

Kaunas 2022
Contemporary
Capital
European Capital of Culture

KAUNAS IN NUMBERS



387,158 INHABITANTS
(combined City and Metro)



The longest pedestrian street
in Europe Liberty Avenue –
stretching for **1.6** kilometres



29 MUSEUMS



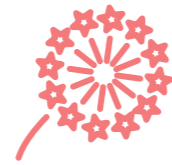
58 LIBRARIES



1,556 CULTURAL HERITAGE
OBJECTS



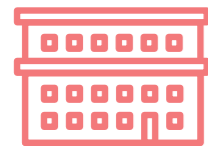
13 THEATRES and
4 THEATRE FESTIVALS



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.



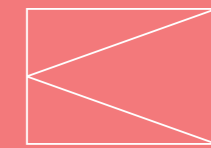
25 % of population over 60;



34 % of population under age 30



Unemployment rate 5,7 %



Kaunas 2022
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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 of Culture 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 accountancy. 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**



© RP | THE RIVER by Romualdas Požerskis, 1977. Before the street dividing the City and its River was built.

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 world 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 re-programming 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.**

The European Capital of Culture as a means of inviting citizens to participate in all aspects of society may be extremely instrumental in implementing our goal. We see the project of ECoC as a powerful tool we need. **It's our crash course in inclusive culture** which is:

- 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.

- 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?

So we very strongly wish to become a case study and a laboratory.

We haven't lost our sense of humour from the first round, but this time it is all about delivery for us.

And yes, we want to make a bit of hiSTORY. Who wouldn't?

Introducing:

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

Kaunasian (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) – is 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 City 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 EURO CITIES 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 residences, 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 Kaunasiens 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.

#

400,000
KAUNASIENS
UNITED THROUGH
CULTURE



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 have 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 buildings in the City are **neglected and in poor shape**. Moreover, strict and sometimes irrational regulations are forced upon new architectural and urbanistic developments in heritage areas that are pushing business developers and architects into a corner.

Kaunas is in many ways a city of CONTEMPORARY culture. We have a great variety of solid international contemporary art events. The City is home to some significant events like Kaunas Biennial – the biggest contemporary visual art biennial in the Baltic and Nordic region, Kaunas Photo – the longest-running annual photo art festival in the Baltics, CREATurE Live Art and the international Land Art festivals, international Kaunas Architecture Festival KAFe, and many more. On top of that, there is a number of music festivals from Kaunas Jazz (member of The Europe Jazz Network) and Akacijų Alėja Bard Festival to Pažaislis Classical Music Festival with concerts held at heritage sites: baroque monasteries, concert halls and churches across Kaunas and the District. Yet this **contemporary cultural City** still has **no contemporary art centre and concert hall**.

There is a variety of professional and amateur theatres, most notably one of the oldest functioning theatres in Lithuania –

National Kaunas Drama Theatre. This theatre is among the most advanced cultural institutions of the City with facilities adapted to the broadest scope of audiences, including hard of hearing and visually impaired. Aura Dance Theatre is another important institution with mostly international productions with European partners. A recent project by Aura, called "Godos", is a collaboration with a Norwegian theatre company Panta Rei and the production is designed to "animate culture", to move it closer to the community. The Kaunas State Musical Theatre has built its reputation on staging musicals and operettas. The Kaunas Puppet Theatre Company has staged productions of "Dwarf Nose" and "Snowflake" along with the local content. At the same time the theatrical community undergoes a media crisis **losing its audiences to cinema and internet**.

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

Kaunas and the District also have a **wide network of libraries** connecting many of the City's neighbourhoods, however they receive small amounts of visitors and some of the library buildings **are in poor condition**. Provided with a long-term strategic cultural development the current library network could be a very good basis for **reclaiming of the public space and building the community**. A modern library is not just for books after all.

Kaunas is recognised as Lithuania's sport's 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 where events, such as the European Basketball Championship are held together with concerts by Sting, Eric Clapton, Red Hot Chili Peppers and the likes, the football stadium and the monumental Kaunas Sports Hall. Despite the fact that nearly every public park is equipped with free fitness training machines, we have become **spectators** of sport instead of being active **participants**. We need to change from basketball and beer to pounding the pavements and the parks.

EDUCATIONAL CONTRADICTIONS

In 2022 we will have a reason to celebrate: it will be 100 years since the establishment of the University of Lithuania in Kaunas.

Ever since the foundation of the University, Kaunas has been an academic city with around 40,000 students as of today. Now we have 12 universities and colleges in Kaunas with **91 study programmes in the fields of culture and creative industries**.

Problems? There are too many. Firstly, our universities compete with each other instead of collaborating. Secondly, Kaunas keeps losing the students it has educated. We need to work together more strategically because at the moment **we are simply creating talent for others to use**.

Kaunas has a good programme of informal education. For example, there are Universities of the Third Age both in the City and in Kaunas District, providing various forms of learning for senior citizens. The Kaunas District University of the Third Age has 10 faculties in different areas based in local community and cultural centres. Several more are established in academic institutions in Kaunas City.

The informal children and youth education in Kaunas varies from sports to robotics classes, from computer programming to managing e-commerce or becoming an environmental activist or an architect. Local music schools have 3,000 students involved.

However, there is still much more to be done in ensuring equal learning opportunities for all citizens and especially in providing a proper offer of creative and informal education options designed for children and adults with disabilities.

COMMUNITY CONTRADICTIONS

At the very heart of Kaunas stands an Orthodox church. Or to be more precise – it was built as an Orthodox and now serves as a Catholic church. Think of it as a good symbol of contradiction. Sometimes we say: Kaunas is Lithuania. Ethnically we are a very Lithuanian city today which was never the case before. On our route to being Europeans, it might actually be rather nice to celebrate being Lithuanian for once! At the same time the remaining Kaunas minorities are encouraged to preserve their traditions. Take local Armenians who have active folk collectives, Jews or Tatars, who have been living here for over 600 years and have since preserved their religious and ethnic traditions. Take Russians with their Pushkin High School at the very heart of the 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.

The same Orthodox/Catholic Church we have just talked about is not equipped for people with disabilities. What an irony...

After 27 years on the road to democratic society we still feel no need or are too insecure to actively participate in decision-making process. Consider this: only 31% of young adults voted in the direct Mayoral elections in Kaunas City. The research of the Civic Society Institute shows that **more than half of the Lithuanian population fear they might lose their job, cause suspicion or get threats if they initiate or actively participate in civic movements**. This insecurity increases and civic involvement drops around the time when citizens finish their secondary education and start working.

BUSINESS CONTRADICTIONS

CCI operators play an increasingly important role in Kaunas economy. In fact, since

2009 it grew by a whole 112%, from 966 businesses in 2009 to 2055 in 2016, and continues to do so. So, last autumn we launched a CCI survey to analyse more thoroughly the current dynamics of the sector. This research involved over 170 creative businesses. It showed that the biggest growth has taken place in IT and programming (253%), advertisement services (205%) as well as other CCI fields. Despite this and regardless of the scale of the CCI companies, the main driver of the creative industries sector remains the competition of low prices and not innovation or state-of-the-art ideas. Members of the CCI sector also agree that they are not well connected to the surrounding community (42%). But the good news is that more than 53% of the CCI members already expressed support in Kaunas obtaining the ECoC title, strongly agree that the programme would create more opportunities for their sector and are eager to become involved in the conception of the programme. They have also noticed the potential of disused buildings and spaces of the City (49%) and see Kaunas 2022 body as the potential leader in creating new creative clusters in the City.

As for the rest of the business sector, Kaunas remains one of the most important industrial centres in the country, but it is also recognised as a centre for IT and programming, client services and has a growing number of international companies and

investors. In fact, in 2016 Kaunas District was ranked among the Best Small European Regions of the Future by FDI Magazine in the category of economic efficiency. Nevertheless, Kaunas being a second city by size is only the fourth Lithuanian city according to investment, outranked even by smaller cities like Klaipėda and Šiauliai. And the truth is that large scale businesses are not so much concerned with the needs of the local population and therefore are not very socially engaged. There is also a certain lack of co-operation between business and culture people and so **while the technology driven sectors are thriving in Kaunas, tourism and culture industries often lack variety and innovation**.

We are committed to tackling these contradictions which mean that at the moment the sum of our cultural system is less rather than greater than its parts. Making our cultural system truly fit for purpose is central to our City's vision and to the concept and strategy of Kaunas 2022. This application shows how we plan to do it.



More on the results of the CCI research

Q4

Explain the concept of the programme which would be launched if the city is designated as European Capital of Culture.

Introduction



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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 complicated 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.

Contemporary Capital is not about criticising people who work in our cultural institutions. It's about valuing their deep knowledge and finding a better way for them to share it in order to bring our City alive. It's about learning however young or old you are. Our team needs to learn too, and the capacity building programme **Tempo Academy of Culture** will be a place where we can learn and share together.

Contemporary Capital is about hope and change – things we have lost, and maybe are a little afraid of. But the sense of meeting all of the major challenges we face, as a City, as a community, as a family and as individuals are at the heart of our concept and our vision for the future.

We envision a change in two directions:

CULTURE

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 **confusion** our City is 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.

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

COMMUNITY

We will create a capacity and happiness building programme for the whole City.

The programme will become an innovative learning/coaching hub to serve as open laboratory for change of the cultural landscape of our communities. It will seek to become 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 beside 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 unblocking that latent creativity, which we have translated into three programme strands: **Confusion, Confluence and Consciousness**.

MATRIX

KAUNAS 2022: CONTEMPORARY CAPITAL

	CHALLENGES	OBJECTIVES	METHODS
CONFUSION	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 nostalgic for the great past they have lost, they are also prone to collective amnesia – remembering only selected historical moments.	<ul style="list-style-type: none"> 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 multiethnicity. To reconcile the past and present to benefit the future. 	<p>MODERNISM FOR THE FUTURE – a major new international research and interpretation centre for the Modernist Movement.</p> <p>MEMORY OFFICE A new platform is constructed to revive and re-contextualise uncomfortable memories and a multi-ethnic past.</p>
CONFLUENCE	<p>We lack collaborative spirit and practices, a unifying narrative and also happiness.</p> <p>So we need to address the challenges of – weak cross-sectoral cooperation and insufficient bonds among culture, education, business, and social sectors.</p> <p>As a result young people leave the City and we need better instruments to connect with and encourage them to stay.</p>	<ul style="list-style-type: none"> To choose happiness as a state of mind and to design our city as a place of <i>happy experiences</i>. To stimulate cross-sectoral cooperation. To convert the City into a modern art and design beacon. To create a unifying narrative for the City and its citizens to re-emerge as a European city. 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. 	<p>The DESIGNING HAPPINESS platform will focus on design for happiness provoking and nurturing <i>design-thinking, design-centred culture and design-aware environment</i>. The City itself becomes a Contemporary Art and Design Centre. Kaunas becomes an experimental site for acquiring a cultural attitude.</p> <p>The EMERGING KAUNAS platform proposes innovative tools to empower the young.</p>
CONSCIOUSNESS	<p>Kaunas feels the absence of community activism and lack of belief that all individuals matter.</p> <p>Low tolerance rates push alternative communities and groups to feel as strangers within the City.</p> <p>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.</p>	<ul style="list-style-type: none"> To empower diverse communities to celebrate their culture 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. 	<p>The platform WE, THE PEOPLE through the projects as <i>Fluxus Labs, My Courtyard festival, Magic Carpets</i> will decentralise cultural activities.</p> <p>Launching a new programme <i>Matters: A Platform for Post-industrial Culture</i> enables stimulation of alternative cultural expressions and subcultural diversity.</p> <p>The platform WAKE IT, SHAKE IT on the basis of the <i>Tempo Academy</i> ensures capacity building of cultural operators.</p>

This Matrix will be further used to illustrate success factors and impact indicators in Q7 and Q8.

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?

Contribution to the long-term strategy

A cultural strategy has been a part of the Strategic Development Plan of Kaunas City Municipality until 2022 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 short-listed 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 of CCI 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 the CCI 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.



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Q6

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

Contribution to the long-term 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	ECoC actions
Seeks to help staff in the cultural sector to develop their skills in audience development and strengthen interdisciplinary and trans-sectorial cultural collaboration.	Kaunas 2022 capacity building platform THE TEMPO ACADEMY OF CULTURE and interdisciplinary platform WAKE IT, SHAKE IT .
Aims to promote research, communication, showcase and proper care of Kaunas heritage, especially of Modernism architecture and culture.	Kaunas 2022 establishes an International Modernism Interpretation Centre MODERNISM FOR THE FUTURE .
Has a purpose to strengthen intercultural dialogue, collective memory and intergenerational projects.	These aims are at the core of the Kaunas 2022 platform MEMORY OFFICE with 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.	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. (More in Q13)
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.	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,.
Aims to promote participatory culture, decentralisation of culture, and ensuring accessibility of culture in each Seniūnija of the City.	The platform WE, THE PEOPLE for community empowerment through such projects as <i>Fluxus Labs</i> , <i>Magic Carpets</i> , <i>My Courtyard Festival</i> and others.
Seeks to ensure sufficient quality and diversity of services provided by local cultural institutions.	Kaunas 2022 platform WAKE IT, SHAKE IT is the tool through which the institutions will strengthen their service.
Aims to collect and analyse data on the CCI sector, community and civic initiatives on a regular basis and strengthen citizens' participation in the evaluation of cultural services.	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.

PROGRAMME STRAND: PLATFORM	EXPECTED IMPACTS/SUCCESS FACTORS			INDICATORS FOR MONITORING SUCCESS
	CULTURAL	SOCIAL	ECONOMIC/URBAN	
CONFUSION	<p>● MODERNISM FOR THE FUTURE</p> <p>ECoc title gives an impulse for Kaunas to proceed on active interpretation of the Modernism movement in Europe and beyond.</p> <p>Modernist heritage and its usage become key elements of the City's forward looking identity.</p> <p>Awareness and emotional attachment to heritage is raised.</p>			<p>Q8</p> <ul style="list-style-type: none"> Number of renovated and revived private and public buildings; Amount and quality of research and artistic interpretation of the Modernist heritage, its international importance during and beyond the title year; Number of tourists visiting Kaunas for its Modernist heritage.
	<p>● MEMORY OFFICE</p> <p>Jewish, Russian, Polish, German, Roman and other minorities' culture and the memory of the former Europeanness of Kaunas will be evident in the City and the District.</p> <p>The multicultural and multinational heritage of the City emerges overcoming common amnesia.</p>			<p>Q8</p> <ul style="list-style-type: none"> Number of Jewish, German, Russian cultural figures, facts, sites and buildings commemorated and acknowledged; Numbers of events, promoting the multicultural history of Kaunas; Number of local and international visitors and tourists to Kaunas; Number of the City's projects within the European networks.
	<p>● DESIGNING HAPPINESS</p> <p>The City Municipality and cultural organisations adapt <i>design thinking</i> methods to benefit the citizens and their feeling of Europeanness.</p> <p>New and unifying narrative is created, self-esteem, happiness and community spirit of citizens is raised.</p>			<p>Q8</p> <ul style="list-style-type: none"> Rate of accessibility to cultural services; Happiness rate of citizens; Statistics of social business sector; Number of CCI businesses.
CONFLUENCE	<p>Previously disused buildings in New Town area are creatively used by the CCI sector, especially by new generation and young businesses.</p> <p>The boost of the CCI sector, new workplaces created, more young people stay in the City, self-employment is raised.</p> <p>Being a site of unconventional approach towards art and design the City attracts international attention and visitors.</p>			

PROGRAMME STRAND: PLATFORM	EXPECTED IMPACTS/SUCCESS FACTORS			INDICATORS FOR MONITORING SUCCESS
	CULTURAL	SOCIAL	ECONOMIC/URBAN	
CONFLUENCE	<p>● EMERGING KAUNAS</p> <p>Cultural offer of the City and the District is regenerated 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.</p> <p>By 2023 The <i>Kaunas Challenge</i> 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.</p> <p>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.</p> <p>At least 3 hubs for youth are established and run by the young generation.</p>			<p>Q8</p> <ul style="list-style-type: none"> School hours spent outside the school and in cultural sites; Rate of youth satisfaction with cultural offer in the City; Number of young people who stay to study and work in Kaunas; Percentage of young professionals in cultural sector.
	<p>● WE, THE PEOPLE</p> <p>Kaunas restores its status as a city of diverse subcultures. Post-industrial festival becomes an established European platform for alternative music and culture.</p> <p>The first <i>community art and activism</i> university study programme is launched.</p> <p>The diversity of citizens involved in voluntary activities grows significantly.</p>			<p>Q8</p> <ul style="list-style-type: none"> Accessibility of cultural offer across the City and the District; Number of long continuous artistic 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.
CONSCIOUSNESS	<p>● WAKE IT, SHAKE IT</p> <p>Kaunas 2022 becomes the platform for the renewal and unification of cultural sector.</p> <p>Kaunas cultural institutions will be practicing hospitality and openness to various audiences, becoming more accessible for an international audience too.</p> <p>Cultural institutions become highly rated places for lifelong learning.</p> <p>Contemporised cultural offer, more innovative approach, European outlook.</p> <p>The capacities of the cultural sector to establish international partnerships and work more inclusively with audiences are increased.</p> <p>Cultural Forum, new joint planning tool for annual Kaunas cultural programme is established.</p> <p>Bigger and more diverse cultural audience.</p> <p>Youth audience enlarged.</p> <p>Contemporised 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.</p>			<p>Q8</p> <ul style="list-style-type: none"> 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.

Q8

Describe your plans for monitoring and evaluating the impact of the title on your city and for disseminating the results of the evaluation.

Contribution to the long-term strategy

For us monitoring and evaluation is not just a precondition of the project, but also one of the fundamental anchors. Together with analysts we want to look for innovative and alternative tools and methods for evaluating culture and identifying the benefits of cultural activities thus laying the practical foundation for Kaunas' future cultural policies and culture management. It will be an experiment for us, but also a chance to learn something new.

Our monitoring and evaluation guidelines are strongly connected to the challenges we address and the aims we are trying to achieve with our programme. Each of our objectives will have performance indicators and regular monitoring, **which are indicated in the table on the previous page.**



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In 2016 the Kaunas 2022 office has launched two interrelated researches. One of them addresses the **quality and accessibility of cultural services** across Kaunas. It comprised a survey, which involved over 1300 respondents and a mapping of community potential, which was implemented by a group of 20 interns from Creative Industries and Cultural Heritage university study programmes in different neighbourhoods of Kaunas. The other research covered the **CCI sector** and also comprised qualitative and quantitative surveys as well as CCI mapping. Together with already existing Creative Industry research (2009, 2011), Cultural Development of Kaunas City Feasibility Study (2015) and cultural statistical data these two surveys provide a baseline for our monitoring and evaluation programme and will be continued over the coming years.

We are certain that the project evaluation can be a key factor in future cultural policy and serve other cultural institutions as well. Therefore, we will make our evaluation and monitoring results accessible to a wide audience by creating an **online database for culture monitoring** which will later serve as one of the ECoC legacies and include the following:

- evaluation and monitoring of the publicly and privately funded projects;
- survey tools for regular feedback from culture users;
- information on local creative industries;
- tools for statistical analysis (including an archive of all related research);
- tools to inform all culture and CCI stakeholders of the current CCI situation in our city.

In order to easily collect the necessary data we will also create a mobile application based on information currency and gamification.

We will also be able to touch happiness! We will commission an **interactive design object for our public space to monitor and visualise the happiness state** of the City. In co-operation and co-creation with and for the City community this object will become an inspiring piece of art and an instrument at the same time operating as a "thermometer", "barometer" or "hedonometer" in measuring emotional temperature and pressure of creative atmosphere in and of the Capital of Culture - mirroring and reflecting in a very visual way people's emotions and feelings. To find the best possible idea for the object we will collaborate with other UNESCO Creative Cities in Design field, among them Saint-Etienne, Linz, Singapore, Dundee, Montreal and others. We will work together to implement an international competition emerging designers and will host an international workshop with the winners during which one project will be selected to be implemented together with the help of IT and engineering specialists.

We know we will be happier. By 2022 we will be able to prove it. And touch it.

WHO WHEN HOW?

Our Monitoring and Evaluation programme will be implemented by a specially selected **consortium of an independent poll agency** working in partnership with local academic institutions. Observation and dissemination

of Evaluation and Monitoring results will be a responsibility of a designated ECoC team member. We will continue to collaborate with Kaunas 2022 volunteers who will be further trained to undertake some of the community based evaluation, involving local people in the process of improving the way the City works and connects.

To determine the effects of Kaunas 2022 programme on the areas set out in the previous question (see last column of the table, Q7), a total of four monitoring stages are planned every two years - before (2018, 2020), during (2022) and after (2024). Each year the Monitoring and Evaluation consortium will also conduct health checks of the programme including the effectiveness of working methods, outreach strategies, managerial models, economic impact of the programme, tracking communication between the citizens and the team implementing the project, evaluating citizen involvement and participation rates.

After each stage of monitoring and evaluation we will host a public deliberation event where we will discuss the results with the citizens. We will have a permanent **Citizen Advisory Group** which will help us test and implement our future campaigns, participation models and project demos.

All monitoring and impact evaluations will play a vital role in ensuring efficiency and transparency of programme implementation and measuring its outcomes. The data will be used in preparation of the "Strategic Development Plan of Kaunas City Municipality 2023-2030".

Q9

Elaborate on the scope and quality of the activities:

- Promoting the cultural diversity of Europe, intercultural dialogue and greater mutual understanding between European citizens;
- Highlighting the common aspects of European cultures, heritage and history, as well as European integration and current European themes;
- Featuring European artists, cooperation with operators and cities in different countries, and transnational partnerships.

European Dimension

CONTEMPORARY EUROPEANNESS

"I woke up one day and knew I was a European" wrote the philosopher Emmanuel Levinas in the late 70's to his previous Kaunasian 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"? - Certainly not the same as for someone from Sweden or Britain or Portugal - perhaps not even the same as for someone from Romania or Poland.

The magic word for us in the context of Europe is "re-connect". The tragedy of a divided Europe by the Iron Curtain transformed the way we, as Lithuanians, thought and still think of Europe and of ourselves. Our isolation behind the Iron Curtain meant for us that "Europe" was the West. So for a long time we associated Europe only with Western European countries.

That was not always the case. Before WWII for many centuries for Kaunas and the cultural life of the City, its artists and intellectuals thinking and working within a diverse European intellectual climate was natural and Europeanness was not something that had to be artificially constructed.

But today Europeanness seems to be a very complicated matter once again, possible European identities are still debated. The local-global nexus as well as questions of identity - as frames of reference - 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 Contemporary Europeanness in many relevant aspects. And maybe we are needed now just as much as we want the title for one simple reason: creating a contemporary Europe together.

HAPPINESS, INCLUSION AND COMMUNITY

Happiness is a day out of danger. The latest surveys show that for Lithuanians happiness, firstly, means being secure. But not only Lithuanians feel that way. Happiness or, as scholars would say, ontological security is related to a stable identity and coherence in interpreting the world. On the contrary, unhappy or insecure people are

more prone to resentment and fear, xenophobia, racism, misogyny, and other quite unpleasant phenomena that are far from being eradicated.

That's why we take the happiness indicator so seriously. Most of our projects deal with the theme of happiness in different ways - by making memorable experiences, creating a favourable and friendly city climate, building attachment to a place or designing a safe and happy environment. As, for example, with the platform **Designing Happiness** we focus on happiness and design by striving to create a real home for happy people. Besides, with the new design-thinking approach we are ready to make Kaunas the most accessible city in Lithuania and Europe. The accessibility will not only benefit people with all kinds of disabilities or young moms with baby strollers, but also city guests and foreign tourists.

But we are concerned not only about physical barriers. Cultural or psychological as well as other kinds of accessibility is our main priority as for many cities in Europe. For that we created the **Tempo Academy of Culture** and the programme **Wake It, Shake It** both of which will start working this year on the main issues in the cultural field to improve cultural services and to increase access by identifying and removing obstacles that hinder participation. This capacity building and audience development model is going to be shared with European partner cities by exchanging team members, internships and other kinds of collaborations and partnerships.

Most of our projects induce happiness by communal actions and broad cultural participation. **We, the People** is a platform empowering communities to celebrate their culture through collaboration and co-creation. For example, from 30 to 40 creative laboratories will be established in neighbourhoods of Kaunas City and the District, where local people will meet European cultural operators, international artists and performers and will gather ideas and best practices for the change of their urban and social environment. These labs will unite more than 200 European artists and reach out to 200,000 inhabitants in the area.

As a "second city" Kaunas encounters the challenges that many European cities share, e.g. brain drain, young people leaving, emigration to the capital, etc. We want to overcome them by creating a congenial and opportune environment for young people, who would see their future in this City. For that we plan to focus on youngsters 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 audience of cultural institutions and undervalued in many aspects of social and economic life. In addition, this programme, which will offer internships in European cultural institutions and ECoC agencies, international youth summer camps, etc., without a doubt will encourage trans-European links and future collaborative projects.

Therefore we want to strengthen the concept of being European, meaning always being ready to widen our *Weltanschauung*. Built around the themes of the contemporary and highlighting the concepts of a new cultural tempo Kaunas 2022 programme is intended to stimulate intercultural dialogue between local and European communities, artists, cultural operators and European audiences as well as European cultural organisations. We are going to achieve this through projects like **Café du Monde**, which symbolises the historical importance of European cultures in Lithuania and an effort to foster a cultural dialogue amongst local and international residents (international students, foreign 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 identity. But no less important is the idea, that we would like to share with other Europeans, is the idea of **inclusion as widening notions of community**; with these projects we want to remind that **identities and borders are continuously reconfigured as a part of living within and interacting with communities.**

#

PLACE IS A CONDITION OF MEMORY



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MEMORY AND HERITAGE

In the 1938 at the Évian Conference leaders from 32 countries refused to harbour Jewish refugees. While Lithuania with Kaunas as its capital city took in 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 the world this and other amazing European stories. Another example is a story about our unique language. Linguists treasure it as retaining many elements 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 (hi)story that can change perspective on this City which has never been loved enough.

Two main platforms – *Modernism for the Future* and *Memory Office* – will be dedicated to the complicated theme of lost memory and contemporary perspectives on 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 Litvaks (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, discussions, 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 20th century has an outstanding opportunity to take an active part in the process of re-thinking the role of recent 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 distinctly local interpretation reflects the diversity and importance of the modernisation as universal process of human and European history. With the European Capital of Culture programme we want to find and implement a long-term strategy of how to preserve, revitalise and re-connect this outstanding heritage to the community 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 disembodies memory, sunders 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 *ennui of placelessness* become a common problem of contemporary Western world. For Kaunas 2022 we are looking at this aspect of contemporary life from different European angles:

- Contemporary Europe faces an influx of people from different parts of the world with a possibly different “sense

of place” and suffering from a forced displacement from their home countries. How can we as Europeans share our urban “memory maps” with them?

- 100,000 people left Kaunas over the past 25 years, often moving to other European countries. How do these “disembodied memories” reflect back on their hometown and into their new resident cities all over Europe and the world?
- Through Soviet and Nazi occupation Kaunas and Lithuania have lost hundreds of thousands of its citizens, not only Jewish, by forced removal or emigration. How does a place keep its memory?
- The generation of Digital Nomads is a relatively new group that lives with a different kind of “placelessness”. What impact does the digital world have in our ways of forming a sense of place and identity?

European culture and its identity are facing enormous challenges today. Not long ago it seemed that the old antagonisms amongst European nations were in the distant past and Europe had become an open space with room for self-criticism, human rights and respect for human dignity. Sadly, the old distinctions have resurfaced – we see those walls, conflicts, confrontations, prejudices and fears are rising again.

Nevertheless, we strongly believe that Europe has the immense experience in solving similar issues and has the ability to transform its crisis into future possibilities. With Kaunas 2022 we want to show European humanistic and artistic culture as the “glue” that can consolidate European nations, its citizens and create new bridges of understanding. Besides, the miracle of Europe is not born in big cities. It is found in these small historical cultural places. Such as Kaunas.

THE CONTEMPORARY LEGEND

The idea of a legend or myth of the City is based on the assumption that the City can be brought back to its European identity via telling a comprehensive story instead of having a patchwork of historical events and fragments. Kaunas is not European, merely, because it had isolated periods of medieval knighthood, Hanseatic League, Baroque, Modernism and Post-Modernism, but because of the causality and interdependence of these events. A continuum comprehensively showing the European tradition and orientation of Kaunas is needed and will be created through the legend Kaunas has never had. Thus, Kaunas could become the first city with a post-modern mythology. The method implemented here in Kaunas can be shared with other cities with a similarly fragmented historic narratives.

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 aim is to create a CONTEMPORARY NETWORK of European cities, initiatives and individuals:**

(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, Greece, Denmark, Croatia, Latvia, Russia, Luxembourg, Japan, etc.) will become a starting point for contemporary *Digital 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, municipality and NGO partnership through our established Design Forum, common conferences and exhibitions, as well as urban interventions (European cities: Helsinki, Berlin, Bilbao, Turin, Saint-Étienne, Graz, Stockholm, Dundee, Budapest; outside Europe: Detroit, Montreal, Singapore, Buenos Aires, etc. – involved e.g. in the project *Designing Happiness* platform events from 2017).

(4) **Twin Cities** partnerships will be renewed and strengthened (Riga, Wrocław, Tampere, Tartu, St. Petersburg, Grenoble, and many more). 16 out of 22 twin cities of Kaunas belong to countries of the European Union. We will use this network in *Fluxus Labs* twining digitally the communities in microdistricts to the communities in other European cities.

(5) partner **ECoC 2022** (Kaunas District and Esch-sur-Alzette 2022 bigger area) providing possibilities to individuals and local community members to exchange talents, ideas, share daily life culture, kitchen traditions, gardening knowledge, crafts, etc. through week and year-long programme exchanges – project example: *No Border Radio, Remix Culture*, etc.).

(6) Looking at other **temporary capitals** in Europe we will connect to Weimar and Bonn in Germany, Iasi in Romania and Kaunajoki in Finland to explore possible parallels and to invite them to share their experiences at a conference of *The Legacy of Temporariness*.

(7) Kaunas 2022 programme is going to become a platform of solid partnerships and collaborations amongst **international scholars, researchers and cultural networks**: e.g. International meeting of the leaders of photography institutions (100 participants, November 2017), IFTR Conference (International Federation of Theatre Research, 2022 June, up to 800 participants), *European Design Forum* (July 2022, up to 400 participants), IBA Conference (International Biennial Association’s annual meeting, September 2022, 400 participants), *International Award for Public Art – Award Ceremony* (200 participants), International *Interpret Europe* Conference (May 2022, 200 participants).

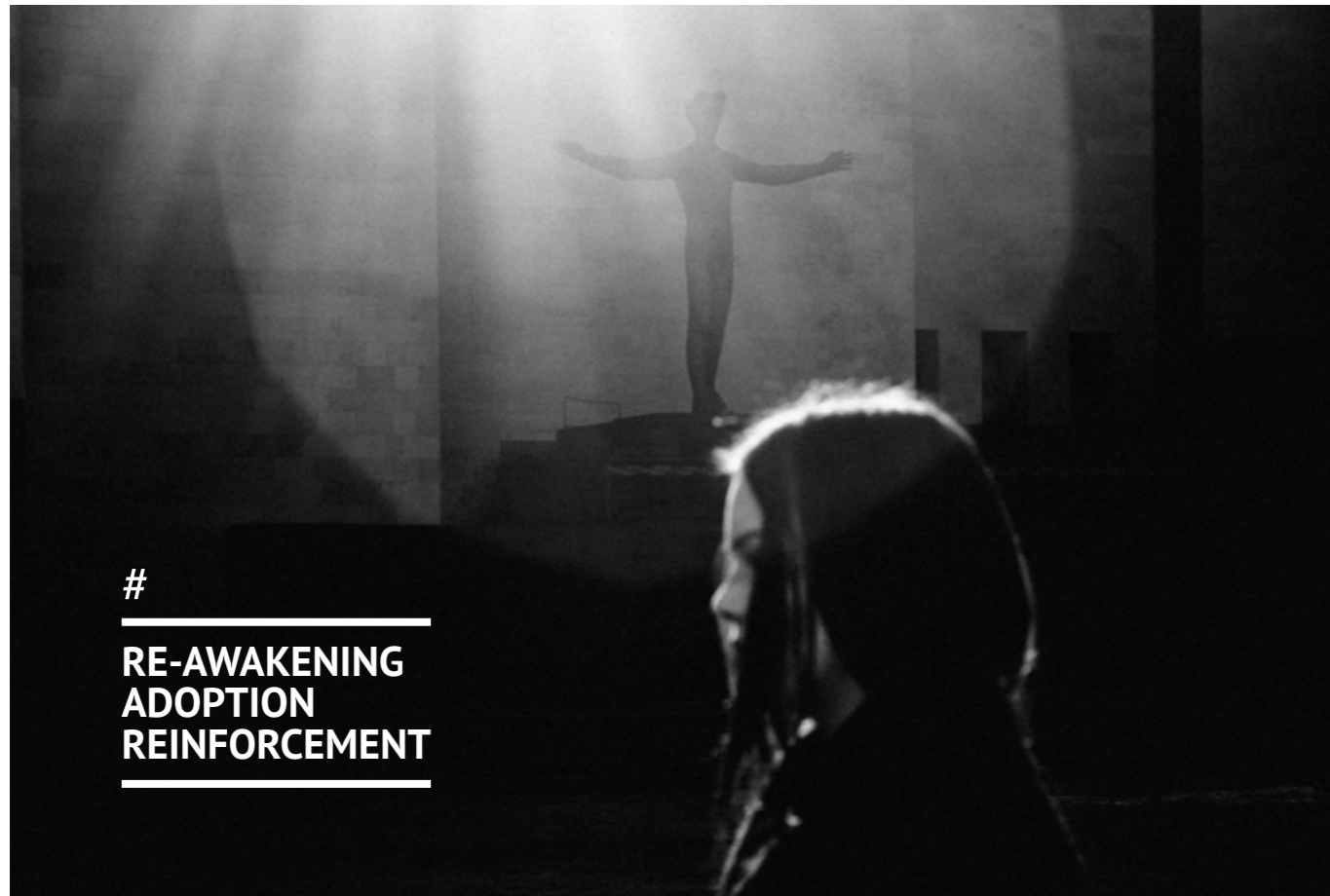
(8) Some of our projects will promote intercultural networks of **new technologies** across Europe as new social bonds (*No Border Radio, Science Island, Digital Diplomacy, Pixel Tunnels to Europe*, IT conferences and fairs).

(9) We have agreed with Pula in Croatia to keep the concept of a network of **fortress cities** which includes Pula itself, but also cities like Magdeburg (bidding for ECoC 2025), Herceg Novi (Montenegro) or Viborg near Aarhus.

(10) And finally, we have more than 20 international festivals, which are our strongest link to a broad international perspective for our bid. We have asked all of the festivals to propose and include in Kaunas 2022 programme at least five European partners, so we already have 100 organisations who had previously connections with Kaunas and also plenty of those who would gladly enter the partnership in ECoC 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 Europeans, 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 Wrocław Industrial Festival in Poland and the Ural Industrial Biennial in Ekaterinburg in Russia, National Philharmonics and Gallery Y in Minsk (Belarus). Polish curator Krzysztof Stanislawski will be part of the curatorial team for implementing contemporary art actions: exhibitions, public art, and performances. Grzegorz Jarzyna (Poland) is invited to work on documentary theatre projects within communities. With our Baltic neighbours Latvia and Estonia we plan a symposium and a concert tour through Europe by the Baltic Youth Philharmonic, and also a concert of Kremerata Baltica (LV, EE, LT musicians). National Kaunas Drama Theatre has invited Latvian



**RE-AWAKENING
ADOPTION
REINFORCEMENT**

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VISION

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 contemporariness 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 Maciunas, 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 world. 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 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 those people to recognise that they are equipped to enjoy and profit from the experience of contemporary art.

STRATEGY

What is the strategy to realise this 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 procured 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 be asked to work with and for local communities in Kaunas to create and continue a *glocal* culture which correlates global and local perspectives.

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 clichéd brands created elsewhere. There is no need or excuse to retail multinational brands (whether Disney or Starbucks) 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 heavy 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 citizenship and embody the city’s newfound contemporaneity. No. **Instead of this we use our creative imagination to understand that Kaunas already has the physical potential itself to be a “Centre of Contemporary Culture and Arts”,** one that is dispersed across all the neighbourhoods 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 Seniūnija of the City and the District, will become a platform for active citizenship: discussions, creativity and programming of cultural activities in the neighbourhoods through all preparatory period up to 2022 and beyond. Local people will contribute to small and large scale 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 mindedness (passiveness) 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 awake in 2022 with a real sense of Europeaness, 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 envision Kaunas in 2022 as having been transformed from its former fortress-like mentality into a self-identity based on *openness*, an open-mindedness to people and ideas, experienced in the encounter of what Emmanuel Levinas referred to as *face-to-face*, and, thereby, also becoming a true part of the European intercultural partnership. We strongly desire to open the City to the outside, just as much as to the inside, through the influx of artists and other cultural groups from all over Europe and the world. **The awakening 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 *Yiddische Mame* or *Tear Down the Walls* projects of *Memory Office* platform; and through **inter-institutional and cross-sectorial partnership** programmes such as *The Tempo Academy of Culture*, *Designing Happiness* and *Wake It, Shake It*. Kaunas will wake up to contemporary European culture and will contribute to Europe’s common identity again: the international Heritage Interpretation Centre, *Modernism for the Future* activities,

Memory Office and *Emerging Kaunas* platforms, as well as *Magic Carpets* project will all contribute to a discussion about and reflection on common and relevant European topics. They all embody a contemporary approach towards recent heritage; re-awakening of memory through positive intercultural dialogue; empowerment of the younger generation; and recent forms of displacement and story-telling as a method of “place-making” or constructing site identity.

Next to these foundational parts of the programme performed by Kaunas’ citizens will be others – “performed” by our international guest artists and personalities – high-profile conferences and European must-see exhibitions, re-invigorated Museums and Universities, engaging with the full range of Kaunas’ heritage, as well as digital tools and animations enabling citizens and visitors alike to experience that heritage as a part of what makes Kaunas contemporary.

And there will also be a new unifying narrative, a new City myth – *The Mythical Beast of Kaunas*. We really want to address the general amnesia for parts of our history and heritage, and regard this as fundamental to achieving pride in the contemporary condition of the City. The *Mythical Beast* legend can help achieve this. We envision a city which **knows its history as a continuum.** As in the continuum that runs from the mouth of the Beast to the tip of its tail. Not as a patchwork of random and temporary events. Events can be good and bad, glorious and shameful, but we all must learn to see them as an eternal play of cause and consequence.

SUMMARY

We are very serious and determined in the planning and provisioning of **the legacy** of this 7+ year span of work, which we will not call a project, nor a platform, nor a festival – we call it a CHANGE. The most important legacy we seek is the one to be found in the skills and new capacities imbued in the younger generation, and in the cultural sector of the City, as well as in the change of the mindset of the City governance and our citizens in general, a mindset that will value culture as an integral and essential component of sustainable city development.

Q13 Describe the structure of the cultural programme, including the range and diversity of the activities / main events that will mark the year.



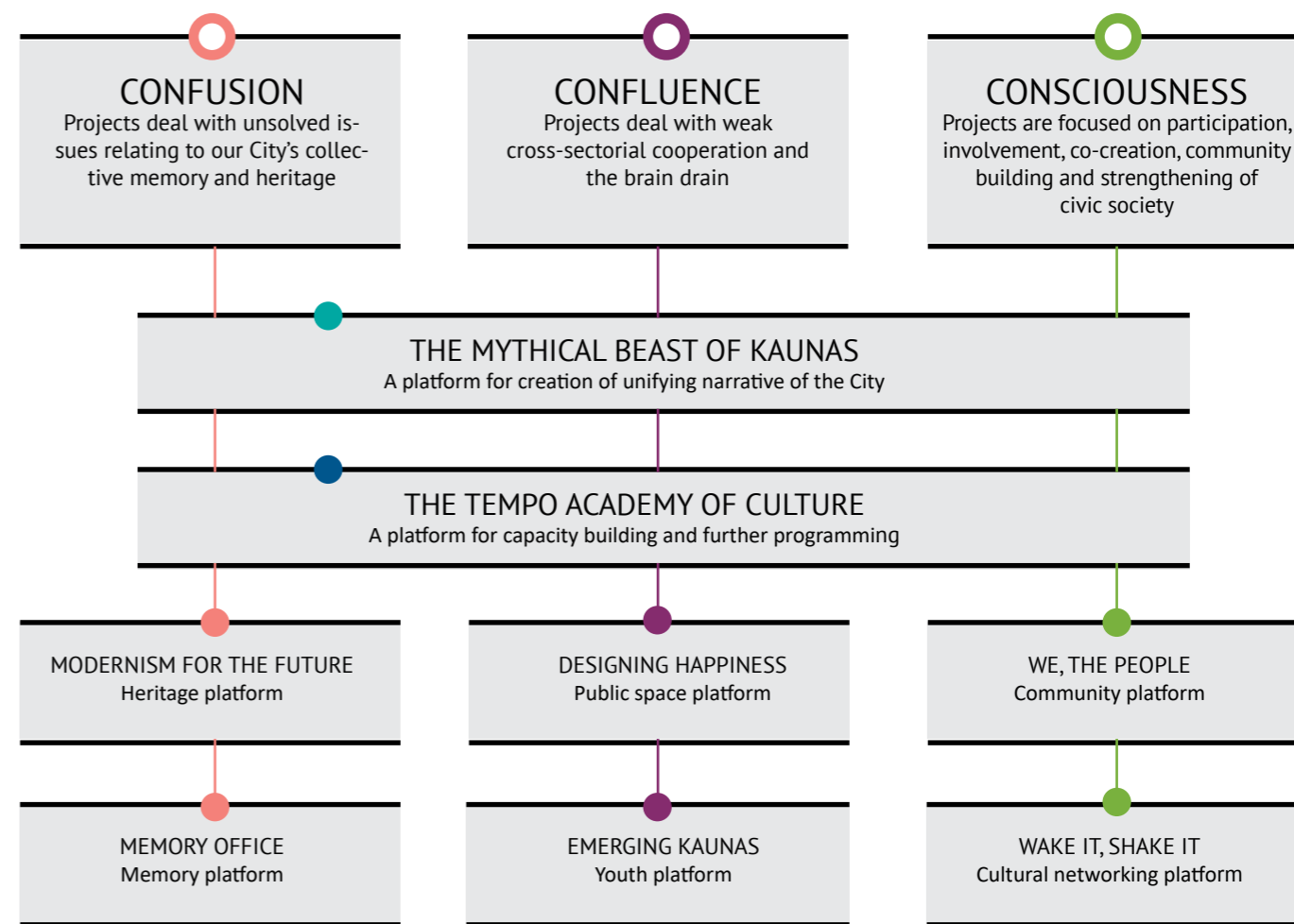
© TC | BLACK BALLOONS by Tadao Cern, 2016

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:



● ● Two **HORIZONTAL PROGRAMMES** cross and make links among all programmes and projects: *The Mythical Beast of Kaunas* and *the Tempo Academy of Culture*.

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 MYTHICAL BEAST OF KAUNAS

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

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 Beast = Kaunas. Its story is 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

The preparation will see many participatory methods to get people involved in the creation of the legend. The place to involve different communities in the City into the process will be the *Fluxus Labs* (see programme platform *We, the People*).

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.

He has broken the Accord previously by reasons unknown.

So has the City. In order to renew the Accord, the Beast should be awakened and summoned.

He lives under flooded fortifications in a cave system below the City.

He is not evil, yet can be dangerous and fierce.

People will be invited to write their own versions and elements of the story, there will be regular Beast Conventions to hold brainstorming sessions and consider the progress of the narrative. The project will be developed in Lithuanian and English simultaneously, making it easy for worldwide audiences to contribute.

A parallel step is to develop the **physical form of the Beast**. The Makerspace in the *Designing Happiness* platform will offer digital technology for young people to design the Beast using computer-aided design programs (Photoshop and others) and the robotics schools in Kaunas are invited to create three-dimensional robots of the Beast as they imagine it. Young and old can take any media they like to create their Beast, grandparents can paint with their grandchildren and schools can make excursions to collect materials in the forest or industrial sites to create man-sized monsters. Citizens will be invited to vote for the best physical expression of the Beast in an actual as well as an online exhibition.

2019–2020 AGITATION

During the agitation phase the preparation for the Days of the Beast (20–22 May 2022) takes place. Through the *Fluxus Labs* each Seniūnija of Kaunas and the District as well as the ethnic communities will construct a huge puppet – one of the characters that populate the Story of the Beast which will feature in a theatre show on the waterfront platform.

Professional script writers will be invited to write several sets of film scripts and theatre plays from the collected written material. Some of this will be used to create the show “Wake up, Beast!” that will be performed as part of the opening Grand Event at the beginning of 2022. Other material will be used to create open scene-by-scene sets to invite everyone – citizens from Kaunas and the District as well as Lithuanians living abroad and people all over the world – to pick a scene and then turn it into a performing arts scene of a play, opera, musical, pantomime with their friends, colleagues, and families. The completed scene should be filmed and uploaded onto the website. The users of the website can stream single scenes and select them manually or activate a random generator that will show the scenes in order of the story in a random combination of contributions.

Professional game developers will create a sophisticated computer adventure featuring the Beast and many other characters invented by the communities and individuals over time.

2021–2022 EXPLOSION

In 2021 the story of the Beast will be presented in different media and forms, like a novel, children’s comic book, movie, performing arts website described above, Museum of objects related to

PARTNERS:

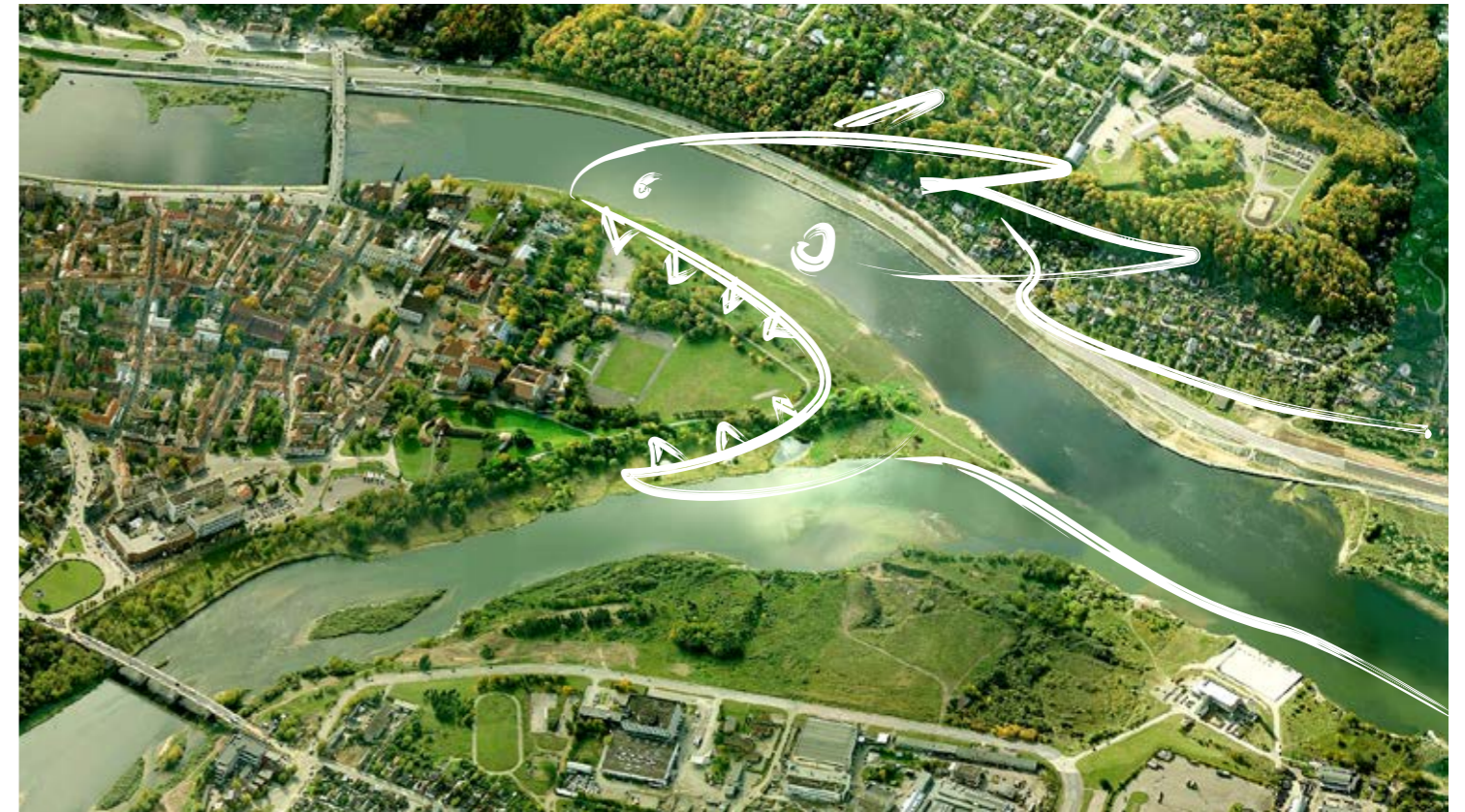
Lead project host(s):
Kaunas 2022 Agency

Local partners: Kaunas and Kaunas District-based regular international music, theatre, visual art, photography festivals: Kaunas Photo, Kaunas Biennial, Kaunas Jazz, Akacijų alėja, Pažaislis Classical Music Festival, Media Art Festival Centras, Performance and Live Art Festival CREATurE, Kaunas University of Technology, Vytautas Magnus University, Kaunas Centre for Technical Creation for Children, M. K. Čiurlionis National Museum of Art, National Kaunas Drama Theatre, Kaunas City and District public libraries, Kaunas City and Kaunas District Municipal Seniūnijos, Community associations, schools, market places, and other local stakeholders.

European and foreign partners: The Bregenz Festival (AT), Industrial Art (PL), New Theatre Institute of Latvia, Centre of Contemporary Art-Tbilisi (GE), KUNSTrePUBLIC e.V. (DE), Ideias Emergentes: CONTEXTILE Biennial (PT), LAB852 (HR), Folkestone Fringe (UK), Art Cube Artists’ Studios (IL), Alto festival (IT), Baltic Nordic Circus Network, Silence Festival (FI), CircusInfo (Finland), Cirkus Cirkör (SE), Lene Bang org (DK), Nondberg Movement (SE), NoFitState Theatre (UK), Aurora Nova (DE), RE RIGA festival (LV), Brokentaler (IE), CIE BAM (FR), Cirko Aereo (FI), Artscenico (DE), The Northern and Eastern European Centre of Puppet Arts/NEECPA, International Puppetry Association UNIMA, National Puppet Theatre (BY), Grodno Regional Puppet Theatre (BY), S. Obratsov State Academical Puppet Theatre (RU), Puppet Theatre Guliver (PL), Baj Pomorski Theatre (PL), NUKU theatre (EE), Kiev Academic Puppet Theatre (UA), Kharkiv Academic Puppet Theatre (UA), Cie Les Choses de Rien (FR).

Supplementary funding resources: Lithuanian Culture Fund, Europe for Citizens, Creative Europe Platforms strand, Embassies of project partners’ countries, and private companies.

Budget: 3 m euros including the budget of 3 GRAND EVENTS



the Beast (like Orhan Pamuk’s Museum of Innocence), public art, ice and gardening sculptures, art installations seen in (or said to be recovered from) the Nemunas and the Neris river beds at low tide, and others.

Through activities in the *Designing Happiness* projects, traces of the Beast will be visible throughout the City, some visible with the naked eye, some only made visible and audible by augmented reality and digital audio functions of smartphones. Groans and roars can be heard in trees and behind bushes, huge foot-prints appear at impossible heights on the fortress’ walls, discarded scales of skin are hanging from traffic lights and someone seems to have chewed off a piece of an art installation in the form of a huge lollipop.

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 huge puppets on boats to the waterfront platform on the confluence of 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 (Vilnius Basilisk, Loch Ness

Monster, Y Ddraig 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.

The **Closing Event in December 2022** will sum up the whole point of the Beast and its story: to negotiate a friendship agreement with the Beast (the City), between its communities and our neighbours to look ahead to the future instead of only the past. The Closing Event *And They Lived Happily Ever After* will see a City celebrating their newly gained Consciousness together with the many partners and new friends from all over Europe. In the end, the Beast appears from over Aleksotas hills, descends and submerges into the Nemunas river. The Beast is there to stay and guard the City.

A fictional approach can be very productive in dealing with conflicting history and narratives of the present. After all, every myth in its essence does just that. No region, no country and no city can be without contradictory views on its past and present, where even well documented events become subject to controversy. As it has always been the case, the human brain needs parables and anecdotes to provide it with comforting simplifications. The medium of a legend also plays well in the realm of memory and common self, and fosters cultural esteem for the future.

A successful myth surely stimulates a community and generates cultural activity – a beloved legend is like a nuclear power generator of culture.

● TEMPO ACADEMY OF CULTURE

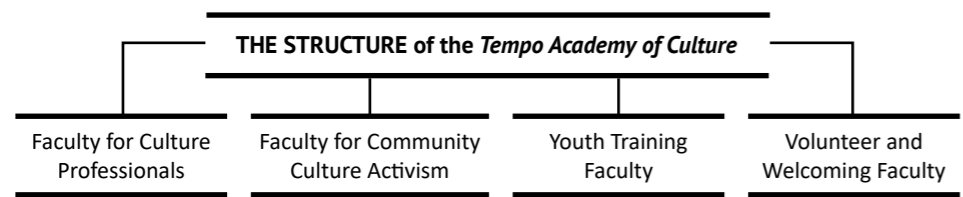
Contemporising the delivery of culture

The *Tempo Academy* is our answer to the capacity building and contemporising 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:



Lead advisors of The Tempo Academy: Lewis Biggs (Folkestone Triennial), Jeanne van Heeswijk (community art activist, NL), Linara Dovydaitytė (LT), Johann Floch (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 partnership 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 programming 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

PARTNERS:

Local: Vytautas Magnus University (VMU), Kaunas University of Technology, Kaunas Humanitarian Faculty of Vilnius University, VšĮ Verslo praktikų centras (The Centre of Business practises at VMU), 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 (LV), Design Library Milano (IT), Vagabond Reviews (IE), Artway of Thinking (IT), Blue Drum (IE), Institute for Public Art (Hong Kong; chairman Lewis Biggs), Folkestone Triennial (UK), Matera 2019, Novi Sad 2021, Eleusis 2021, Esch-sur-Alzette 2022, Dundee (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), Manifesta 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 Biennial Association, and members of the UNESCO Creative Cities Network.

Indicative partners: Nordic Summer University, Open Museum (UK), Live Art Development Agency (UK), The European Network for Avant-Garde and Modernism Studies (EAM), Modern and Contemporary Reciprocal Museum Association (Mod/Co), The Modernist Studies Association (US), and The British Association for Modernist Studies (BAMS).

Budget: 1,5 m euros



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with stakeholder groups, 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.

Focus 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.

Focus participants: curators, artistic directors, project managers responsible for content, and other stakeholders.

- Directly related to *Wake It, Shake It* programme
- Focussed on new interdisciplinary and audience-orientated 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.



© RŠ | MAP OF FEELINGS by S. Kazlauskaitė, I. Žurkuvienė, L. Mozūraitė. 2015

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-opetition*, providing local communities with help and leadership from a community arts perspective while implementing their *Cultural Co-opetition* projects. Based on this programme, it is envisioned that the University will launch the first Community Arts master's degree study programme in Lithuania before 2022, thus filling the gap and ensuring the vitality of the professional community arts field.

METHODS: Co-working and co-creation, dialogical aesthetics, cross-sectorial 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-sectorial 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

2017–2018 IGNITION

Preparation for the training programme, first two courses taught and practiced in the *Cultural Co-opetition* programme in the Seniūnijos of the City and the District.

2019–2022 AGITATION, EXPLOSION

Participants involved in the community programme *We, the People* contribute to the *Cultural Co-opetition* 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 80 trained community artists/activists, at least 40 of whom get involved in Kaunas 2022 community culture projects in 36 Kaunas and Kaunas District Seniūnijos.

● YOUTH TRAINING FACULTY / THE KAUNAS CHALLENGE

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, consultancy sessions with mentors, international student exchanges with other ECoC cities, voluntary activities, project development and implementation in groups.

The Methodology of the project was developed by our highly experienced partner organisation VMU Business Practice Centre and consists of actions, such as capacity building through self-evaluation, and communication skills, self-learning, and intercultural competence. Their entrepreneurship laboratory involves innovative methods in linking young people to mentors, problem-solving in real life CCI settings, and methodology training as well as personal improvement and one-to-one coaching.

After these steps, youngsters help future course students with their practice and skills development and become active team members of the youth platform *Emerging Kaunas*.

SCHEDULE

In 2016 the *Kaunas Challenge* platform was presented in several events and meetings with school communities attended by pupils, teachers, and representatives from local schools. In February 2017 we have launched the first session of the *Kaunas Challenge*, where we aim to examine the programme with a focus group of 20 participants. The participants will work in groups to develop an idea for a five-year project. In 2022 the *Kaunas Challenge* will be actively involved in managing and implementing the projects they have been developing for the past five years.

2017–2018 IGNITION

Building partnerships with cultural and business sector; collaboration with education institutions (schools and universities); capacity building programme; entrepreneurship laboratory/case studies in culture and business sectors; preparation for a celebration of 100-year anniversary of Lithuanian Independence; international summer camp (2018 summer); and internships in local cultural and business organisations.

2019–2020 AGITATION

Building partnerships with other ECoC cities; alumni taking over platform development; development of new initiatives and projects, opening new CCI businesses; capacity building programme; entrepreneurship laboratory/case studies in culture and business sectors; international summer camp (2020 summer); internships in local cultural and business organisations and other ECoC cities.

2021–2022 EXPLOSION

Implementation of projects, development of CCI businesses; capacity building programme; entrepreneurship laboratory/case studies in culture and business sectors; international summer camp (2022 summer); internships in local cultural and business

organisations and ECoC cities; working in Kaunas 2022 Agency and managing/producing at least one sixth of the programme.

2023 and beyond LEGACY

Capacity building programme; entrepreneurship laboratory/case studies in culture and business sectors; international summer camp; internships in cultural and business organisations.

IMPACT: During the 2017–2022 period at least 30 cases will be studied by student teams (in total 100–150 school age students involved) which will inspire renewal in cultural offer for young audience, provide experience and practise in culture management for the youth, and promote recruitment of the youth in the local cultural organisations. By 2023 the programme is envisioned to become a self-sustaining structure that will continue youth cultural empowerment programmes based on new methods.

● VOLUNTEER AND WELCOMING FACULTY

The *Tempo Academy* will serve also 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.

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 Alėja (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.

● MODERNISM FOR THE FUTURE

Building up emotional attachment to the City and its heritage

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 **20th century heritage interpretation and education centre "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



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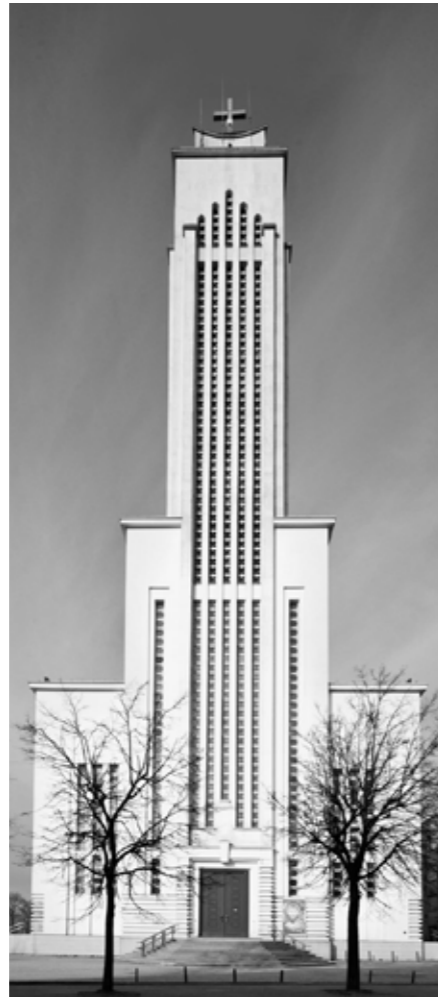
EMOTIONAL ATTACHMENT FOR REVITALISATION

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.



PROJECT EXAMPLES

● CITY CROWN: FESTIVAL OF MODERN LIGHTS

Kaunas 2022 Grand Opening Event will combine the legacy of the Modernist Movement, ideas of modernity and the urban environment of Kaunas. Our symbol of modern Kaunas – the Resurrection Church (central in the image box on the left page) – is one of the most inspiring examples in Europe where the utopian idea – *Die Stadtkrone* – by the German expressionist Bruno Taut was implemented. While building the church one of the symbolic ideas was that “the big church tower will be lit by strong electric lights that will spread light all around the surrounding area.” This idea, typical of the Modernist Movement, was never realised, because during the Soviet period the church was converted into a radio factory. During 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.

● KAUNAS MODERNISM 360/365

This initiative aims to announce Kaunas as the City of the Modernist Movement. “360 degrees of Modernism” will cover all possible angles of meaning: cultural, political, economic etc. 365 symbolises that modern heritage isn’t just about visiting churches, museums, theatres and other buildings at weekends or on national holidays, but is for every day of the year. The **Legacy of the Modernist Movement surrounds us every single day**. Based on research and information on a digital platform artists will be asked to give contemporary interpretations **aiming to recreate an emotional attachment to Modernist architecture**. The projects will be selected through the three international calls. The result of artistic interpretation of Modernism in Kaunas will be shared annually in conferences of Interpret Europe. A catalogue listing artefacts of 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.

● URBAN LANDSCAPES OF THE 1930'S: EXPLOSION OF THE MODERNIST MOVEMENT

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 live jazz performance on the opening festival.

SCHEDULE

2017–2018 IGNITION

The first step will be **to establish** the 20th century heritage interpretation and education centre “Modernism 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.

2019–2020 AGITATION

Long-term projects: *City Crown: Festival of Modern Lights, Kaunas Modernism 360/365* and *Urban Landscapes of the 1930's: Explosion of the Modernist Movement*. The second call for artists to continue the interpretation of the Modernist Movement.

2021–2022 EXPLOSION

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 Europe 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.

2023 and beyond LEGACY

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.

IMPACT

Awareness of the Modernist Movement and the emotional attachment to it in the City will be raised by the everyday use that the ECoC project will bring about. As a result of this, Kaunas will give impetuous to proceed on the active interpretation of the Modernist Movement in Europe.

METHOD

Historic research, international conference, festival of modern lights, art and theatre projects, digital platform, education programmes, documentary, exhibitions, concerts, cinema and live performances in Modernist buildings.

PLACES

The main events will concentrate on the slope near the Resurrection Church and in Unity Square near the National Museum, but visually speaking the opening festival of modern lights will embrace the whole central part of the City. The overarching project *Kaunas Modernism 360/365* will take place all around the historical parts of Kaunas and Kaunas region where a sign of Modern Kaunas will be established. It could illuminate significant monuments such as the Resurrection Church, or ordinary houses in Žaliakalnis, an industrial building in Vilijampolė or Šančiai, and may include small architectural details of the City, like the Kaukas staircase or the holiday villa in Kulautuva in Kaunas District. The exact places will be determined based on research performed in the Agitation period.

● MEMORY OFFICE

The multicultural and multinational heritage of the City emerges, overcoming the collective amnesia



© LC | Digital tour application revealing hidden Jewish heritage in Kaunas. Produced by Sites of Memory, 2016.

Our City has an impressive portfolio of Lithuanian and European history and culture, but when it comes to details and facts, we self-diagnose a common amnesia about our history, especially non-Lithuanian residents' stories. Citizens barely know where to look for heritage, and don't realise that the City had flourished thanks to various ethnic groups and European cultures that through the centuries have contributed to its vitality. Despite this, the Lithuanian media and Kaunasians themselves still think of Kaunas as *a temporary capital*. We tend to have "selective memory" and focus on the importance

PLACES:

Kaunas: Kaunas Žalgiris Arena, Kaunas State Philharmonic, Science Island, National Kaunas Drama Theatre, Vytautas Magnus University Hall, Kaunas Photo Gallery, Fluxus Labs (points), Kaunas Fortress facilities, public spaces, M. K. Čiurlionis National Museum of Art, Kaunas District Museum, Raudondvaris Manor and Arts Incubator, industrial venues, private houses and courtyards etc.

Lithuania: theatre and dance performances will be shown in Vilnius, Klaipėda, Kėdainiai, Jonava, Varėna, etc.

Abroad: performances, photo exhibition and books, as well as exhibition *Out of Darkness* may travel after the Kaunas event to other countries.

PARTNERS:

Lead project host: Kaunas 2022 Agency
Local partners: National Kaunas Drama Theatre, M. K. Čiurlionis National Museum of Art, Jewish communities in Lithuania, Lewben Art Foundation, The Lithuanian Expatriate Art Foundation, The Vilna Gaon State Jewish Museum, Kaunas District Museum, NGO Kaunas Biennial, Kaunas department of Lithuanian Photo Artists' Association, Kaunas City Museum, International Centre for Litvak Photography, NGO Sites of Memory, Autc.lt, Excursus team, Santara-Šviesa, Dvimiesčio kulka, Meno parkas gallery, Kaunas Chamber Theatre, Kaunas Dance Theatre AURA, VMU Theatre, Kaunas State Puppet Theatre, Kaunas State Philharmonic, and The Kaunas City Symphony Orchestra.

European and foreign partners: Litvak World, Litvak World US, Tel Aviv University, Folkestone Triennial (UK), I Musei di Ascona/Museo Castello San Materno (CH), Fondazione M. Werefkin Ascona, Centre Emmanuel Levinas at Université Paris-Sorbonne (FR), Aurora Nova (DE), RE RIGA festival (LV), Artscenico (DE), The Northern and Eastern European Centre of Puppet Arts/NEECPA, International Puppetry Association UNIMA, National Puppet theatre (BY), Grodno Regional Puppet Theatre (BY), S. Obraztsov State Academical Puppet Theatre (RU), Puppet Theatre Guliwer (PL), Baj Pomorski Theatre (PL), NUKU theatre (EE), Kiev Academic Puppet Theatre (UA), Kharkiv Academic Puppet Theatre (UA).

Supplementary funding resources: Lithuanian Culture Fund, Lithuanian Science Fund, Erasmus+, Creative Europe, and private sponsorship.

Budget: 2 m euros

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 *Yiddishe Mame* 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 forum, 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 Kaunasian 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; Café 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

At this specific moment in the world when histories are being rewritten to serve new ideologies and interests, and nationalism is on the rise again, we want to oppose amnesia and strengthen our sense of belonging to an open-eyed Europe by making history visible and audible, and by broadening world-views through cultural activities.

*In order to avert potential new catastrophes of humanity we need to face our history and **build critical thinking** in the broader community. We believe cultural activities are the most appropriate tool to reach people. Music, theatre, exhibitions, participatory projects in neighbourhoods, street arts and public events have to be enriched by relevant content of generosity, acceptance, and openness to Otherness, expressed in Emmanuel Levinas' writings.*

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

● YIDDISHE MAME – Jews' Story Unveiled

The Yiddishe Mame programme serves as a platform of reconciliation after a long silence between Lithuanian and Jewish communities that followed the horrors of the Holocaust 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. *Yiddishe Mame* is the one who helps reveal the talents of her children, accompanies them to the door, kisses them on the forehead and sees them out 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) born in Kaunas – e.g. the philosopher Emmanuel Levinas and the painter Arbit Blatas, the famous poet Lea Goldberg, the writer and renowned lecturer on anarchist philosophy, women's

rights, and social issues Emma Goldman. All of them – and hundreds more – need to be remembered and reintroduced into the City's historical and cultural map.

Reconciliation Oratory / 24 of March 2022

Cantata with at least 300 participants. Its players, singers, actors and musicians will be Jews/Litvaks from Lithuania, Israel, USA, South Africa, Russia and Germany. Composer Philip Miller (RSA), who is the author of cantata *Rewind* (RSA, 2009, <https://www.youtube.com/watch?v=k4yUDiELGM>), will compose and conduct the oratory on the Kaunas Jews' 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 Žalgiris 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 Jerrold Zoloto (President of Litvak World US), Bella Shirin (IL/LT), professor Benny Nageris (IL), Irena Veisaitė (LT), Markas Zingeris (LT), Michaël Levinas (FR), Danielle Cohen-Levinas (Centre Emmanuel Levinas de l'Université Paris-Sorbonne), Jakov Katz (founder of Litvak association in Israel), Adi Leron (IL), Zohar Chessakov (Tel Aviv Council member), Ruth Vin (IL), rectors and professors of Kaunas universities, representatives of the Lithuanian and Kaunas Jewish communities.

Day One will be dedicated to **Jewish history, literature and philosophy**. The day will be rounded off with a contemporary memorial inauguration at Emmanuel Levinas Square.

Partners: Vytautas Magnus University, Vilnius University Kaunas Faculty, Centre Emmanuel Levinas de l'Université Paris-Sorbonne.

Day Two will be dedicated to **culture and arts:**

- **An exhibition of Litvak artists** Jacques Lipchitz (1891–1973), Marc Chagall (1887–1985), Pinchus Krémègne (1890–1981), Michel Kikoïne (1892–1968), Max Band (1900–1974), Ar-bit Blatas (1908–1999), Théo Tobiasse (1927–2012), Marc Rothko (1903–1970), and others. **Partners:** Lewben Art Foundation, The Lithuanian Expatriate Art Foundation, The Vilna Gaon State Jewish Museum, and Kaunas District Museum.
- **A contemporary music and dance programme** will be spread across Kaunas and Kaunas District venues, such as the Raudondvaris Manor and Art Incubator, National Kaunas Drama Theatre, Vytautas Magnus University, and Kaunas State Philharmonic. Choreographers from Israel: Renan Raz, Yosi Bergas, Odetas Grafas, and the musical programme curated by Mirga Gražinytė-Tyla (Music Director at the City of Birmingham Symphony Orchestra).

Finally, Day Three will be dedicated to **scientific and medical achievements**. A networking area, seminar and exposition will be held at **Science Island** building and in the open space.

Partners: Tel Aviv University, Lithuanian University of Health Sciences, Kaunas University of Technology, Global Lithuanian Leaders, and Invest Lithuania.

Theatre programme Memory Office, 2017–2022

Theatre plays reflecting the personal stories of Lithuanian minorities will be produced in collaboration by private and national theatres (at least four between 2017 and 2022). One of the plays, "Shalom Bellissima", is being produced in 2017 as a pilot project of *Yiddishe Mame*.

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, Kulautuva, Birštonas, Skirsnemunė, Jurbarkas, Vilnius, Klaipėda, and Šiauliai. Plus it will be performed in Tel Aviv and other cities in Israel, as well as Homo Novus festival in Riga. **Partner:** Theatre Club, NGO.

Reconstructions of traditional Yiddish Theatre plays are planned in collaboration with Bucharest based State Yiddish theatre (2019–2022). As our partners from Bucharest say, Kaunas will become the World Capital for Yiddish Theatre in 2022. Between 2019–2020 workshops with Kaunas, Romanian, Israeli and Latvian theatre artists will reconstruct one of the most famous Yiddish plays (*Sulamita* or *Romanian Wedding*). The aim is to deepen the knowledge of local actors about the particularities of Jewish theatre. The 2021 premiere will be in Kaunas, and later the production will tour to other Lithuanian cities. **Partners:** State Yiddish Theatre (Bucharest, Romania), Kaunas Chamber Theatre, and VMU Theatre.

My Courtyard Festival initiatives will also contain Jewish heritage topics and will be presented as part of *We, the People* platform.

Out of Darkness / 2021–2022

The exhibition "Out of Darkness" will be installed in one of the factories in Vilijampolė, 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 Emmanuel 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.

● TEAR 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 *Tear Down the Wall* programme, which will open mental spaces for discussions and co-creative practices, focusing on the Russian, Polish, German cultures, and also newcomers to the City. The projects will target the topic of dissonant 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 relicts.

Café 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, culinary heritage events. Activities will be implemented together with different communities, participants of the Emerging Kaunas and Fluxus Labs programmes.



Youth protest march after the self-immolation of Romas Kalanta on Laisvės avenue in Kaunas, 18 May, 1972. Photo from KGB archives.

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 Žilvinas (JAY) Švarplys: Klezmer music festival, inviting musicians from Poland, Israel and Germany, with, Russian, Polish, German, Latvian, Armenian, Romany, and Georgian music performances. The music will be performed on international trains running between Kaunas and Warsaw, Berlin, Riga, Tallinn, and St Petersburg.

Demolishing the Fortress Mentality / 2018–2022

Contemporary dance and circus performances directed by Israeli, Russian, German, and Polish choreographers, and staged in the fortress, as well as on stages around Kaunas and Kaunas District.

Marianne in the Laboratory of Art / 2021–2022

Exhibition of the Russian-born German expressionist painter Marianne von Werefkin (1860–1938), who belonged to the

expressionist group Der Blaue Reiter (Wassily Kandinsky, Alexej von Jawlensky, Franz Marc, August Macke, and Gabriele Münter). Marianne von Werefkin was the sister of Piotr Werefkin – one of the last Kaunas Governors of the Russian imperial rule – who visited brother in Kaunas between 1904 and 1911. Marianne wrote to the painter Alexei Jawlensky saying that "Kaunas is the treasure for artists". Her paintings, and letters from the archives reveal her artistic shift, and a broader social context from the beginning of the 20th century.

The exhibition will be organised and hosted by M. K. Čiurlionis National Art Museum. The main collection of Marianne von Werefkin artworks belongs to the Ascona Museum in Switzerland (I Musei di Ascona/Museo Castello San Materno). Experts: Dr. Mara Folini, Prof. Rasa Žukienė, Dr. Laima Laučkaitė, Osvaldas Daugelis.

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 entities, 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: Auc.lt, *Sites of Memory* virtual archive, Excursus, and Kaunas universities. Production partners: Sneaky Box, Cluster Blaster and other local but internationally working IT companies will guarantee cutting edge productions that will attract the young local, national and international audience.



**THE NEMUNAS
AND NERIS RIVERS**

© AA

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.

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 in a lot of the wrong places. In other words, what people think will make them happy is not, in fact, what actually *makes* them happy.

IMPULSE

We need to think, act and participate in design, and be happy, or as Icelanders say when they part, "*vertu sæll*" ("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-centred 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.

METHODS

Pop-up buildings, public spaces designed for happiness, space and place making, public events, workshops and competitions, awards, training, knowledge and know-how transfer, urban renewal actions, exhibitions in public spaces, research, brainstorming, design thinking, dialogue-based aesthetic, contextual, performative design, collaborative place making strategies, participatory urban development strategising, and commissioned artworks.

SCHEDULE

2017–2018 IGNITION

Design Boost Workshop No. 1 to start. Research on urban area under renewal to be continued and finalised. Urban Actions get

started. Pilot projects (such as *Dialogue. Kaunas 18+18*) to be executed. First European Design conference on accessibility organised. Design Week events to take place. Preparatory works for organising competition for Design object (happiness "hedonometre") and Design Hotel to be executed.

2019–2020 AGITATION

Major programme events and actions to be communicated (Happy Happy Joy Joy festival, Design Hotel building process and others). Maker-space set up. 10 public art projects implemented.

2021–2022 EXPLOSION

European Design conference on accessibility is organised. International student workshop and competition (*Design for All*)

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, Architects Association of Architects (Kaunas Branch), Design Library Kaunas (KTU), Lithuanian Artists' Association and its Kaunas Branch, International Centre of Photography, Architektūros fondas, and other NGO's, Talent Garden Kaunas, freelance artists, designers, creatives, researchers, activists.

European partners: European association Design for All Europe, Design for All Foundation, ENAT European network for Accessible Tourism, BEDA Bureau of European Design Associations, Design for Europe, Design Management Network (DMN) the Netherlands, Urban Research platform BAU, Coopolis office for Cooperative Urban Development, Urban Connectors, UNESCO Creative Cities Network, Biennale Internationale Design Saint-Etienne, Milan Triennial, International Biennial Association, Happy Happy Joy Joy social business festival (by Not Perfect Education, LV), DesignLibrary Milan, Talent Garden (TAG international), Politecnico di Milano.

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

Budget: 2 m euros



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is organised. Results widely communicated, publicly exhibited. BEDA annual members congress expected to be organised in Kaunas. Good Design Award 10th anniversary events to take place. Design object (happiness "hedonometre") to be constructed and launched. Design Hotel to be reconstructed and opened. Design Boost Workshop No. 2. Urban Actions to be activated and celebrated. Design Week events to take place. Happiness interventions to be performed and celebrated. Happy Happy Joy Joy festival is organised.

2023 and beyond LEGACY

Programme is designed to perform long-term legacies for the City in the physical realm by transformations made in urban spaces (*Design Object, Design for All* case solutions, happiness interventions, *Design Hotel, Urban Action 2022*) and mental/attitude level (spread via training, conferences, competitions, and workshops) to ensure a momentum for the creative flow through knowledge and experience.

PLACES

The project will affect the public spaces of Kaunas City centre and neighbourhoods, and various activities will be held in Kaunas New Town area, Kaunas Science Island, on the riverbanks, and in other public and private spaces.

PARTICIPATION

Projects are designed to address the local society, neighbourhood communities, emerging design practitioners, amateur and semi-professional makers, the authorities, City planners and developers, local investors, designers, architects, urban activists, cultural and creative entrepreneurs.

CREATIVE INDUSTRIES

Culture and the creative industries are powerful catalysts for the urban development in the programme, which aims to balance and employ the creative economy, culture and arts, in order to give new impulses to the urban renewal process.



© LM | A CYCLIST WITH ROSE by Tadas Šimkus, 2016

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
- Greater 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.

Blending artistic creativity with scientific ingenuity using social media and other ICT technologies, the experimental project will overcome a core problem of cultural events (and culture in general), that lacks alternative tools and instruments measuring their value/effect in and for the society. It also aims to break down boundaries between disciplines and bring together science, engineering, IT and new media art, sculpture, architecture, and design for innovative thinking. The Idea is inspired by the emotional side of design and examples such as D-Tower (<http://www.arc.space.com/features/nox/d-tower/>), or hedonometer (<http://hedonometer.org/about.html>). It will be developed in collaboration with international and domestic partners: designers, architects, engineers, universities, research centres, art and technology associations, and industry players – by organising workshops and an international competition.

● **DESIGNING HAPPY SPACES & PLACES**

Despite being the heart of the City, the building density in Laisvės 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, workshop tutors 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 interwar 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 design and architecture events, symposia, educational events, 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 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).

● **CITY AS A CENTRE FOR CONTEMPORARY CULTURE, ART, AND DESIGN**

Working in partnership with the local and national festivals and under the direction of international curator Lewis Biggs, we will re-designate Kaunas' public spaces as a contemporary gallery for everyone visiting and living in the City. A gallery in the meaning of a playground for the mind and for the senses, a stimulus to new thinking and new attitudes for everyday: the contemporary art attitude is not just about objects, but about the recognition of meaningful situations and possibilities between people.

We will commission five public art or land art pieces each preparatory year in Kaunas and in Kaunas District: by 2022 we will have changed our City. An attractive digital guide will help people find the art, as some of it will be in unusual places.

● **DESIGN FOR ALL**

In connection with the *Tempo Academy of Culture*. Of the many facets of design relevant to today's society Kaunas would like to focus on those empowering the city to equally serve its citizens and the citizens to be able to contribute to their habitat. This means accessibility has to be put forward in all planning stages and improving of public spaces and services must be done.

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). 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 Thursdays. 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 with the Biennale Internationale Design 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.

Future of the City. Exhibition and seminar held in 2022 (curated by Lorenzo Piazzi (IT) and Rūta Valušytė (LT)), Design Library (Milan branch), street art actions and exhibitions. Venue – Žalgiris Arena, platforms on the rivers, KTU Design Centre – Confluence Valley.

Design training and workshops: train policy-makers and civil servants in design thinking to develop innovation policy; Design Boost Workshop will be initiated for local businesses, industries and designers in order to enable them to meet and work together; a series of seminars on service design for designers; introduce design and problem-solving to kindergartens; host design competitions for primary school children (Olympics for Design); provide training for secondary school teachers in design as a problem-solving skill; seek Design stakeholders to engage with national business associations.

EMERGING KAUNAS

Young generation empowered and rooted in the City

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 Centurians.

PARTNERS:

Lead project host: Kaunas 2022 Agency and The Centre for Business Practice, VMU

Local partners: School Parliaments, School Students' Unions, Kaunas Youth Organisation Round Table, Global Lithuanian Leaders, World Lithuanian Centre, secondary schools, universities and colleges, youth volunteering centres, business companies, professional culture institutions, Dansema Dance Theatre, Kaunas choreography school, Kaunas Cinema Centre Romuva, Talent Garden, VMU Fashion Design Studio, and Kaunas universities (KTU, VMU, VU).

European partners: EcoC cities (Matera 2019, Rijeka 2020, Novi Sad 2021, Eleusis 2021, Esch 2022), European Youth Parliament, Arial Trust (UK), International Cultural Organisations, Studio Televiziri (GE), Picture House (UK), Luxemburg University, One step at a time like this (AU).

Supplementary funding resources: Kaunas City Municipality, The Lithuanian Council for Culture, Creative Europe, Erasmus+, private sector, Esch-sur-Alzette 2022 (No Border Radio project), other EcoCs (Centurians internships).

Budget: 2,5 m euros

METHODS: capacity building programme, creative entrepreneurship laboratories, internships in local and European cultural institutions 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 Temporary Capital: historical versus contemporary programme created and implemented.

2021–2022 EXPLOSION: programming, organising and implementing 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-sectorial 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 innovative businesses, so this is an opportunity for the young generation

to generate new workplaces in the CCI sector. A goal of the programme 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 movements. 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



CREATING THE FUTURE

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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

Games 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, grasp 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 neighbourhood.

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)

Ladislav Starevich is a Russian, Polish and French stop-motion animator and author of the first puppet-animated film *The Beautiful Lukanida* (1912). Many countries share his legacy; even though they 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 Centuryans – the generation who'll celebrate their adulthood during the centenary of Lithuanian Statehood. We changed the title of the project Centuryans 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 *Centuryans* 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 followed by 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 Luxemburg had little idea how true their slogan was: "The Only Independent Station on the Air". For Kaunas – the birthplace of the Lithuanian national radio – the Luxembourg experience' was truly remarkable. Holding the ECoC 2022 title together with Luxemburg's Esch-sur-Alzette, students from Kaunas and



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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/ 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.

CONSCIOUSNESS strand projects are focused on participation, involvement, co-creation, community building and strengthening of civil society.

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 Ladislav 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.



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● WE, THE PEOPLE

Empowering communities to celebrate their culture through collaboration and co-creation

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, Kūrybos kampas 360, Kaunas and Kaunas District based music, theatre, visual art, and photography festivals: Kaunas Photo, Kaunas Biennial, Kaunas Jazz, Akacijų alėja, and Pažaislis Classical Music Festival.

MATTERS: Media Art Festival Centras, Performance and Live Art Festival CREATurE, Kaunas University of Technology, Vytautas Magnus University, Kaunas Centre for Technical Creation for Children, Neurokatarasis, Moontrix, Terror, and Kaunas Photography Gallery.

FLUXUS FESTIVAL: Vilnius Contemporary Art Centre, Jonas Mekas Visual Art Centre (Vilnius), International performing art festival PLArFORMA (Klaipėda), LOW AIR urban dance theatre, and NANOOK.

KAUNASIAN ATLANTIDA and FLOWING CULTURAL MEETINGS: initiative TEKA (FLOWS), Republica Kaunensis, Municipalities and Seniūnijos around Kaunas Sea and the rivers Nemunas and Neris: Rumšiškės, Vaišvydava, Samylai, Petrašiūnai, Laumėnai, Girionys, Arlaviškės, Kulautuva, Birštonas, Kauno marių regioninis parkas (Kaunas Sea Regional Park), Kaunas Yacht Club Žalgiris, Kaunas Surfing Club, Pažaislis Tourism and Information Centre, Žiegdriai Equestrian Center, etc.

European and foreign partners:

MATTERS: Dirty Electronics (UK), Ural Industrial Biennial (RU), Wrocław Industrial Festival (PL), and Sturm (LV).

MAGIC CARPETS: Latitudo Srl & Qwatz 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 (RO), EVA International: Ireland’s Biennial Festival of Contemporary Art (IE), Centre of Contemporary Art-Tbilisi (GE), KUNSTrePUBLIC e.V. (DE), Ideias Emergentes: CONTEXTILE biennial (PT), LAB852 (HR), Folkstone Fringe (UK), Art Cube Artists’ Studios (IL), Alto festival (IT).

FLUXUS LABS AND FLUXUS FESTIVAL: Alto festival, Folkstone Fringe (UK), Silverman Collection of Fluxus, Galway Community Circus, Baltic Nordic circus network, Silence festival (FI), CircusInfo (FI), Cirkus cirkör (SE), Lene Bang org (DK); Nondberg Movement (SE), NoFitState theatre (UK), Aurora Nova (DE), RE RIGA festival (LV), Brokentaler (IE), CIE BAM (FR), Circo Aereo (FI); Artscenico (DE), The Northern and Eastern European Centre of Puppet Arts/NEECPA, International Puppetry Association UNIMA, National Puppet Theatre (BY), Grodno Regional Puppet Theatre (BY), S. Obratsov State Academical Puppet Theatre (RU), Puppet Theatre Guliwer (PL), Baj Pomorski Theatre (PL), NUKU theatre (EE), Kiev Academic Puppet Theatre (UA), Kharkiv Academic Puppet Theatre (UA), Cie Les Choses de Rien (FR).

Supplementary funding resources: Lithuanian Culture Fund, Europe for Citizens, Creative Europe Platforms strand, Embassies of project partners’ countries, and private companies.

Budget: 4,5 m euros



© AP | The community of the Courtyard Gallery in Kaunas

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 residencies 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-opetitions* start their co-opetition 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-opetitions* are awarded titles and start implementing their own programme. *Alto 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 Carpets* 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 (*Confusion, 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, *Kaunasian 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 Kaunasian type of residential format, *Matters* becomes an established European platform for alternative music and culture.

COMMUNITY PROJECT EXAMPLES

● FLUXUS LABS

Jurgis Mačiūnas (George Maciunas) was born in Kaunas in 1931 and he is one of the founders of the Fluxus movement, which is renowned for its non-elitist philosophy. This is why we'll call our community labs the Kaunas-specific name of *Fluxus Labs*. Some 40 *Fluxus Labs* will be established in the City and the District communities. They may be set in local libraries, cultural centres, abandoned schools or private garages, industrial facilities, or even at cafés. The appearance doesn't matter – what matters is the content. These cultural laboratories will begin with at least one Agent at a specific venue, who will facilitate community involvement after they have been trained by international practitioners at *The Tempo Academy of Culture*. Agents (preferably, local to the Seniūnija or suburb) will conduct research and map community activities and venues – networking to recruit a team of activists and local experts. The *Fluxus Labs* will become brainstorm laboratories – places where issues and problems can be addressed in creative ways. Each community will be encouraged to suggest and develop its own artistic and creative practice, starting with subjects like gardening, designing a children's playground, wall painting on an apartment block or opening of a local bakery, as artist Jeanne van Heeswijk did in Liverpool Biennial during the ECoC period. 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 represent themselves by 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 sharing talents among local inhabitants, cultural and 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 the basis for all citizen involvement activities around the *Mythical Beast of Kaunas* events.

● MACIUNAS IN THE LABORATORY OF LIFE:

Fluxus Festival

A Fluxus Festival called *Maciunas in the Laboratory of Life* will be the highlight of *We, the People* platform. On the Soviet side of the Iron Curtain Fluxus was considered as an art and act 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 exchanged correspondence with the main Fluxus artists. It's not going too far to say that Lithuanian independence belongs partly to the Fluxus ideology – rather aptly the term "Fluxus" means change.

The Fluxus Festival in 2022 will cover three complementary dimensions:

HISTORICAL PERSPECTIVE: will reveal the objects and "relics" from the beginnings of Fluxus; FLUXUS exhibition at Kaunas Picture Gallery of M. K. Čiurlionis National Museum of Art in partnership with Vilnius Contemporary Art Centre, Jonas Mekas Visual Art Centre (Vilnius), curated by Lewis Biggs and Jon Hendricks, associate curator at MOMA NY on Fluxus (also curator for Yoko Ono and the Silverman Collection of Fluxus). Emphasis will be on "art attitude" – or "anti-art attitude" – as a whole, rather than on any specific messages of political, economic or social activism.

ACTIONS: the persistent goal of the majority of Fluxus artists was to destroy boundaries between art and life. George Maciunas

stated that Fluxus was "anti-art" in order to underscore the revolutionary mode of thinking about the practice and process of art. A central Fluxus tenet was to dismiss and mock the elitist world of "high art" and to find ways to bring art to the widest possible audience. In this way, all the activities of the platform *We, the People* are Fluxus in their nature, and we will devise ways to present all of these activities to the participants as Fluxus.

LIFE: Fluxus art is characterised by the active involvement of the viewer, who becomes a performer of the work and accessory to the creation of its meaning (not just someone who absorbs the work of another person); and often introduces an element of chance to shape the ultimate outcome of the work. *My Courtyard* project shows the art as life concept: in partnership with Alto festival's artistic directors Giovanni Trono and Anna Gesualdi, Kaunas 2022 will create a festival spread in private spaces across Kaunas and the District.

● *My Courtyard Festival: home residency project*

Fluxus Labs will become the starting points for various forms of mutual discovery. A big potential for community building will be in their "private residency", especially when hosting international contemporary circus performers and dancers who 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: Alto festival.

● *Living Room Cinema*

Various short film series, artistic videos, social documentary, or community initiated video productions 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 5–10 invitations, a DVD (or USB stick), 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 2022 partners "Folkestone Fringe" and has proved to be very popular. The project will be linked closely to the *Modernism For The Future* project *Kaunas Modernism 360/365*.

● CULTURAL CO-OPETITION

Each Seniūnija of the City and the District will have the opportunity to be awarded the title of "Cultural Co-opetition" during the preparatory years (2017–2021), which will last for a six-month period. Communities can apply for a grant provided by Kaunas 2022 in order to develop and implement through the *Fluxus Labs*. Community members will decide together how to use their six-month period and how to present their local culture to Kaunians and European guests at the final event of the programme. Creative teams will consist of local activists and students of *the Tempo Academy*, as well the *Centuryans* who will have a chance to practice their knowledge during Ignition and Agitation cycles in the cultural actions by local communities.

● MAGIC CARPETS

Magic Carpets is an international residency project that invites foreign emerging artists to work in Kaunas with local communities and local artists. **Resident artists will create new works** related to current issues of global nomadism, displacement and encountering *Otherness*. Legends, mythologies, tales, superstitions, and current stories of the cities where artists currently live and Kaunas itself will become a unifying narrative of the whole 2017–2022 project. The project aims to intervene in public zones by creating situations to **interact with, working in and with local communities**. The project will help to spread *Kaunas 2022 Contemporary Capital* topics and values across 13 European countries during this period: plus around 10 collaborative international projects will pair local communities with European emerging artists. In addition, another 40 artists in partner countries will share stories and

thus link communities in Kaunas communities to other European cities: including Prague, Bucharest, Wrocław, Yekaterinburg, Berlin, Zagreb, Limerick, Porto, Folkestone, Tbilisi, Riga, Rome, and above all, Jerusalem. The title and concept of *Magic Carpets* is conceived by the curator Benedetta Carpi De Resmini (Rome, Italy) (full concept: <http://www.bienale.lt/2015/en/magic-carpets-2/>) and the project is led by Kaunas Biennial (Lithuania).

● CONFLUENCE CULTURETHON

Confluence Culturethon – an international Kaunas Marathon in 2022 which will be linked to beautiful sites within Kaunas District and will involve large-scale participation from European runners of all ages and abilities. The route will contain a rich community based arts programme. Programme partners: AIMS – Association of International Marathons and Distance Races, community centres and Seniūnijos of Kaunas. Various culture institutions, especially from performing arts field: musicians, dancers, folk traditionalists, 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 will encourage local and international kite clubs to meet on the banks of the river Nemunas near Zapyškis and Kulautuva, in order to celebrate Europe Day (9 May 2022). Each Seniūnija will create a series of kites, balloons and drones based on symbols from different European countries, for example flags and famous artworks, celebrated portraits of poets, artists and scientists will adorn the kites. We anticipate an audience of around 20,000 people from Lithuania and other European countries.

● *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 wider region for a great family event. Participants will enjoy special food and a staged entertainment programme. With an initial 3,000 visitors in 2017, we expect the festival to grow to between 10,000–15,000 local and international participants in 2022 and beyond.

● *Flowing Cultural Meetings: The Rivers and Leisure*

This project is about encouraging various initiatives to revitalise the riverbanks, using input from urban activists, artists, as well as architecture specialists in Kaunas City and the District; including the waterside areas of Kulautuva, Kačerginė, Lampėdžiai, Santaka, Šančiai, Panemunė, Birštonas, Pažaislis, Rumšiškės, etc. The aim is to create new meeting points for culture along the riverside in Kaunas. *Fluxus Lab* points will be established near the water in those Seniūnijos that have accessibility to the river or Kaunas Sea banks. The project will create 10 Meeting Places/Culture Boxes, which will be connected to each other physically (by raft) and digitally (digital map). Scheduled sports and leisure events will be organised to regenerate water culture in our City and the District. The riverside initiative TEKA would be also part of this water platform network.

● *Kaunasian Atlantida*

The project is based on the story of the Kaunas Sea, a man-made lake 80 kilometres long and with an area of 63 square kilometres, which was created on the site of a hydroelectric power station built in the late 1950s. During the construction and in the subsequent flooding of 45 villages (containing 721 family houses) were deluged, involving the loss of not only houses, but cemeteries, churches and synagogues as well. Children who saw their homes flooded are of course still alive. The project *Kaunasian Atlantida* unites the wider region around the Kaunas Sea and proposes a year-long project. During winter ice covers the Sea surface and people can cross it to get to nearby villages on foot. There will be fishing championships and photography exhibitions displaying



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shots taken under the ice where once village communities flourished. In summer the Kaunas Sea area is perfect for jazz concerts, yacht regattas, canoeing and windsurfing contests. The programme (2017–2022) is initiated and run by VU Kaunas Humanitarian faculty in partnership with more than 30 stakeholders around the Sea – encompassing four Lithuanian Districts.

● MATTERS: Post-Industrial Culture Festival

When we speak of communities we not only mean neighbourhoods, but also ethnical groups and subcultures (their topics are covered more broadly by *The Memory Office* projects). Kaunas is famous for its alternative cultures, and especially its underground music scene. In fact, many important Lithuanian cultural movements began in Kaunas as part of its subculture, and so we want to create a platform for this culture to be more visible in the City, and at the same time to create a quality event for international musicians, artists, performers and visitors. *Matters* 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 symposia.

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.

Bi-annual symposia (2018, 2020, 2022) will consist of anti-panels, performative discussions (and discussion performances) as well as other forms of presentations. Subjects will revolve around themes relating to industrial culture, body art, activism, and post-humanism. Possible participants and collaborators would include scholars, cultural actors, free thinkers, and artists.

Workshops and industrial labs are very much based on DIY (do it yourself) and DIT (do it together) mentality, where know-how is gained whilst watching and participating, trying and failing, and trying once again. The ethos will be embedded in hacktivism, 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 open to all sorts of quality industrial music from local and international scenes, performance extreme body video and cyber arts, and transdisciplinary experiments. **The final event of the 2022 festival will feature a large-scale audio-visual event – a sort of cross-over between a dark circus, extreme body practice and post-industrial opera.**

WAKE IT, SHAKE IT

Building a collaborative network of partnerships



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.

PARTNERS:

Lead Project Hosts: Kaunas 2022 Agency, M. K. Čiurlionis National Museum of Art, National Kaunas Drama Theatre, Kaunas State Philharmonic, Kaunas County Public Library.

Partners: Kaunas Cinema Centre Romuva, Kaunas City Museum, Kaunas District Museum, Gallery Meno parkas, Kaunas Photography Gallery, Gallery POST, Creative Space Kabinetas, Gallery Balta, Gallery Meno forma, VMU Art Gallery 101, Vytautas Magnus University, Kaunas University of Technology, Kaunas Biennial, Kaunas Photo, Kaunas Jazz, Pažaislis Classical Music Festival, Kaunas Culture Centre Tautos namai, Kaunas Culture Centre Girstutis, Psilicon Theatre, AAT Artūras Areima theatre, Teatronas, Baltic circus, Dansema Dance Theatre, Kaunas Choreography School, local cultural centres and libraries in each Seniūnija, and CCI companies.

European partners:

Network of European Museum Organisations, Musée national de la Résistance (Esch-sur-Alzette), Brokentalkers (IE), Noftstate Theatre (UK), The New Theatre Institute of Latvia.

Supplementary funding sources: Creative Europe, Ministry of Culture, local businesses, and crowdfunding.

Budget: 2 m euros

METHODS

The basis of this programme will be initiated and produced during 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 institutions will be encouraged to form marketing partnerships to generate joint advertising, collaborate on admission fees to offer joint tickets, and to build purchasing co-operatives to reduce operating costs.

SCHEDULE

2017–2018 IGNITION: consultation

Gather feedback from a cross-section of communities, use capacity building models and starting the dialogue amongst cultural institutions and different communities. Universities of Kaunas together with artists and CCI sector will be invited to engage in new research fields: audience development research, create new social engagement tools, initiate new models of experience design for museum displays and online exhibitions.

2018–2020 AGITATION: collaboration and partnerships

Partners always bring fresh perspectives, so during the workshops 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, communication and audience development strategies. The collaborative relationship with community partners will be attained through our community network, youth board, volunteer programme, ambassadors (people who go on to champion and advocate the work of the organisation), stakeholders and critical 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 organisation 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 audacious experiments meet. Presentation of the *Culture Road*, which will the open 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 institutions and **a group of teenagers**, who will acquire their knowledge and new creative ideas at different institutions – music and art schools, libraries, music organisations, museums, theatres, CCI sector, etc. **Children and teenagers of Kaunas and Kaunas District 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 transformative experiences through culture and newly formed partnerships, new models of cooperation, joint communication and marketing strategies.

IMPACT

This programme will encourage our cultural institutions to constitute new collaborative networks and partnerships and to induce 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 wake 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 communication. 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 companies, our cultural institutions will change the way they communicate with their audiences online. Multi-layered narratives will be delivered through digital media. Online educational programmes will offer their visitors opportunities to design their own exhibitions, interactive sites for virtual exhibitions, and the possibility for physical 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 virtual versions of destroyed buildings or sculptures that have been lost.

● **TRAVELLING MUSEUMS**

The project is based on the idea of remaking a concept of a museum 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 museums – 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 other communities. This will produce a big network of travelling “mini-museums” and link different 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 community centres, libraries, cultural centres, festivals etc., cultural institutions will work with their communities and neighbourhoods 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. Collaborative cross-sectorial projects that museum 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 urban anthropologists: they will map the recent past of local areas and neighbourhoods, collect pictures and neighbourhood stories, combine urban stories with participation



ACCESSIBLE
INCLUSIVE
COMMUNITY

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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 project 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.atmintiesvietos.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 municipal library points 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 advocates, 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. As future centres for education 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.

● **J MAGAZINE #1–#7**

Kaunas Photography Gallery in partnership with European partners 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 perspectives. The first edition of an annual *j magazine* was published in January 2017. Its content was created during an eight-day international workshop that gathered professionals from many different cultural institutions and focussed on our distinctive City and its fascinating inhabitants. Texts, images, archives and graphics were incorporated into a bilingual magazine. Kaunas Photography Gallery 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.

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.

CONFLUENCE CULTURETHON



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

KAUNASIAN WINTER ATLANTIDA



♪ Let it go! Let it go! ♪
A jam-packed event featuring unmissable tours crossing the frozen Kaunas Sea, photographs displayed in frozen ice, ice surfing and sleigh 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!

LITVAK WORLD FORUM



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

MY COURTYARD FESTIVAL



My Courtyard Festival: contemporary circus, dance, performance in neighbourhoods, private houses and yards.

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



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.

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.

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!

Q14 How will the events and activities that will constitute the cultural programme for the year be chosen?

Cultural and artistic content

The current programme is based on research that has been carried out by the Artistic Team and has been filled 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 industries 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 2017–2022 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 and the District 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



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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-relevant 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 notorious couch potatoes,
- Contributing to the story of the Mythical Beast of Kaunas,
- Decentralisation 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.

Q15 How will the cultural programme combine local cultural heritage and traditional art forms with new, innovative and experimental cultural expressions?

Cultural and artistic content

The combination and necessary interdependence between old and new is embedded in the field of tension of CONTEMPORARY 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

- Platforms like *Wake It, Shake It* and *We, the People* transcend approaches to traditional art forms and involve the community into new and experimental

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' (ineffective) 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 (*Remix Culture*).
- City as Public Art and Design Centre: contemporary murals, street dance, temporary sculptures, installations and street performances will interrupt the traditional way of living, consuming and using the City's environment.
- 40 *Fluxus Labs* spread in Kaunas and the District will unite professionals and non-professionals, local and foreign actors, traditional culture elements and contemporary art. Twinning of communities internationally will be based on digital technologies. Contemporary circus and dance programme will be developed in remote communities and based on their rural culture and local stories.
- Besides only looking for technology-driven innovative approaches towards local traditional culture, we are going to revive a **story-telling** tradition for heritage animation and community projects. The story-telling course will be one of *The Tempo Academy of Culture* courses, during which several unique "talking heritage" programmes will be created.

Q16 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 circle of cultural organisations and artists during many public meetings that raised a lot of interest and generally showed big support from the local cultural community.

At the end of 2015, Kaunas 2022 bidding team announced an invitation to share ideas and suggestions on themes, projects, creative partnerships for Kaunas 2022 programme. By the end of 2016 the invitation resulted in more than 100 proposals from different NGOs, communities, public institutions, artists from Kaunas City and the District. All of the suggestions were considered, discussed and developed further during more than 700 individual and collective meetings, and thematic working groups to merge all of the proposals into a coherent and solid artistic programme. Group workshop sessions involved representatives from the local theatre, music, museum, arts, library, heritage, architecture, educational and sports sectors. Projects in the current *Contemporary Capital* programme involve over 150 local culture operators and individuals who are the strength of our bid and a high guarantee of Kaunas' potential to implement the ECoC programme with local cultural operators and broad European partnerships.

We continuously work on developing a vast network of ambassadors who support Kaunas' candidacy and now includes 27 significant figures in literature, theatre, music and other fields of culture. They are actively involved in the conception and communication of the programme. Link to the full list of Kaunas 2022 ambassadors: <http://kaunas2022.eu/en/about-the-ambassadors/>.

Some of the examples of partnerships 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.

ACTIONS ENVISAGED:

- *Ladislav Starevich Animation Laboratory* will include animated storytelling workshops for children aged 7–15 and will involve over 300 school students, who will develop their own animated films in groups accompanied by professionals. During the proposed Ladislav Starevich festival all of the newly produced films will be screened to a wide audience at the film centre Romuva.
- A film repertoire dedicated to subcultures, minorities, ethnic cultures involving communities in the creation of a repertoire based on their collective memory, history and relevant topics (*Tear 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 Lithuanian and international art history and culture, from ancient times to the present day. The museum has 10 locations in Kaunas that include everything from impressive ancient, classic and modern art displays, four historic house museums and even a one of a kind devil collection.

ACTIONS ENVISAGED:

- The Museum will host a special exhibition of the Russian born expressionist painter Marianne von Werefkin who lived in Kaunas and the Blaue Reiter painter group that she belonged to.
- An exhibition of Litvak (Jews with roots in Lithuania) artists will present famous École de Paris painters and sculptors with the Jewish Lithuanian origin. The exhibition will include works by Jacques Lipchitz, Marc Chagall, Arbit Blatas, Theo Tobiassé, Max Band, Emmanuel Mané-Katz, Pinchus Krémègne, Michael Kikoïne, Jacques Missene, Ossip Zadkine, Simon Glatzer and others.

- The Museum will also participate in the production of new public art installations based on the works by the most famous Lithuanian artist M. K. Čiurlionis.
- The Museum will become one of the core members of the *Tempo Academy* and *Wake It, Shake It* programme in which new collaborative interdisciplinary productions such as the Travelling Museum and the *Learning Museum* will be implemented.

Based on the proposal received from the **independent artist collective** Daina Pupkevičiūtė and Vaida Tamoševičiūtė, Kaunas 2022 will support the development of a new international platform *Matters* for thinkers, artists and activists of the industrial (sub)culture. The festival programme will involve local sound artists (like Arma, Artūras Bumšteinas, Body Cargo, Budrūs, Extravaganza, N.O., Ganzer Machine, Girny Giesmės), visual artists (Darius Žiūra, Gabrielė Gervickaitė, Saltmira, Danius Kesminas) and thinkers (Audronė Žukauskaitė, Jurius Dobriakovas and others). It will aim to culturally re-activate the former industrial sites and humanise the operating industrial areas in our neighbourhoods.

The participation of Kaunas' festivals and their operators is essential for Kaunas 2022 programme because of their high-quality production, long-standing European and global partnerships, rich experience and dynamic nature. The meetings with organisers have led us to integrate them in all of the Kaunas 2022 programme parts, agree on integrating their human resources, facilities and possibilities of contributing to the aims of the ECoC programme.

- **The Kaunas Jazz Festival** (April) will organise special concerts at the Kaunas Synagogue. Special events within the festival will be held in some of the residential neighbourhoods of Kaunas (community projects).
- **Pažaislis Classical Music Festival** (summer period) will spread its geographical location to a wider area covering the Kaunas District. Organisers of the festival have also contributed and will further participate in the development of the main outdoor events.



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- **Kaunas Biennial** will facilitate a science and art programme (*Designing Happiness*), collaborate with the National Science Centre, and lead international residencies for artists *Magic Carpet*. The Biennial has contributed to the *Tempo Academy* (2017–2022) by suggesting a broad spectrum of European level partnerships and will help in developing them further. The Biennial team will curate the *Reconciliation Oratory* project (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 Nykoka, Media Art Festival *Centras*, the proposed Post-Industrial Culture Festival *MATTERS* and *Litvak Forum*.
- **Kaunas in Art Festival** (summer period), led by Meno parkas gallery and co-curated by Krzysztof Stanislawski (PL), will organise artist residencies and contribute to public art initiatives (*Designing Happiness* and *Fluxus Labs* programmes).
- **Live Art Festival CREATurE** will present a special performance art programme within the proposed Industrial Art Festival *MATTERS*. The organisers of *CREATurE* will also develop a unique international *Performance Art Archive* in Kaunas which is planned to be launched by 2022.
- **Baltic Watercolour Biennial Baltic Bridges** (autumn period) will show the best examples of works on paper by artists from the Baltic and Nordic countries. It will connect with the *Confluence* programme strand by dedicating an exhibition, special outdoor events and workshops to the riverside topic.
- Each year **AURA Dance Festival** (October) presents a high-profile international dance programme. The Festival will contribute to *Yiddishe Mame* by staging dance performances in collaboration with Israel-based choreographers such as Renana Raz, Yossi Berg and Oded Graf on the local history of the Holocaust at the IX Fort Museum. The organisers 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.
- **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 (20–22 May 2022). Thus, the organisers of the festival will be directly involved 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 **Bard Festival Akacijų Alėja** is an open-air event that takes place in a small town of Kulautuva in the Kaunas District each year, attracts thousands of people and has a long standing history. For 2022 the Festival will extend its international profile by inviting bard music performers of other European countries.
- Representatives of these and other prominent festivals in Kaunas will participate in the *Tempo Academy* and *Wake It, Shake It* programme by not only joining the training sessions but also sharing their practices and partnerships.

Finally, should our Application succeed, Kaunas 2022 plans to **involve as many local artists and performers as possible in the Fluxus Labs programme and three Grand events of Kaunas 2022** mobilising thousands of local young talents and professionals. For example, the *Liberty Music Parade* on Liberty Avenue in celebration of the *Beast Day* will involve more than 2,000 participants, including local and national music collectives and performers (orchestras, choirs, singers, soloists) who will play and sing European authors' compositions about freedom through the windows of the Liberty Avenue. The same weekend digital artists will introduce their work in a form of outdoor animated 3D projections and Kaunas State Puppet Theatre directors and actors together with their international partners will participate in a specially created large-scale puppet performance on the story of *The Beast*.

Q17 Please confirm and supply evidence that you have broad and strong political support and a sustainable commitment from the relevant local, regional and national public authorities.

Capacity to deliver

Kaunas' initiative to bid for the ECoC title was introduced and developed by a group of independent representatives of different culture fields based in Kaunas. From the very beginning the initiative 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 2015–2022 in which the aim of securing the European Capital of Culture title for 2022 is declared as a stepping stone to unite Kaunas 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 ECoC programme (Kaunas City Municipality Council decision n. T-98, March 15, 2016) and the District Council has shown the same support when they agreed on participating in the ECoC programme together with Kaunas City and confirmed the proposed budget of 4m Euros for the programme by voting on March 24, 2016 (22 votes for, 0 against and 3 abstained).

On 7 February 2017 the City Council voted and reconfirmed the City's application

for the final stage of the competition, including 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 contribution on 20th April 2016 with an official 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.

Q18 Please confirm and supply evidence that your city has or will have adequate and viable infrastructure to host the title. To do that, please answer the following questions:

Capacity to deliver

a) Explain briefly how the European Capital of Culture will make use of and develop the city's cultural infrastructure.

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) that 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 *Wake It, Shake It*, the *Tempo Academy* and *Designing Happiness* are also key methods in making our cultural infrastructure serve our population more effectively and support our key values.

EXISTING INFRASTRUCTURE

The **Žalgiris Arena** is built on Nemunas Island 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 technologies inside the arena allow 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 character of Modernist architecture and interiors:

- **Kaunas State Philharmonic** hall which was built in 1928 has been lately refurbished and can fit up to 530 viewers. In 2022 it will host classical music concerts;
- Many of the local amateur collectives are located at **Kaunas Culture Centre Tautos Namai** which is another example of local Modernist architecture.

Located centrally, the Centre has a well-equipped theatre hall for 500 viewers and provides space necessary for rehearsals, preparatory workshops of the highlight events, performances and concerts of Kaunas 2022 programme;

- The **Cinema Theatre Romuva** is the oldest functioning cinema in Kaunas and an inspirational example of Modernist architecture. By 2022 the reconstruction of the cinema will be completed and it will host *Ladislav Starevich Animation Laboratory* and a special European film repertoire;
- **Kaunas Sports Hall** which was built in 1939 and hosted one of the first European Men's Basketball Championships will be converted into a multifunctional events space by 2018. We plan to use this space for contemporary circus and dance performances;
- Another important location for Kaunas 2022 programme is the Renaissance **Raudondvaris Manor**. Today it is one of the most modern and popular



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

venues in the Kaunas District which also houses the Kaunas District Museum. An exhibition of antique and rare prints as well as international Kaunas 2022 opening and closing dinner meetings are foreseen to take place here.

There are plenty of unique heritage buildings 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, Kaunas municipality has undertaken the task of creative adaptation of heritage objects. Since March 2017 the municipal cultural organisation **Menininkų namai** is responsible for registration of disused heritage 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 Lithuanian Modernism. In 2015 Kaunas Biennial opened their main exhibition in this disused building and attracted thousands of curious heritage and art enthusiasts. Main events of *Kaunas Design Week* as well as the AURA Dance Festival were held in an equally important modernist building **Pieno Centras**, re-animating the building and attracting more people to visit it. We plan to keep this tradition of cultural interventions 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 include the **National Kaunas Drama Theatre** and **Vytautas Magnus University** Grand Hall, both of which can fit large audiences 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 listed 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 performances and no space for emerging choreographers and dance performers to train and rehearse. The evident lack of such space could be resolved by converting some of the local industrial/heritage buildings. The Municipality is seeking to resolve this insufficiency. 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 proposal is being discussed on local and state levels trying to find possibilities to attract funding.
- Considering the large variety of contemporary art events and festivals in Kaunas, the City does not have enough contemporary exhibition spaces for visual arts. However, the Development Plan of Integrated Territories of the Culture Ministry includes renovations of the main exhibition spaces at M. Žilinskas 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 opportunities 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 government and have a lot of potential.

Besides that, the construction of the National Science Island, which will feature a temporary exhibition space and the Concert Hall (described below) that is being planned provide additional opportunities for developing modern spaces for contemporary visual and music culture. Despite the infrastructural plans and having in mind the uniqueness of local Modernist era buildings we also intend to focus on public spaces, disused heritage buildings (forts, Modernist buildings, industrial sites) and unconventional spaces through temporary 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 City was selected as the location of the future Centre by the Education and Science Ministry of Lithuania. The proposal prepared by Kaunas Municipality envisioned 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 proposals and selected the winner. The building is to be completed and inaugurated by 2018 for the occasion of the 100 years Statehood anniversary. The new Centre will host



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

an exposition of the latest scientific exhibits, provide educational programmes for different audiences and create a platform for scientific research. The temporary exhibition and event space will feature not only scientific but interdisciplinary exhibitions on innovative explorations and will be directly linked to the ECoC programme 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 country 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 Municipality 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 ECoC's designation could become one of the key elements of success.

b) What are the city's assets in terms of accessibility (regional, national and international transport)?

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. There is no doubt that Kaunas airport is an important asset in seeking to attract tourists from Europe. However, nearly 80% of all airway passengers reach Lithuania through Vilnius Airport (100 km distance from Kaunas) which is another important access point to Kaunas. Trains and buses take passengers to Vilnius Airport in 1.5 hours (average cost of 6 euros by train and 12 euros by bus).

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 Rail

In 2015 an important railway infrastructure build, Rail Baltica, 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 Białystok (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 piers on the rivers. However, the waterway routes and water tourism is developing very slowly mainly due to lack of business interest and tourism infrastructure. We are negotiating with the tourism departments of Kaunas City and the District Municipalities on possibilities to reopen the water route to Nida, develop more attractive water routes and provide a bigger offer of such services to tourists.

By Public Transportation

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 transportation 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 departure times 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, Citybee, 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. In summer 2016 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.

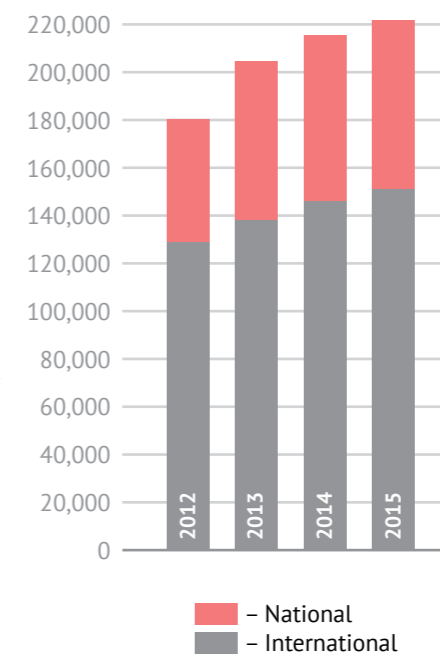
By 2020 a newly constructed wire cable ferry over the Nemunas river will connect Kulautuva and Zapyškis resort towns. It is bound to become a tourist attraction.

One of major attraction points in Kaunas City are the two funiculars which are among the oldest remaining in Europe. Constructed in the 1930s, the funiculars bring you up and down Žaliakalnis and Aleksotas hills for city panoramas. Besides being a tourist attraction, the funiculars still carry a considerable number of citizens to and from their work every day.

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, Trakai and the seaside – despite a vast offer for tourists, good accessibility of the City and close proximity to major tourist attraction sites.

NUMBERS OF TOURISTS



Recent statistics are showing a slow but steady growth in numbers of tourists who stay in Kaunas overnight, amounting to a total of 227,925 overnight stays in 2015.

Year	Total	International	National
2015	227,925	150,750	77,175
2014	215,130	145,993	69,137
2013	204,186	138,250	65,936
2012	179,414	128,493	50,921

The tourist numbers during the year are unevenly distributed, with an emphasis on the second and third quarter of the year being busier in terms of both local and international tourism.

Accommodation capacity

According to official statistics, there are 60 hospitality businesses in Kaunas City: 28 hotels, 4 motels, 2 camping parks, 6 hostels, 1 sanatorium/rehabilitation centre and 19 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 a possibility to explore local cuisine, ethnic traditions and architecture, and enjoy calm nature surroundings or active forms of tourism.

Kaunas is very affordable in overnight stays for young people with the cheapest price for accommodation in a centrally located hostel being just 10 euros per night. Many of the university dormitories offer inexpensive accommodation for young travellers in the summer, during the student holidays. There are many other accommodation options in Kaunas like AirBnB offering over a hundred of private apartments for rent and over one thousand hosts on CouchSurfing platform.

And speaking of conTEMPORARY structures we will explore other alternative accommodation concepts and novelties in a dedicated project under our design topic. Together with young design and architecture practitioners we will initiate some temporary accommodation structures offering tourists not only acceptable value but an extraordinary experience too. We want to take advantage of our spaces and buildings which are neglected or inefficient as well as set up experimental and environmentally friendly structures like transparent bubbles, tree houses or reused shipping containers in easily accessible locations around the City thus adding to accommodation capacity for ECoC year as well. Of course, we know this kind of accommodation is not to everyone's taste but we hope students and adventurous souls will take the risk... Snow castles and ice hotels in Scandinavia also had many sceptics at the beginning.

d) In terms of cultural, urban and tourism infrastructure what are the projects (including renovation projects) that your city plans to carry out in connection with the European Capital of Culture action between now and the year of the title? What is the planned timetable for this work?

The projects listed below include the new construction of a multifunctional National Science Centre, Athletics Stadium and, for the most part, reconstruction of existing public buildings and spaces. These reconstructions are ongoing and having in mind the risk of not completing them on time, it would still be possible to host the planned programme parts in all of these spaces. It is also worth mentioning here the Kaunas Municipality Heritage Renovation Programme. The programme provides partial financial support to private heritage building owners for reconstruction of the exteriors and has been running since 2015. Since many of the projects in our programme are related to our Modernist heritage, this public investment makes a significant contribution to the programme and the opportunities of cultural activities in these heritage sites. Each year the budget of the Heritage Renovation Programme is increased. In 2016 400,000 euros were allocated to the needs of this programme and 22 owners were sponsored. In 2017 the Municipality increased the budget of the programme up to 1 m euro, thus aiming for an even bigger improvement in heritage preservation. The projects mentioned in the table below include only the ones that are confirmed by main financing bodies, are relevant institutions and are listed in the Urban Development Plan of Kaunas, Development Plan of Integrated Territories of the Culture Ministry and other strategic documents.

Nr.	Object	Time period	Planned budget	Funding sources*	Connection with the programme
Culture infrastructure					
1	Construction of National Science Centre on Nemunas Island	2016–2018	23,076,500	EU, SIP, KCMA, PF	Memory Office: Litvak Forum, Exhibition: Science+Art
2	Modernisation of M. Žilinskas Art Gallery (M. K. Čiurlionis National Museum of Art)	2016–2020	4,923,369	ITDP: EU, MC	Exhibition of Marianne von Werefkin, exhibition of Litvak painters, museum related projects of the <i>Wake It, Shake It</i> programme
3	Modernisation of Kaunas State Puppet Theatre	2016–2020	1,000,000	ITDP: EU, MC	<i>Theatre Flux</i> Festival; Workshops for the parade of puppets; Festival for the families and infants, <i>Ladislav Starevich Animation Laboratory</i>
4	Modernisation of Kaunas State Music Theatre	2016–2020	4,982,000	ITDP: EU, MC	<i>Theatre Flux</i> Festival, IFTR conference
5	Actualisation of Kaunas Film Centre Romuva	2016–2018	1,505,309	ITDP: EU, MC, EC	<i>Ladislav Starevich Animation Laboratory</i> , <i>Café du Monde</i> , special European cinema repertoire during the build-up and in 2022
6	Reconstruction of cultural part of NGO Girstutis culture and sports centre	2016–2018	1,345,312	ITDP: EU, KCMA	<i>Theatre Flux</i> Festival; <i>Fluxus Labs</i>
Community infrastructure					
7	Infrastructure modernisation in Kaunas Culture Centre Tautos namai	2016–2018	1,027,512	ITDP: EU, KCMA	<i>Fluxus Labs</i> ; Main spot for City events preparation (rehearsals and meeting point), <i>Tempo Academy</i> workshops, <i>Kaunas Challenge</i> workshops, <i>Yiddish Mame</i> projects
8	Actualisation and modernisation of Kaunas District Library	2016–2020	4,998,000	ITDP: EU, KCMA	<i>Fluxus Labs</i> ; <i>Wake It, Shake It</i> library programme; <i>Tempo Academy</i> ; intergenerational activities
Public spaces					
9	On-going reconstruction of Laisvės alėja (Freedom Avenue) (6 stages)	2015–2021	23,248,641	SIP, KCMA	Main space for outdoor events – the opening, closing events, the <i>Mythical Beast of Kaunas</i> and <i>Modernity for the Future</i> festivals and other festivities of the year
10	Construction of wooden amphitheatre next to Kaunas Castle	2015–2016	150,000	EU, KCMA	Open-air venue for the <i>The Beast Day</i> celebrations, youth summer camp events and other
11	Development of Nemunas Island into a multifunctional leisure space	2016–2020	5,000,000	ITDP: EU, KCMA	Main space for outdoor events – the opening, closing events, the <i>Mythical Beast of Kaunas</i> Festival and other festivities of the year
Sports and active leisure infrastructure					
12	Athletics stadium	2016–2017	9,525,963	SIP, KCMA	Kaunas Marathon
13	Refurbishment of S. Darius ir S. Girėnas stadium tribunes, playfield and ground floor	2016–2018	14,118,000	SIP, KCMA, ITDP through MIA	Main hub for the project <i>Kaunas Challenge</i>
14	Reconstruction of Kaunas Sports Hall and conversion into a public multifunctional centre	2016–2018	5,000,000	ITDP: EU, KCMA	<i>Theatre Flux</i> Festival (circus and dance performances), <i>Modernity for the Future</i> educational events

* Abbreviations:
EU – European Union
SIP – State Investment Programme

KCMA – Kaunas City Municipality Administration
MES – Ministry of Education and Science
ITDP – Integrated Territory Development Plan

MC – Ministry of Culture
MIA – Ministry of Internal Affairs
PF – Private funding

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?

Outreach

The Kaunas 2022 Outreach programme is a fundamental driver in our passion to create the kind of inclusive, decentralised 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: culture in Kaunas is much too centralised. To change that, we have planned a set of actions and programmes, e.g.:

- Community mapping;
- Cooperation and competition in the Seniūnijos;
- *Fluxus Labs* network of community activists;
- *The Tempo Academy* – capacity building programme.

In delivering these aims we are strongly relying on the help of our local creative community, in particular freelance community-oriented artists, community activists and creative professionals who will be the main contributors in the implementation of the *Fluxus Labs*, *Cultural Co-opetition* and other related programmes.

WHAT WE DID

The Community Laboratory and Cultural Accessibility Mapping

Kaunas is divided into 11 Seniūnijos with another 25 in Kaunas District. To involve Kaunas citizens in the development of the programme we simply asked them how they feel about the current cultural offer in the City and what are their ideas and expectations on its improvement. The extensive citizen survey involved almost 1,300 participants and covered all of the 11 Seniūnijos in Kaunas and citizens from different Seniūnijos in the Kaunas District. It served as a check-up of the cultural climate across these different neighbourhoods in the City and beyond, helped to identify their creative and community potentials and start a discussion with local activists. The survey was mostly implemented during open-air community gathering events. It allowed hundreds of eye-to-eye and public discussions to happen between the Kaunas 2022 team and the citizens.

The key questions in the survey targeted the topic of accessibility and quality of cultural services in different Seniūnijos of Kaunas. What we found out was that between 40–50% of citizens never use the services of their local cultural, educational or social centres. Between 60–85%

declare they must leave their neighbourhood when they have leisure time to spend and think that there should be more cultural events organised in there. Some of the neighbourhoods stood out in the survey. For example, Vilijampolė Seniūnija, where citizens have shown a deep dissatisfaction with their local cultural offer 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 agreed on co-operation with the Kaunas City Library (with 25 locations in the City) and Kaunas District Library (connects more than 20 library divisions in the District area) in *We, the People* and other parts of our programme.

We will continue with this comprehensive mapping exercise to find the communities' potential and conduct cultural audits of assets for culture in all Kaunas areas (2017–2018).

WHAT WE WILL DO

The implementation of our Outreach programme has already been introduced in Q13. Community participation and cultural development are mainstream both in the 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 coordinated programme of projects, training and events which will also change the values and characteristics of the neighbourhoods themselves. From passive, cultural indifference to a lasting sense of creative participation.

a) The Cultural Co-opetition

This programme will invite each Seniūnija to test out the model of the Capital of Culture on a smaller scale and thus build a stronger cultural identity of their area. It is meant to ignite a positive neighbourhood cultural competition for the title of the Kaunas Community Capital of Culture which will be handed over every six months during the period of 2017–2022.

The programme will seek to:

- explore and present the contemporary identity of local neighbourhoods
- help build a diverse narrative of the City's different communities
- identify and involve the active members of local communities
- build capacities within the communities to ensure the continuity of cultural revitalisation
- create momentum and spirit through engaging in a competition which will be a learning and sharing experience rather than "the winner takes all".

The programme will partly re-create the structure and logic of the ECoC programme, having the title awarded in a rolling programme to the neighbourhood that provides the best programme proposal. It will provide the organisers of each community's programme with community engagement, communication, artistic and other advice from the experts. It will be based on the structure of the *Fluxus Labs* network and will be partly overseen by the students of the Faculty for Community Culture Activism (*Tempo Academy* 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 facilitated by Kaunas 2022. It is meant to ensure active citizen participation in the programme across all living areas of our City and make our neighbourhoods much more active cultural places. It will be launched in 2017 starting with pilot projects in several Seniūnijos – namely Šilainiai and Vilijampolė, and will grow within six years to cover all of Kaunas. The activist groups in the neighbourhoods, supported by Kaunas 2022 will facilitate the local communities by co-operating with other Kaunas 2022 projects (circus programme, *the Mythical Beast*, *Modernity for the Future*, *Tearing Down the Walls*, etc.). The *Fluxus Labs* programme will culminate in the year of 2022 with a parade of large-scale puppets produced by different

neighbourhoods in Kaunas, accompanied by local and international artists and directed by some of Europe's best professionals, which will take place on 22 May 2022.

c) The Tempo Academy of Culture

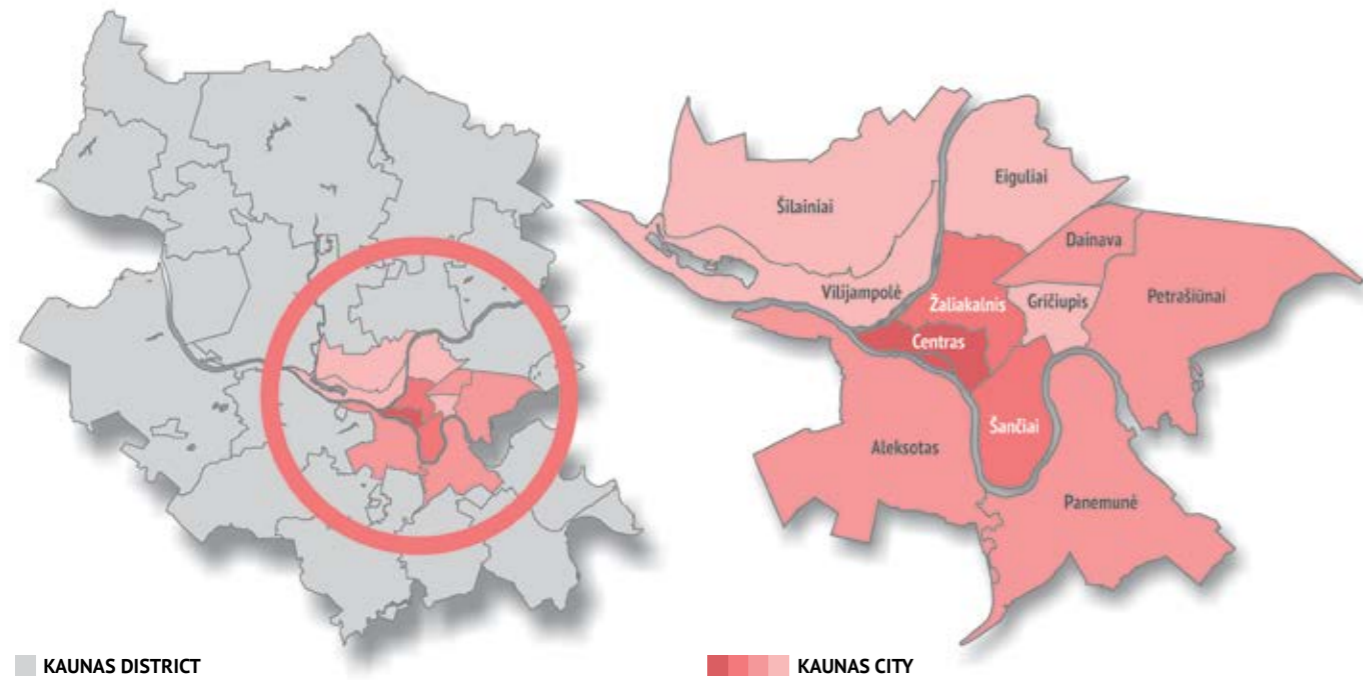
Members of Seniūnijos communities will also be able to take part in the *Tempo Academy of Culture*. We will launch special community arts and activism courses within our *Tempo Academy*. The course will train new community agents who will then be able to join the Kaunas 2022 programme.

We will invite experts on community development and culture for a series of creative talks starting from summer 2017.

The *Tempo Academy* will particularly aim at creating stronger links between culture institutions and local communities. Thus, the *Academy* will feature a special project for the culture stakeholders. The programme aims at promoting better understanding of the needs of different audience 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 culture and arts courses, including social design and innovation, participative culture and arts, community arts, etc. to learn different artistic languages and the importance of creativity in everyday life.



The newly indexed cultural tempo of Kaunas' Seniūnijos ● Slow ● Downtempo ● Moderate ● Dynamic

1. **Aleksotas:** residential area dominated by private houses, also home to the famous Aviation museum and one of the oldest airfields in Europe, as well as the main market of Kaunas.
2. **Centras** – the City centre, covering New Town and Old Town areas holds the most of the cultural capital of the City. The spine of the centre is the pedestrian street *Laisvės alėja*, with many of the local cultural institutions and organisations located in the surroundings. Many green areas such as the Santaka park (Confluence Park) and the Nemunas Island can be enjoyed here too.
3. **Dainava** fits most of the local industry and is one of the most densely populated areas of Kaunas. The factories that used to employ thousands of locals have decreased their production and some of them are now empty, but many of the former factory workers continue living here.
4. **Eiguliai.** Developed in the 1980s, Eiguliai illustrates the typical Soviet planning residential area dominated by uniform architecture and centered around market area, desperately lacking cultural meeting points and leisure spaces.
5. **Gričiupis** has a significant part of young population due to the Kaunas University of

- Technology student town located here, however, the young population does not relate to their neighbourhood strongly and the local cultural offer doesn't trigger them too.
6. **Panemunė**, literally meaning the 'shore of Nemunas' is famous for the former resort status and distinctive wooden modernist architecture. Features a park and a public beach enjoyed by many Kaunasians.
7. **Petrašiūnai.** Heavy industry and working class housing in this area neighbours with a natural forest and a Pažaislis Monastery baroque ensemble surrounded by it. Petrašiūnai lie by the the Kaunas Sea – the favourite place of the locals for winter fishing and summer yought regatas.
8. **Sančiai.** Formerly a military area, which also used to be inhabited by the multiethnic communities, which formed the distinct culture in the area and even a local type of cuisine. Mostly populated by workers, it is also one of the most interesting community artistic initiatives.
9. **Šilainiai**, the most densely populated area developed in the late Soviet period inhabited by more than 55,000 Kaunasians. Dominated by grey monumental Soviet bloc housing architecture, it recently became the ground for

- newly emerging community arts initiatives that uncover the authentic and sometimes even poetic character of Šilainiai.
10. **Vilijampolė.** Despite its proximity to the City centre and the quite active local community, Vilijampolė is outside of the City's cultural borders. The very few public spaces feature Sajungos square, one of the notable sites of the area. Previously the Jewish cemetery, later destroyed and turned into a memorial square for the Komsomol youth, today Sajungos square has turned into a shabby and unsafe place illustrating the memory voids of the City.
11. **Žaliakalnis**, a pre-war residential area which until today is strongly associated with intelligentsia. It contains some distinctive examples of residential modernist architecture as well as one of oldest urban woodlands in Europe, the Ažuolynas Park.

More information on the Cultural Accessibility Mapping



Q20

How will the title create in your city new and sustainable opportunities for a wide range of activities, in particular young people, and volunteers, the marginalized and disadvantaged, including minorities?

Outreach

As well as the programmes in Q19 which address the City wide challenges our local culture institutions face in connecting their audiences we are also giving particular 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 attention 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

In *We, the People* activities, people with disabilities will benefit directly from *Designing Happiness* programmes, particularly the project *Design for All* the aim of which is to **maximise accessibility to cultural heritage sites**, providing smart decisions for infrastructural renewal and informational gaps. By 2020 we will have developed a culture accessibility plan, adopted by many local cultural organisations, that will cover design and smart technology-based actions to ensure physical and intellectual access, as well as representation and inclusion.

As envisioned in our Cultural Strategy, the main culture venues will have the necessary infrastructure for visitors with disabilities to access all the permanent collections, which is still absent in main museums and some other cultural venues. The National Kaunas Drama Theatre programme of 2018–2022 and beyond will visibly increase the inclusion of disabled persons. Since 2016 they have initiated signing for people with hearing impairments, and for 2022 they will create special performances dedicated to visually impaired, who will be introduced to the story through sound and tactile participation. Special tactile-visual-sound installations are planned in the visual arts section and a special programme the Museum for the Blind will introduce the audience to unconventional forms of contemporary art.

2. Ethnic Minorities of Kaunas

One of our success criteria for the programme is the inclusion and participation of ethnic minorities which may only



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account for 6% of the population of Kaunas, but are very proud of their heritage, memory and stories. And they are keen to share them with their fellow Kaunasians and with the rest of Europe. So, during the build-up years we will invite our minority communities to create Community Cultural Consulates – linked to the *Digital Diplomacy* programme. Exactly a hundred years 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 contribution to Kaunas.

Memory Office Tear Down the Walls programmes 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 collectives will star in an extensive contemporary world music programme *Music Track* that will highlight the importance of different cultures mixing together for the development and diversity of music and will include the local Kaunas Roma musicians, Russian and Armenian folk collectives.

3. Elderly

The elderly generation of Kaunasians is at the core of making some of the biggest projects in the programme. Their participation is a key factor in projects such as the *Memory Office* and *Modernism for the*

Future as both will be aimed at collecting some personal memories, real stories and family archival material to better understand some of the most intricate periods of the City's past. These memories will be brought to life by digital and innovative technologies in the form of virtual and augmented reality tours and they will be published on an already existing virtual interactive platform *Sites of Memory* (www.atmintiesvietos.lt), that serves as a digital free archive of Kaunas.

Our libraries will facilitate special foreign language and computer courses that will be taught by school and university students, thus stimulating intergenerational communication. The new language skills will serve perfectly in the contemporary circus programme, where locals, including seniors, will be able to host the visiting circus and performance artists to introduce them to local ways of living and participate together in the creation of new artistic works.

4. Our Volunteer Programme is described in detail under the *Tempo Academy of Culture*. A dedicated Volunteer and Welcoming Faculty within the *Tempo Academy* will be responsible for training volunteer managers, attracting new volunteers to the programme and assigning them tasks, as well as giving special hospitality and welcoming courses to the citizens and the hospitality service staff (see Q13).

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

Q21 Explain your overall strategy for audience development, and in particular the link with education and participation of schools.

Outreach



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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 in the Artistic 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 identify 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.

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.

It must be noted that schools in some neighbourhoods are also **the only cultural centres**. And we need to acknowledge that and use it as another opportunity to reach local audiences. Due to the decreasing number of students, the Kaunas City Municipality, which gives 60% of its annual budget to education, has decided to close some of them down. During the ECoC year we are planning on **using these empty schools** which will serve the programme by providing local communities with places to gather or have temporary events/themed gatherings/exhibitions, etc.

Our aim is to work closely with the local educational institutions and we already have some activities to illustrate the kind of approach we are keen to implement for **different age groups**.

KAUNAS SCHOOLS' MODEL

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

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 the *Ladislav 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, 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 eco-system 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).

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)?

Management:
Finance

Year	Annual budget for culture in the city (in €)	Annual budget for culture in the city (in % of the total annual budget for the city)
2012	11,640,263	5%
2013	10,770,447	5%
2014	9,866,920	4.2%
2015	11,107,500	4.4%
2016	14,500,000	5.29%
2017	16,466,400	5.53%

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. Pranciškaus (St. Francisco'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,
- promotion of cultural inclusion in preparation for the centenary of Lithuanian statehood (2018).

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. Kudirka, Kaunas Chamber

Theatre, Kaunas Culture Centre "Tautos namai", Concert Institution Kauno Santaka, NGO Artkomas, NGO Culture and Sports' centre Girstutis, NGO Kaunas Small Theatre, Kaunas Film Centre Romuva, NGO My Theatre, NGO President Valdas Adamkus' Library, and municipal organisations Theatre Projects and Ažuolyno Meškučių Cirkas. 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.

Finance

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 NGOs' 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.

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)?

Finance

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 7.03% of the overall annual Kaunas 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).

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.

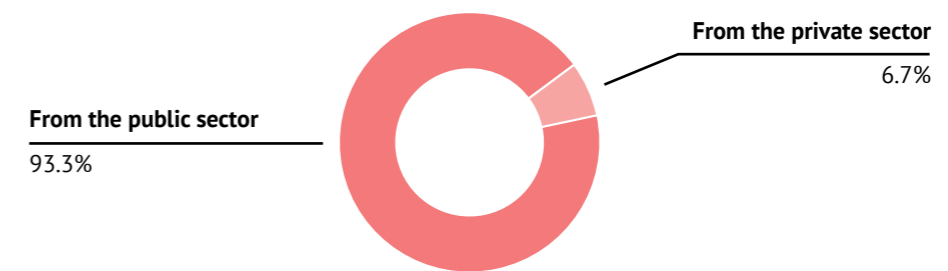
Above all, the ECoC programme will directly involve many of the current local

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.

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

Finance

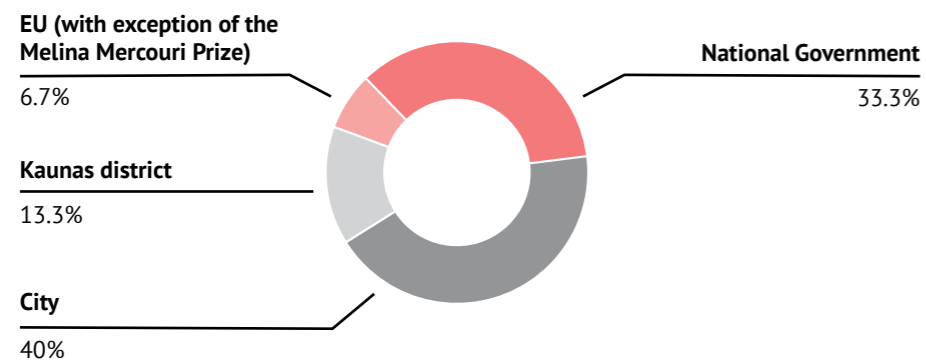
INCOME TO COVER OPERATING EXPENDITURE



Total income to cover operating expenditure (in €)	From the public sector (in €)	From the public sector (in %)	From the private sector (in €)	From the private sector (in %)
30,000,000	28,000,000	93.3%	2,000,000	6.7%

Q26 What is the breakdown of the income to be received from the public sector to cover operating expenditure?

Finance



Income from the public sector to cover operating expenditure	in €	%
National Government	10,000,000	33.3 %
City	12,000,000	40 %
Kaunas district	4,000,000	13.3 %
EU (with exception of the Melina Mercouri Prize)	2,000,000*	6.7 %
Total	28,000,000	93.3 %

*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.

Q27 Have the public finance authorities (City, Region, State) already voted on or made financial commitments to cover operating expenditure? If not, when will they do so?

Finance

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 3 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



© GČ Kaunas city municipality, Council Hall. The interior with window ceiling is one of the most inherent examples of the Modernist architecture in Kaunas.

to 10 m euros to either City securing the 2022 title.

There are no regional authorities in Lithuania that provide funding.

Q28 What is your fund raising strategy to seek financial support from Union programmes/funds to cover operating expenditure?

Finance

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 all have considerable expertise in various European Union sponsorship programmes. In the first stage of preparation, Ignition phase (2017–2018) the programme funding will be partly raised by partner organisations 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 platform.

The last call and deadline of the 2013–2020 applications for the European Platform was delayed by more than half a year. Kaunas Biennial together with other 13 European organisations has prepared a project proposal and is applying to Creative Europe Platform strand (deadline is April 2017). *The Magic Carpets* 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 *We, 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 each 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.

Kaunas Photo Gallery is going to apply to the Small Cooperation projects strand in 2017 with a proposal for a photographic residencies programme the outcome of which will be several photo books with texts, analysing features of a contemporary city.

For translations envisioned for Kaunas 2022 programme we will apply to Creative Europe: Literary Translations strand (2019–2020). This funding will also relate to the translation of several Emmanuel Levinas and Lea Goldberg's poetry books and some other publications into Lithuanian language.

Kaunas 2022 will also apply to Creative Europe programme MEDIA, specifically to the strand Development of video games (in 2019) with the aim to make a real impact on usage and appropriation of heritage. On the basis of our cultural heritage we wish to bond together our history, present and future by using the latest technologies, games and other new forms, attractive for the young generation. The application will be prepared in partnership with the Design Cities of UNESCO Creative City Network, which Kaunas is a member of since 2015. The MEDIA programme will also be relevant when applying for funds for a documentary film *Urban Landscapes of 1930's: Explosion of Modern Movement*.

During the first years of preparation (2017–2018) Kaunas Municipality will apply to the Creative Europe strand Europe for Citizens. The Municipality will keep applying to these programmes with a clear vision of renewing partnerships and twinning communities from twin cities and some of the other ECOC cities around Europe. Between 2019–2023 Kaunas 2022 organisation may apply to these funds for extra sponsorship for distant travels and cultural exchanges of communities.

Our partner universities regularly use the EU funds for research and studies: Erasmus+, Lifelong Learning Programme (LLP), as well as the sub-programmes Comenius, Erasmus, Grundtvig, Jean Monnet, and Leonardo da Vinci. These funds will be especially helpful for the *Emerging Kaunas* programme, which is based on students' initiatives and programming the City's future. LLP programme funding is used to support Universities of The Third Age.

Horizon 2020, which is a research-based funding opportunity will be used by our

academic partners, who will be initiating research projects on Kaunas architecture, urbanism, public art, and community art. Universities will initiate professional conferences in the context of Kaunas 2022 e.g. the Faculty of Arts at Vytautas Magnus University will organise the *IFTR conference*; Kaunas University of Technology will focus on *Design Forum*, Vilnius University will organise an international conference on the topic of *Creative Cities* with extra 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 (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 Zwartendijk 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 administrates a special ECOC 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 Chiune Sugihara saved around 2,000 Jews, issuing transit visas to Japan in 1940, <http://www.sugiharahouse.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 (*Yiddishe Mame* project).

We are in close partnership with Creative Europe Desk in Lithuania - an office which provides all needed information and support for researching the EU funding opportunities and schedules.

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?

Finance

Source of income for operating expenditure	2017	2018	2019	2020	2021	2022	2023	Later	Total
						ECoC year			
EU*			500,000	500,000	500,000	500,000			2,000,000
National Government			500,000	500,000	1,000,000	8,000,000			10,000,000
City	474,400	1,000,000	500,000	2,400,000	2,400,000	3,903,600	1,103,000	219,000	12,000,000
Kaunas District		310,000	594,000	739,000	1,037,000	1,320,000			4,000,000
Sponsors			50,000	200,000	750,000	1,000,000			2,000,000
Total	474,400	1,310,000	2,144,000	4,339,000	5,687,000	14,723,600	1,103,000	219,000	30,000,000

*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?

Finance

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 will include marketing offers such as audience involvement, artist support, original content, integration with our digital marketing, hospitality and special events. The sponsorship team will also set up a Kaunas 2022 membership club with special offers, discounts, events from Kaunas 2022 organisers and our partners to its members.

Responsible Kaunas business network

We will organise an issue-focused network of socially responsible businesses and offer a number of practical ways to work together and take action to help tackle some of the key issues facing the local communities. And we have already started a campaign to invite local businesses to join the programme by contributing to the initiatives in their neighbourhoods. 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 envisioned 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 40 countries around the world). By involving the members of the GLL 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



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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. World-wide famous Lithuanian startup company

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 commercialisation 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.

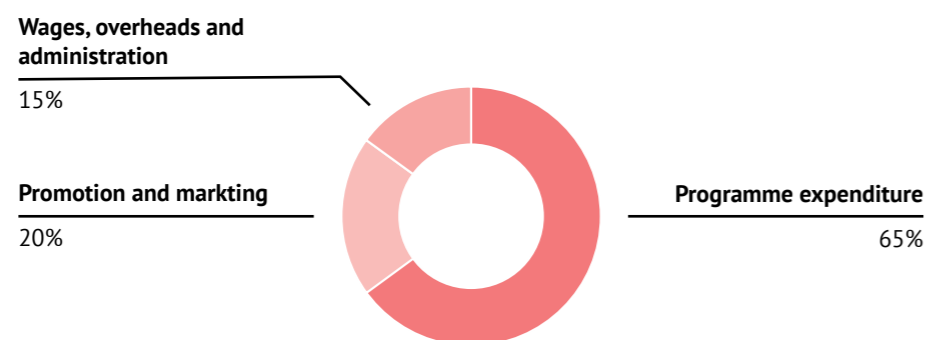
It is worthwhile mentioning, that recently (November 2016) the Lithuanian State Government started working on the **Patronage Law** which still doesn't exist in Lithuania. This law is supposed to be approved by 2018 and will bring very positive changes in fundraising from the private sector not only for big projects such as ECoC or the Centenary celebration, but also to small cultural enterprises and NGOs.

Q31 Please provide a breakdown of the operating expenditure, by filling in the table below:

Finance

BREAKDOWN OF OPERATING EXPENDITURE

Programme expenditure (in €)	Programme expenditure (in %)	Promotion and marketing (in €)	Promotion and marketing (in %)	Wages, overheads and administration (in €)	Wages, overheads and administration (in %)	Total of the operating expenditure
19,500,000	65%	6,000,000	20%	4,500,000	15%	30,000,000



Q32 Planned timetable for spending operating expenditure:

Finance

Timetable for spending	Programme expenditure (in €)	Programme expenditure in % of total Programme exp.	Promotion and marketing (in €)	Promotion and marketing exp. (in % of total marketing exp.)	Wages, overheads and administration (in €)	Wages, overheads, administration (in % of total administration exp.)	Total
2017	296,400	1.52%	60,000	1 %	63,000	1,40 %	419,400
2018	856,050	4.39%	120,000	2%	180,000	4%	1,156,050
2019	1,677,000	8.6%	120,000	2%	360,000	8%	2,157,000
2020	2,659,800	13.64%	1,200,000	20%	630,000	14%	4,489,800
2021	3,550,950	18.21%	2,400,000	40%	990,000	22%	6,940,950
2022 ECoC year	9,907,950	50.81%	1,620,000	27%	2,142,000	47.6%	13,669,950
2023	464,100	2.38%	420,000	7%	90,000	2%	974,100
Later	87,750	0.45%	60,000	1%	45,000	1%	192,750
Total	19,500,000	100%	6,000,000	100%	4,500,000	100%	30,000,000

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?

Finance

Income from the public sector to cover capital expenditure	in €	%
National Government	28,078,939 €	29.08%
City	30,699,988 €	31.80%
EU (with exception of the Melina Mercouri Prize)	37,775,587 €	39.12%
Total	96,554,515 €	100%

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 3,520,697 Euros (18.56 %), 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?

Finance

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, they are 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 voting 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

Source of income for capital expenditure	2016	2017	2018	2019	2020	2021	2022 ECOC year
EU	3,841,101	15,898,293	12,210,561	2,912,816	2,912,816		
National Government	1,390,900	13,997,059	11,662,927	514,026	514,026		
City	5,335,945	7,646,369	7,233,052	4,806,702	3,310,215	2,367,705	
Private sponsorship	72,500	1,636,796	1,636,796				

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

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

* 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?

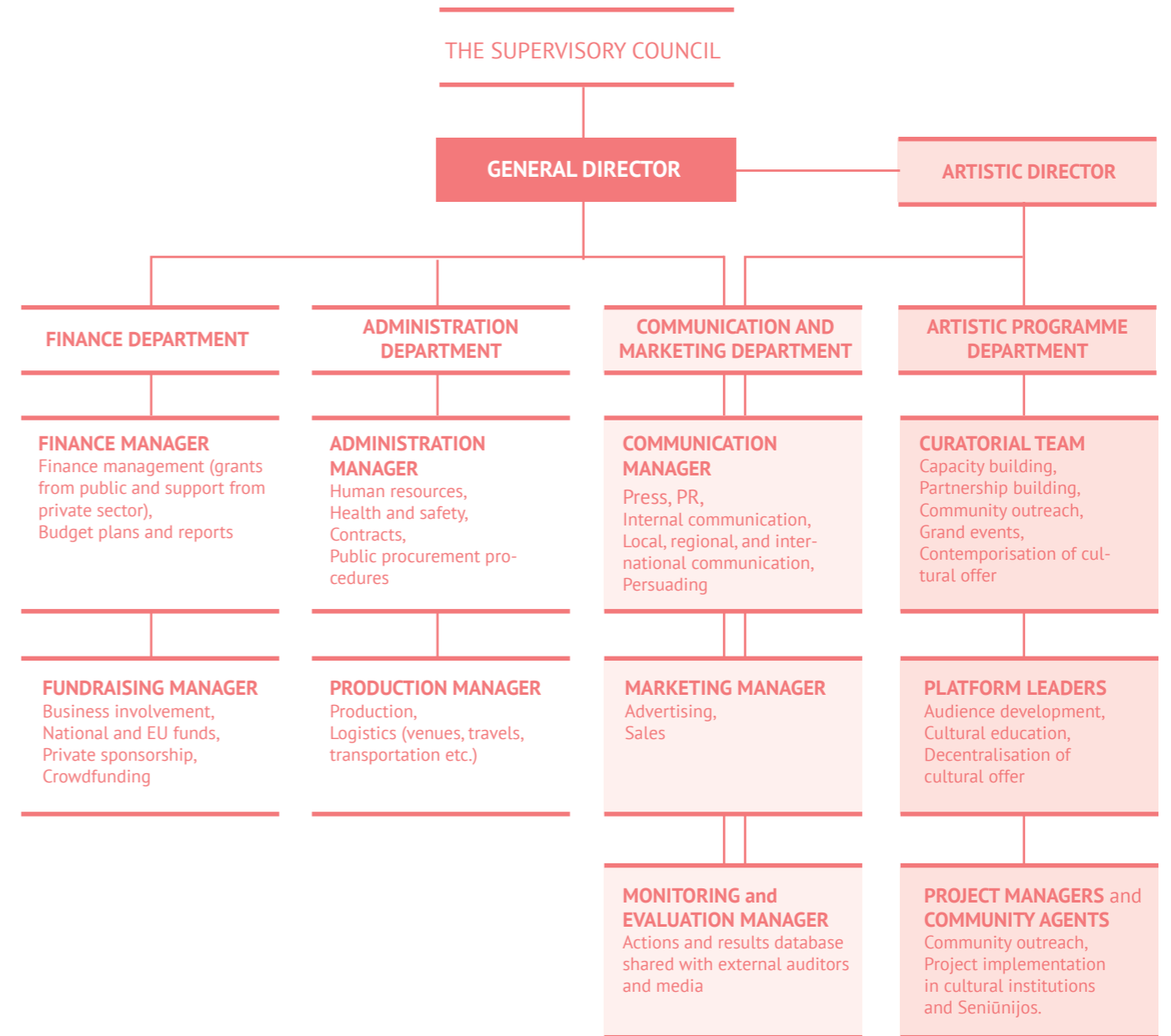
Management:
Organisational structure



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 of *The 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.

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THE STRUCTURE OF KAUNAS 2022 GOVERNANCE:

Founders of the organisation *Kaunas 2022* are Kaunas City Municipality and the association *Cultural Tempo Academy*. They have established a Supervisory Council of 7 professionals to represent them, other principal funders (The Government and The District Municipality) and public interest (independent experts).

The organisation is headed by its **General Director**, who is hired and will be accountable to the Founders through Supervisory Council, which prepares annual plans and reports. The General Director is responsible for all administrative, managerial functions of the organisation and for programme-related financial goals. The General Director will organise the Agency's staff structure, he/she will select his/her associates through a public tender, except the position of the Artistic Director.

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: Kaunas Municipality, the association *Cultural Tempo Academy*, Kaunas District Municipality, the National Government and independent experts 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.

Q39 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?

Organisational structure

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 Happiness; Emerging Kaunas; We, the People; Wake It, Shake It*) are managed by **Platform Leaders** who will follow and update the year-to-year development of the platforms' aims and objectives through the 2017–2023 period. The Platform Leaders will work closely with the Curators and the Artistic Director to make all of the programme platforms and programmes work in sync. Additionally, there is a team of **Project Managers** to manage single projects under the guidance of Platform Leaders. Project Managers are representatives from 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 **Persuader** in Kaunas 2022 team as well. This person will be available for appointment at any organisation, group or community to answer any question Kaunians want to know about the programme and managerial issues. He or she will be meeting people in formal and informal environments, private houses, parks to discuss and to propose forms of participation.

In order to provide objective monitoring and evaluation, an external evaluation system is provisioned (see also Q8), however there will be one person employed in the

administration department for monitoring and evaluation, and will be responsible for collecting data and providing all information to external experts, funders and citizens. In addition to the two annual reports to Kaunas 2022 Supervisory Council, the General and Artistic Directors will also report annually to Kaunas' cultural sector at the annual **Culture Forum** which will be managed by the newly established association *The Cultural Tempo Academy*.

ADMINISTRATION DEPARTMENT

The **Administration Manager** is responsible for **human resources** (employment, time-sheets, work conditions and safety) and **administration** (contracts, services, production, rent, venues, utilities, transport, etc.) for Kaunas 2022 programme. Some of the services will be subcontracted, such as audits, facility care, transportations, travel planning, etc. The main task of the administration department will be to organise public procurement procedures for goods and services, organise all productions needed for the programme: building stages, waterfront platform, costumes, public sculptures and Happiness Hedonometer, publishing books, producing and hanging street posters and banners, video advertising, organising safety for public events, etc.

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

Abbreviations: **P** – person, **FT** – Full time, **PT** – Part time, **SE** – Self-Employed, **Ex.A** – External Audit, **Ex.S** – External Service,

POSITION / YEAR	2017	2018	2019	2020	2021	2022	2023
General Director	FT / 1 P	FT / 1 P	FT / 1 P	FT / 1 P	FT / 1 P	FT / 1 P	FT / 1 P
Artistic Director	FT / 1 P	FT / 1 P	FT / 1 P	FT / 1 P	FT / 1 P	FT / 1 P	FT / 1 P
Curators	FT / 1 P PT / 3 P	FT / 2 P PT / 2 P	FT / 4 P	FT / 4 P	FT / 4 P	FT / 4 P	PT / 4 P
Platform Leaders (6 platforms)	PT / 6 P	PT / 6 P	PT / 6 P	PT / 6 P	FT / 6 P	FT / 6 P	PT / 6 P
Project Managers (mainly represents partner institutions)	SE / 10 P	SE / 12 P	SE / 15 P	SE / 20 P	SE / 20 P	SE / 30 P	SE / 10 P
Community Agents for Fluxus Labs (freelancers trained at Tempo Academy)	SE / 5 P	SE / 20 P	SE / 30 P	SE / 40 P	SE / 40+ P	SE / 40+ P	SE / 10 P
Administration Manager	PT / 1 P	PT / 1 P	PT / 1 P	FT / 1 P	FT / 1 P	FT / 1 P	PT / 1 P
Logistics	PT / 1 P	PT / 1 P	PT / 1 P	FT / 1 P	FT / 2 P	FT / 3 P	FT / 1 P
Human resources	PT / 1 P	PT / 1 P	PT / 1 P	FT / 1 P	FT / 1 P	FT / 1 P	PT / 1 P
Finances	PT / 1 P + Ex.A	FT / 1 P + Ex.A	FT / 1 P + Ex.A	FT / 1 P + Ex.A	FT / 2 P + Ex.A	FT / 2 P + Ex.A	FT / 1 P + Ex.A
Communication and PR	FT / 1 P + Ex.S	FT / 1 P + Ex.S	FT / 1 P + Ex.S	FT / 2 P + Ex.S	FT / 3 P + Ex.S	FT / 3 P + Ex.S	FT / 1 P + Ex.S
Persuading	FT / 1 P	FT / 1 P	FT / 1 P	FT / 1 P	FT / 1 P	FT / 1 P	FT / 1 P
Marketing	Ex.S	Ex.S	FT / 1 P + Ex.S	FT / 1 P + Ex.S	FT / 1 P + Ex.S	FT / 1 P + Ex.S	FT / 1 P + Ex.S
Fundraising	PT / 1 P + Ex.S	FT / 1 P + Ex.S	FT / 1 P + Ex.S	FT / 2 P + Ex.S	FT / 2 P + Ex.S	FT / 2 P + Ex.S	Ex.S
Evaluation and Monitoring	PT / 1 P + Ex.S	PT / 1 P + Ex.S	PT / 1 P + Ex.S	FT / 1 P + Ex.S	FT / 1 P + Ex.S	FT / 1 P + Ex.S	FT / 1 P + Ex.S
POSITIONS PER YEAR	5 FT 15 PT 15 SE Ex.S	8 FT 12 PT 32 SE Ex.S	11 FT 10 PT 45 SE Ex.S	17 FT 6 PT 60 SE Ex.S	26 FT 60+ SE Ex.S	27 FT 70+ SE Ex.S	8 FT 12 PT 20+ SE Ex.S
YEAR	2017	2018	2019	2020	2021	2022	2023

Q40 How will you ensure that this structure has the staff with the appropriate skills and experience to plan, manage and deliver the cultural programme for the year of the title?

Organisational structure

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 CCI 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 recognised 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 Q10). Local and international open calls for artists are planned and significant contributions from partner organisations are provisioned in each platform. Those activities will be coordinated by the team of Curators.

In addition to internationally recognized cultural producers Kaunas 2022 also aims to boost the potential and skills of **local cultural operators, youth and emerging artists**. Our vision is to create a network of main programme operators through the regular programme of *The Tempo Academy of Culture*. **This capacity building programme is a must to enter a Project Manager or Community Agent position**. The *Tempo Academy* and its practice in Kaunas

2022 projects is the most powerful platform for new cultural agents to train and gain skills, and it serves as a tool to empower young professionals, especially establishing a previously absent *community artist* institute.

For building up the team of Kaunas 2022 not only structure and skills are important. Passion, openness, approachability, willingness to learn and to go the extra mile will become the embodiment of the values of inclusive creativity which is a key element in our long-term vision. We would also expect anyone joining the team to be able to demonstrate a real commitment to those values.



List of Executive Team

Q41 How will you make sure that there is an appropriate cooperation between the local authorities and this structure including the artistic team?

Organisational structure

The General Director will be accountable to the Board of Kaunas 2022, which will include also the members of Kaunas City Municipality and Kaunas District Municipality (including either Mayors or their representatives) and a National Government's representative. The regular meetings of the Board and the Artistic Team should become the platform for exchange of the current and relevant issues of the project.

During the preparation of this bid, the artistic team was working regularly and very

productively with Kaunas City Municipality and Kaunas District Municipality. Vice Mayors of Kaunas, the Cultural Department, the Community development department and a lot of permanent staff members of the Culture, Communication, and Tourism Departments in Kaunas and Kaunas District Municipality were and are continuing to enrich the Kaunas 2022 programme by commissioning research documents, integrating ECoC aims into the city's strategic documents, promoting infrastructural decisions related to culture objects and programmes, and working in close relation

with the Lithuanian Culture Ministry regarding UNESCO Heritage Site nomination for Kaunas Modernist Architecture, etc.

In case Kaunas wins the title, we would like to proceed our communication based on the existing model: one of the Vice Mayors will be the official contact and representative of the programme on the local and national level. Regular meetings (once a week) will be provisioned in a schedule of the Vice Mayor, the Head of Culture Department and representatives of the ECoC artistic team.

Q42 According to which criteria and under which arrangements have the General Director and the Artistic Director been chosen – or will be chosen? What are – or will be – their respective profiles? When will they take up the appointment? What will be their respective fields of action?

Organisational structure



© RŠ | Vaidotė Žilinskaitė. Final BA work at Textile Department of Kaunas Faculty of The Vilnius Academy of Arts. Presented in Laisvės al. (Liberty Avenue), Kaunas, 2011.

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 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.

- Flawless reputation in previous international projects.
- Capacity in managing complex human resources.

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

- Experience in leading international artistic and/or cultural projects.
- Research and/or practise based knowledge on audience development, community involvement, and participatory culture.
- A prepared strategy for the implementation of the programme detailed in the bid book.
- Experience in leading capacity building programmes.
- Knowledge of the local cultural scene in order to be able to lead networking among local cultural institutions and individuals.

In 2015 Dr. Virginija Vitkienė was appointed as the Artistic Director for the preparation 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 implementation period, an open international call under the above mentioned requirements will be announced within one month after the resignation of the previous director and the new Director will be selected and confirmed by the Supervisory Council of Kaunas 2022.

Q43 Have you carried out/planned a risk assessment exercise?

Q44 What are the main strengths and weaknesses of your project?

Q45 How are you planning to overcome weaknesses, including with the use of risk mitigation and planning tools, contingency planning etc.

**Management:
Contingency
planning**

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, Wrocław, 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 and insight to the way culture works in the City and what must be improved. Discussions we had with the wide public showed a strong support of our candidacy but also showed that the community cultural programmes will require a lot of special attention as there was still a relative lack of positive engagement.

The meetings, workshops, discussions, visits and research have enabled us to develop risk assessment and define strengths and weaknesses that can be summarised as follows.

STRENGTHS:

- Ensuring legacy of long-term need-based programmes that are inter-linked with the strategic development plans of the City.
- Programme as a capacity-building platform for the whole cultural sector. Many projects aimed at renewing the offer and methods in the cultural sector.
- Strong commitment to the development of civic and community culture as well as diversity.
- Thorough, long-term preparation for the project and open and inclusive preparation process.
- Young people oriented programme that includes youth as active contributors and ensures training for the upcoming generation of culture producers.
- Improving representation of the youth's needs in the cultural services of the City.
- Sufficient capacity for welcoming visitors and well-developed cultural network.
- A variety of cultural services, creative, innovation and IT potential, easy accessibility for visitors, sufficient tourism infrastructure.
- Strong regional support for the programme. Big support network and high participation of culture and community organisations, and both City and District Municipalities.
- Realistic budget for ECoC project voted upon and confirmed by the Kaunas City, Kaunas District and the National Government.
- Experience and networks. A solid, highly experienced team with a big support network and high participation of culture and community organisations with strong international orientation.

WEAKNESSES:

- Weak bonds between local culture organisations and the public. The cultural institutions lack interest from the younger audience, underdeveloped traditions of inclusive participation of the audience, community based arts and culture productions, centralised culture.
- Underdeveloped community culture and civic participation, difficulties mobilising citizens to interact and contribute to cultural actions.
- Underused innovativeness and the potential of academic and creative industry fields.
- Young people leaving the City, lack of qualified young professionals and difficulties in attracting them to work in Kaunas. Ageing of culture professionals.
- Cultural and community infrastructure requires reconstructions.
- Weak popularity of the City among the local and international tourists.
- Weak volunteering traditions.
- Underdeveloped traditions of private sponsorship and relations between cultural and business sectors.
- Insufficient partnership among cultural and educational institutions.
- Bad publicity and pessimism about the ECoC after the first project Vilnius 2009.

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

Risk	Probability	Body responsible for control of the risk	Contingency/Risk management
Financial: failure to secure planned budget, irresponsible use of project budget allocated to the partners	Medium	General Director, Supervisory Council, Monitoring team	<ul style="list-style-type: none"> – Detailed budget structure is in place approved by the City and District Municipalities. – Detailed and transparent financial planning and public accountability. – Financial monitoring and evaluation scheme and Supervisory Board. – Clear partnership terms and responsibilities and high accountability of project partners to the ECoC body.
Political: Loss of political/administrative support	Low	Kaunas City and District Mayors, General Director	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 LR. Recommendations of all aforementioned political bodies have been taken into account forming main administrative, managerial, financial decisions.
Bad publicity: negative media attention, effect on City's self-confidence in case of failure to secure the title	High	Kaunas 2022 team, Communication Manager	<ul style="list-style-type: none"> – Communicating clearly the aims and priorities of Kaunas 2022 programme to the public. – High publicity and transparency through active public communication, encouraging locals to actively get involved in planning and contributing to the programme.
Managerial: unexpected changes (resignations, long-term leaves, personal problems, etc.) in the managerial staff, lack of qualified young professionals to recruit	Medium	General Director, Administration Department	<ul style="list-style-type: none"> – Managerial structure foresees a team of experts for each member of management. – <i>The Tempo Academy</i> (2017–2021) will incorporate professionals in the organisation of the ECoC year. – Involving students and youth in voluntary programme. – Youth-friendly environment by fostering young initiatives through open calls. – Attracting qualified professionals from other regions.
Cultural Connectivity Insufficient involvement and collaboration of local culture operators in the programme, weak volunteering and active participation traditions	Medium	Artistic Director, <i>Tempo Academy</i> , Curatorial Team, General Director	<ul style="list-style-type: none"> – Involving culture operators in programming of Kaunas 2022 at an early stage (over 85 local organisations are already involved). – Network building for collaborative projects, marketing and communication actions, focussing on community involvement projects and stakeholders' research. – Active involvement of local operators encouraged through additional funding from Kaunas 2022 budget to create new ideas and projects for the programme. – Setting up a volunteer centre for mobilising citizen groups for volunteer activities.

Q46 Could your artistic programme be summed up by a slogan?

**Management:
Marketing and
communication**

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. Šiuolaikinė 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 -> Šiuolaikinė). Kaunas, which for the past eighty years has been pointlessly labeled and mocked 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.

Our marketing and communication strategy is built around a roadmap made of three essential elements:

the place we are, the place 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 intent to work with Kaunas, including Rio Olympic Games visual identity authors from Sao Paolo 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), Agitation (2019–2020), Explosion (2021–2022), Legacy (2023 and beyond). Each of them will focus on a specific target group and activities but a lot of it will criss-cross different stages and different audiences.

IGNITION 2017–2018

This early phase is key in the transition from the bidding to the preparation phase so that momentum is created and maintained. New target groups will include e.g.: the abundant communities of sport and basketball fans, senior citizens, people who live in remote areas, residents of dorm-towns and sleepy Seniūnijos, business companies and their employees, children, youth and families, and public servants. “Translating” the messages of our programme into individually tailored language will help us reach out to a local and regional audience and achieve some of the targets set in our audience development

strategy: to move from beer and basketball to museums and Modernism; to move off the couch and into creativity; to “culturise” the curriculum; to put a smile back on the face of Kaunas culture.

Focus target group: local communities

One of the biggest challenges is to create a new identity for Kaunas’ “sleeping districts”, industrial areas and their aging inhabitants, for example through the *Fluxus Labs*. Waking up Kaunas starts with new points of action in the most unexpected locations by involving citizens into the making of *the Beast* and the playful activities for young and old.

Channels and partners (examples)

Sports. Kaunas Žalgiris club is the no. 1 team in the no. 1 sports in Lithuania – basketball. We are negotiating with our local basketball, football and other sport clubs to contribute to each other's marketing campaigns. We have already invited our major basketball leaders to participate in Kaunas 2022 ambassadors' network. Kaunas 2022 logo on the T-shirts of Kaunas Žalgiris basketball team can communicate our project locally, nationally and internationally.

Designing Happiness. The “hedonometre” that will be designed and produced will be accompanied by marketing activities so that it will become in itself a means of communication through which local citizens as well as visitors can share their moods.

Urban marketing. We will use the City space for marketing campaigns. For example, prints from the M. K. Čiurlionis National Museum of Art collection will be displayed in unexpected spaces of the City promoting Kaunas 2022 programme and the *Travelling Museum* programme; we will also commission murals and work with local street artists; traces left around the City by *the Beast* will awaken the curiosity of the local population and media.

Through the looking glass. With the help of our partners in the Artistic Programme we are planning on inviting bloggers and vloggers from all over Europe for short-term residencies an outside perspective.

RAAAWWWWRRRR. Dealing with *the Mythical Beast* of Kaunas artistic and communication actions go hand in hand.

Public Relations. We have built-up partnerships with newspaper publishers, television, the cultural press and online portals

and will continue involving the local press for support and communication. We already agreed on a partnership with one of the major Lithuanian online news portals 15min.lt. In the Agitation and Explosion phases we will reach out to international media.

Digital presence is planned to give a deeper look at the analogue reality by audio, video, augmented reality, bluetooth and location services based apps. Digital technology can add the dimension of time to spaces in the City. The digital is an ongoing and growing activity that has already started with our launch of a social media campaign which reached over 450,000 people. We have set up a bilingual website www.kaunas2022.eu and we are going to further extend its functionality. Single projects that start(ed) in 2016/2017 like *Fluxus Labs*, *Kaunas Challenge* (with the Centurians), the collaborative fiction methods and physical form creation of *the Mythical Beast* of Kaunas will need digital platforms, coding, apps and social media channels for their internal and external communication, and virtual exhibitions for citizen votings.

Key festivals and exhibitions. Through our connections with Kaunas Biennial, Kaunas Photo, Kaunas Jazz, AURA Dance and other festivals we have good contact points to reach the local and national audience as well as a basis for a network of local, national and international media.

Points of information. Our official Kaunas 2022 information point will be a new structure located centrally (preferably in a Modernist building) to promote local cultural events and City tourism. It will also host a café where our intercultural learning *Café du Monde* events will take place, and a marketplace of opportunities to get actively involved in Kaunas 2022 programme.

AGITATION 2019–2020

At this second stage we will continue with communication on the local level at full output but will also focus increasingly on the national and international level.

Focus target group: Lithuanians in the entire country

We intend Kaunas Contemporary Capital to become a celebration for the whole country. Kaunas is mostly associated with a mono-national, deeply Lithuanian narrative: it's the most Lithuanian city, the “heart of Lithuania” – perhaps understandable since our country has been unable to live its national identity for so long. We need

strong storytelling practices (e.g. in the programme platform *Memory Office*) to return the erased multicultural history to Kaunas identity. Jewish heritage is one example worth reviving, celebrating and using the Modernist architecture is another, as well as creating “new celebrities”, like Emma Goldman or Emmanuel Levinas for a communication of multicultural and multinational pride throughout the country.

Channels and partners (examples)

National Television. We are negotiating 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 has agreements with many European TV stations (such as DW and other) for exchange of cultural programmes, which would also be used for dissemination of the cultural programme Europe-wide.

Municipality. We plan to set up a destination marketing campaign together with the Municipality's International Relations Division and put project advertising in public and international transport as well as on highways. Current international partnerships of Kaunas City Municipality include the Hanseatic network, more than 20 twin cities, and the UNESCO Creative City network.

Businesses. We will mobilise local logistic companies and arrange that branded banners promoting Kaunas 2022 programme are used on their trucks travelling across Europe and beyond.

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 produced featuring *the Mythical Beast* and fellow characters. A smartphone app “Cultural Awakening” will give notifications for cultural events online and offline.

EXPLOSION 2021–2022

Finally the ECoC action takes place and we introduce the City where culture never sleeps. Communication includes the level of European and international audiences next to continued efforts towards local and national audiences and participants.

Focus target group: Europeans and international audience

The hardest part is getting people to travel to Kaunas from outside the country. The most visited places by foreign tourists are Vilnius and the Curonian Spit on the coast. Rarely visitors stop for more than a few hours in Kaunas but with tailor-made tourism packages for an overnight stay with cultural events and special Kaunas 2022 guided tours we intend to attract new audiences to Kaunas.

Most visitors to Kaunas come from Russia, Germany, Poland, Latvia, Estonia, Belarus, Finland, United Kingdom, Italy and France. The second level target markets in the tourism strategy include Norway, Sweden, the Netherlands and Denmark – this means that through our activities with the Tourism Boards we can already reach a significant number of countries and potential visitors in Europe. Some of the attractions for an international audience have been detailed in Q10 – here are the channels with which we will convey them.

Tourism fairs like the Vakantiebeurs in Utrecht, ITB in Berlin, WTM London, Salon du Tourisme in Paris and Matka in Helsinki will be platforms to approach tourism operators from all over Europe and overseas (as visitors from Israel and Japan are becoming increasingly important).

Airport. Airlines. Airviews. We will invite pilots, stewards, bus and taxi drivers to be aware of the programme and help guests navigate the cultural programme.

Flying Europe balloon in a shape of a character of *the Mythical Beast* designed by Patricia Piccinini, gliding over the skies of European cities in 2021 and over Lithuania and Kaunas in 2022 is envisaged to attract international attention to Kaunas 2022 programme. Land art piece (related to *the Mythical Beast of Kaunas*) will meet everyone landing at Kaunas International Airport.

Diaspora. We are working with our partners like the Lithuanian Confederation of Industrialists, Global Lithuanian Leaders, Rotary Clubs and other networks to invite them as Kaunas 2022 ambassadors. Every fan of Kaunas at home or abroad can get a variety of instruments which will enable participation and promotion.

Merchandising. The new cultural legend around *the Mythical Beast of Kaunas* will include a set of unique community-created characters which will be used for conventional and innovative merchandising. For example a digital “kiosk” will allow everyone to customise their favourite character from the new legend and buy a personal 3D printed model.

Digital presence. Web, apps and social. We will develop a **mobile application** in several languages which will inform its users of Kaunas 2022 programme, allow purchasing tickets, providing an interactive map of Kaunas, connect into the “hedonometre” for evaluation, link with online sources of heritage and history information and will allow indulging in a series of games related to fun facts about Kaunas and its multifaceted identity.

Communication and marketing tools will include a digital technology based project

Pixel Tunnels to Europe (2021–2022) – a two ended “screen” tunnel installed in open and closed public spaces in different cities in Europe which will broadcast special events (concerts, talks, flash mobs, theatre and dance performances) from Kaunas and Esch-sur-Alzette in 2021 and 2022 to public audiences in previous or upcoming ECoC cities.

The project will work as a marketing tool and help to announce the artistic programme in many cities across Europe.

Kaunas Digital Games. We are commissioning **computer games** and **virtual tour-games** the stories of which will be incorporated into digitised Kaunas environments:

(1) *The Mythical Beast* and the fortress system (legend says they are connected by underground tunnels), (2) Modernist buildings with their hidden stories, secret closets, roof terraces and spy rooms, but also storytelling tours and augmented reality content e.g. in the *Digital Diplomacy* project and (3) an augmented reality game (next generation Pokemon) e.g. using M. K. Čiurlionis paintings to virtually augment the environment or old photographs to superpose streets for virtual time travel.

Additionally, some of the games/programmes and documentaries will be adapted to **VR (virtual reality) products**, allowing **digital tourists** to experience Kaunas uniqueness from any place of the world.

LEGACY (2023 and beyond)

The communication will continue beyond 2022 to ensure that the evaluation and monitoring results are distributed in a meaningful and useful way to benefit future cultural and social activities. The hedonometre will continue to receive and send until the next generation is launched or until it indicates perpetual happiness of Kaunasians :-). Some of the projects, especially the *Tempo Academy of Culture*, the community platform *We, the People* as well as *Emerging Kaunas* are created as long-term development tools and do not have a “sell-by-date”. Communication and marketing will continue through the created tools as well as newly developed ones. *The Mythical Beast* is there to stay and settles into becoming the long-known symbol and guardian of the City. Merchandising, guided tours to *the Beast* sightings and the unbroken interest in Modernist heritage is communicated by the citizens themselves as well as permanently integrated in the communication of the Municipality and the local and national Tourism Boards.



CITIZENS
AS MEDIA
GROUP

Q48 How will you mobilise your own citizens as communicators of the year to the outside world?

Marketing and
communication

KAUNASIANS AS HOSTS FOR EUROPE – HOSPITALITY SPIRIT AWAKEN

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-opetition*, 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 *Tempo Academy* to seniors, taxi drivers, staff members of shopping malls, restaurants and hotels, hostels, public transport drivers... We will use the potential of online volunteering which will include posting information to social media channels, blogging and organising online campaigns in social media.

YOUTH ACTIVATION. The Faculty for Youth at the *Tempo Academy* will promote a self-sustaining model of capacity building and practice-based cultur-

al experience, which will provide more than 100 teenagers with basic skills and support for the development of the programme within the youth platform *Emerging 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 Seniūnas (head of the Seniūnija) and employees of all 36 Kaunas and District Seniūnijos to contribute to the project by becoming 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 Žalgiris (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 crowdsourcing 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 KAUNASIANS – 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. 43,000), 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 Lithuania".

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.**

Q49 How does the city plan to highlight that the European Capital of Culture is an action of the European Union?

Marketing and communication



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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 in justice and home affairs. Under the Treaty, the name "European Union" officially replaces "European Community". The Treaty has set criteria for new member states like Lithuania to join in. **Kaunas (if awarded the European capital of Culture title) will mark this day with a special event held simultaneously in the European Parliament (with the help of Lithuanian MPs) and the City of Kaunas.**

Kaunas will host the conference "After Maastricht. The Legacy of Temporariness" with special focus on the European dimension and the situation and problematics of the EU. The fact that **Lithuania and Kaunas remain pro EU could be a good opportunity to organise an important forum for the EU itself raising crucial questions** with the participation of influential politicians and

thinkers. The forum has every chance to become a central event of the year for the EU intellectuals and policy makers thus effectively putting Kaunas on the European political map. By inviting representatives from other cities which hosted the ECoC program and those yet to become European Capitals of Culture as well as members of the relevant EU institutions we will develop a discussion on the legacy of the ECoC program on many different levels and areas.

Other measures will include:

- A hand-over of the title from the 2021 ECoC cities Elefsina (Greece), Timisoara (Romania) and Novi Sad (Serbia) and a hand-over to Hungary and the UK ECoC 2023 cities during the opening and closing ceremonies of Kaunas 2022 program will be organised. We will invite representatives of these cities as well as representatives of the EU institutions to participate in the programme and open the four highlight events.
- We are in partnership with the Kaunas Europe Direct information centre (that belongs to a Lithuanian network

of 9 Europe Direct centres), which provides information and literature on the EU, mediates with other EU services and organises public events in Kaunas and the District. We will continue by working together to promote understanding of the ECoC program and its coverage through media, press and other information tools using regional, national and international dissemination networks.

- In 2022 we will celebrate the Europe Day with a focus on the European identity and accentuate the origins of the program by organising a series of events dedicated to the topics of European identity. The International Kite Festival in Kaunas District on the same day will also focus on the celebration of the union and diversity of the European Union countries.
- Other forms of communication will include the EU logo in communication of Kaunas 2022 programme, Kaunas Contemporary Capital website, social networks and mobile application, in printed and media advertising, billboards and posters, flags and signage at programme venues.

Q50 In few lines explain what makes your application so special compared to others?

Additional information

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 94,98% "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.

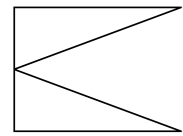
Kaunas was a temporary capital of Lithuania between the two World Wars. In this respect, the City has performed its duty for the Country, stood tall in tumultuous years and then became a donor of every possible potential and strength to a reappearing Vilnius. It has been left neglected, mocked by still being called "temporary" and to its own devices since.

This City having preserved its knightly virtues deserves better.

Q51 Add any further comments which you deem necessary in relation with your application.

Additional information

In loving memory of a member of our team, a man of honor and inspiration to every one of us, professor and friend Leonidas Donskis (1962 – 2016).



Kaunas 2022
Contemporary
Capital
European Capital of Culture

Final stage bid book, 2017

The Applicant

KAUNAS CITY MUNICIPALITY



in partnership with

KAUNAS DISTRICT MUNICIPALITY



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