Cultural Connectivity: insufficient involvement and collaboration of local culture operators in the programme, weak volunteering and active participation traditions</td>
<td>Medium</td>
<td>Artistic Director, Tempo Academy, Curatorial Team, General Director</td>
<td>Involving culture operators in programming of Kaunas 2022 at an early stage (over 85 local organisations are already involved)</td>
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<td>Network building for collaborative projects, marketing and communication actions, focussing on community involvement projects and stakeholders’ research.</td>
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<td>Active involvement of local operators encouraged through additional funding from Kaunas 2022 budget to create new ideas and projects for the programme.</td>
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<td>Setting up a volunteer centre for mobilising citizen groups for volunteer activities.</td>
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What is the city’s intended marketing and communication strategy for the European Capital of Culture year?

**Marketing and communication**

Our marketing and communication strategy is built around a roadmap made of three essential elements: the place we are, the national we want to be, and how to get there.

What we are: a temporary capital.
No city in Lithuania has more stereotypes about itself than Kaunas does. And most of them are highly critical and non-productive.

What we want to be: a Contemporary Capital.
We can create a destination for parallel trends like a young look and feel of the City and a growing line-up of arts and science activities mixed with a blend of community arts and traditional crafts and knowledge – and encourage people who live here.

How to get there: by waking up the City.

The Mythical Beast has a key role in our programme as well as in our marketing and communication plan.

A number of advertisement teams have already confirmed their interest in working with Kaunas, including Rio Olympic Games visual identity authors from Sao Paulo and some of the best local and national agencies.

**STAGES, TARGET AUDIENCES, CHANNELS AND PARTNERS**

Like our programme, our communication strategy goes through four stages.

**IGNITION 2017–2018**

This early phase is key in the transition from the bidding to the preparation phase to that of a created and maintained project. New target groups will include, for example, the abundant communities of sport and traditional crafts and knowledge – and encourage people who live here.

**EXPLOSION 2021–2022**

Flying Europe ballon in a shape of a character of the Mythical Beast designed by Patrick Piccinin, gliding over the skies of Kaunas. The will attract tourists from all over Europe, and especially from the countries of the Baltic region, like Estonia, Latvia and Lithuania.

**AGITATION 2019–2020**

At this stage we will continue with our marketing and communication efforts to turn the environment or old photographs into a meaningful and useful way to benefit from our activities with the Mythical Beast.

**Q47**

What is Kaunas’ sleeping districts, and residents of Lithuania’s old photographs, will be used to create a narrative of multicultural and multinational identity. Jewish heritage is one example of Kaunas’ multicultural history to be returned to its rightful place.

Most visitors to Kaunas come from Russia, Germany, Poland, Latvia, Estonia, Belarus, Finland, United Kingdom, and Italy and France. The second level target markets in the tourism strategy include Norway, Sweden and the Netherlands.

**Channels and partners (examples)**

We will establish an agreement for a long-term partnership with the Lithuanian National Radio and Television (LRT), in terms of regular collaboration with Culture LRT channel for coverage and broadcasting. Also national TV stations in Lithuania will be asked to promote Kaunas 2022 ambassadors’ network. Kaunas 2022 programme in many cities across Europe.

**Tourism fares like the Vakantiebureaus in The Hague and Vakantiebureaus in Amsterdam will be platforms to approach tourism operators from all over Europe and overseas (as visits from Israel and Japan are becoming increasingly important).**

**Kaunas Digital Games.**
We will establish an agreement for a long-term partnership with the Lithuanian National Radio and Television (LRT), in terms of regular collaboration with Culture LRT channel for coverage and broadcasting. Also national TV stations in Lithuania will be asked to promote Kaunas 2022 ambassadors’ network. Kaunas 2022 programme in many cities across Europe.

**Digital presence.**
The Agitation phase will include programme taking place in the digital realm like the fun interactive performance platform with scenes from the Mythical Beast. A digital game will be programmed to feature Kaunas 2022 interlocutor characters. A smartphone app “Cultural Awakening” will give notifications for cultural events online and offline.

**EXPLOSION 2021–2022**

Flying Europe balloon in a shape of a character of the Mythical Beast designed by Patrick Piccinin, gliding over the skies of Kaunas. The will attract tourists from all over Europe, and especially from the countries of the Baltic region, like Estonia, Latvia and Lithuania.

**Digital presence.**
We will invite pilots, stewards, bus and taxi drivers to be Kaunas 2022 ambassadors. Every fan of Kaunas at home or abroad can get to know Kaunas 2022 programme in many cities across Europe.

**Europa noelia.**
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KAUNAS AS HOSTS FOR EUROPE – HOSPITALITY SPIRIT AWARENESS

The inclusion of citizens in Kaunas City and District from all walks of life will be the basis of a citizen-led communication to the outside world. The citizens are our media group. No money can buy the enthusiasm and love that a convinced participant and citizen can radiate to the outside – to friends and family at home and abroad, to business or university partners in Lithuania and far beyond, through social media and word of mouth. It is legendary for human communication that a single message or post can reach viral dimension which reaches more people than any expensive campaign. Raising the happiness factor through design is another driver for enthusiasm and communicative citizenry.

Our community involvement projects in We, the People and Emerging Kaunas target exactly this communicative aspect as a positive side effect. The direct involvement and participation of many local people and communities in Co-operation, the Tempo Academy and Fluxus Labs will therefore be a great marketing tool as well – and one which people will be able to share with their friends and networks.

VOLUNTEERS’ PROGRAMME. The Tempo Academy of Culture has a special Volunteers’ programme for Kaunasians involving different generations and communities in all phases and actions of the project, including communicating the event. The hospitality course and the knowledge on the main spots and parts of the programme will be taught at the Academy and Fluxus Labs will therefore be a great marketing tool as well – and one which people will be able to share with their friends and networks.

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Youth Activation. The Faculty for Youth at the Tempo Academy will promote a self-sustaining model of capacity building and practice-based cultural experience, which will provide more than 100 teenagers with basic skills and support for the development of the programme within the youth platform Tempering Kaunas. The decision making on the programme will serve as a powerful motivation for young people to speak loudly about being a part of the team through various media channels.

SLEEPY DISTRICTS. We will mobilise each Seniūnijas (head of the Seniūnija) and employees of all 36 Kaunas and District Seniūnijos to contribute to the project by creating ambassadors for Kaunas 2022 in their communities and areas. The Seniūnijos represent the municipalities in different areas of the City and District and have a direct link to the communities who live there. Their contribution will be vital in communicating the project.

THE FLUXUS LABS in each Seniūnija will be hot spots for citizens taking over their City, Kaunas 2022 project and the communication of it. Every citizen will receive an information pack, car stickers and other special souvenirs and each business located in the City and District will receive a sign marking their support for Kaunas 2022. Through a contest aimed at emerging designers and artists we will create a special collection of Kaunas 2022 programme merchandise and attributes for the abundant fan community of the legendary Kaunas BC Zalgiris (fan flags, clothing, new fan chant connected to Kaunas 2022 slogan).

GUERRILLA COMMUNICATION. We will not hesitate to apply somewhat revolutionary means of communication. We are talking about the collective positive culture jamming, public street parties against TV addiction and temporary highway blocking against people leaving the City, online crowdfunding campaigns for culture consumption instead of brand consumption and similar participatory campaigns which will mobilise citizens to act together for culture and will catch the attention of a broader public.

GLOBAL KAUNASANS – CITIZENS ABROAD

As Kaunas 2022 ambassadors, one of the much spoken about problems in Lithuania is emigration. The official statistics of the Migration Department shows that there are more than 500,000 Lithuanians living in other European countries. The largest Lithuanian diaspora lives in the UK (around 123,000), other large communities can be found in Poland (ca. 62,000), Germany (ca. 45,000), Ireland (almost 40,000) as well as Latvia, Norway, Ukraine, Spain, Sweden and Denmark.

You can leave Kaunas, but Kaunas never leaves You. Under this motto we will build a strong PR campaign around the theme that every former emigrant can now be an ambassador for Kaunas 2022. There is a growing number of initiatives aimed at closer involvement of the émigrés into the domestic affairs of Lithuania since the overwhelming majority of them have retained their citizenship. Organisations like the Global Lithuanian Leaders, Global Lithuania Network, World Lithuanian Community, World Lithuanian Youth, World Litvak communities and their branches in Israel and the USA are influential organisations which at the same time closely cooperate with the governmental programme launched in 2012 and called “The Global Lithuanian”.

Some of the members of our team are already well connected to those organisations working on “Lithuania as a Social Network” concept. Our aim is to cooperate with the above mentioned organisations and to appoint motivated ambassadors (many of whom are originally Kaunas citizens) to spread information about our programme in their countries of residence and into their international networks.

Marketing and communication
First and foremost: on the 7 February 2022 it will be a 30 year anniversary of the Treaty of Maastricht. This means it’s 30 years since the European Union was born. The Treaty on European Union was signed in Maastricht in the Netherlands. It is a major EU milestone, setting clear rules for the future single currency as well as for foreign and security policy, and closer cooperation between EU member states can relate to that. That makes quite a club… Being a second city is probably the most complicated cultural phenomenon in terms of identity. The inferiority complex is inherently there, the questions of distribution of wealth, potential, accessibility of culture, regional development are always there. In this respect we are special by being exemplary.

There is one more field where we are special in being exemplary.

Kaunas has entered the European Union as the most euro optimistic among the big cities of Lithuania. In the referendum on 10–11 May 2003 Kaunas had come in the first place among big Lithuanian cities with a staggering 94.96% “yes” vote. The City still remains euro optimistic, which makes Kaunas a perfect laboratory for EcoC project and a perfect ground to test drive cultural initiatives for the future EU.

We do not feel we are in a position to tell what makes our application special among other applicants.

But we can tell what makes Kaunas a special applicant:

Kaunas is a second city and everyone living in Gothenburg, or Birmingham, or Tartu, or Plovdiv, or Krakow, or Cluj, or Marseille, or Milan, or Cork or any other second city of the EU member states can relate to that. That makes quite a club… Being a second city is probably the most complicated cultural phenomenon in terms of identity. The inferiority complex is inherently there, the questions of distribution of wealth, potential, accessibility of culture, regional development are always there. In this respect we are special by being exemplary.

There is one more field where we are special in being exemplary.

Kaunas has entered the European Union as the most euro optimistic among the big cities of Lithuania. In the referendum on 10–11 May 2003 Kaunas had come in the first place among big Lithuanian cities with a staggering 94.96% “yes” vote. The City still remains euro optimistic, which makes Kaunas a perfect laboratory for EcoC project and a perfect ground to test drive cultural initiatives for the future EU.

We do not feel we are in a position to tell what makes our application special among other applicants.

But we can tell what makes Kaunas a special applicant:

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Final stage bid book, 2017

The Applicant
KAUNAS CITY MUNICIPALITY

in partnership with
KAUNAS DISTRICT MUNICIPALITY

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