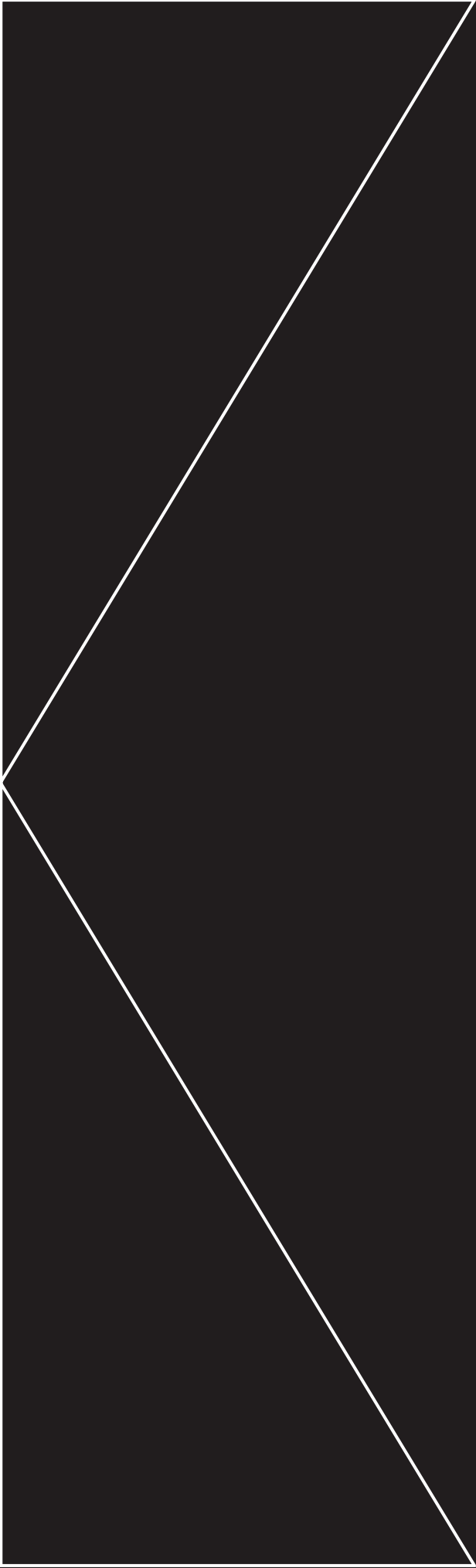




First Monitoring Report

Kaunas 2022
Contemporary
Capital

European Capital of Culture

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A.

Long term strategy

How the Kaunas 2022 project is contributing to the cultural strategy of our city, the very first impacts already made during preparations, as well as plans for monitoring delivery versus objectives and for evaluating the impact of the ECoC designation on the city, including the establishment of a baseline for comparison and the use of big data.

CONTRIBUTION TO CULTURAL STRATEGY

In the vision for Kaunas, culture serves as the basis for the well-being of each citizen of Kaunas, for city identity and for sustainable development. Kaunas is a contemporary city, where the richness of art, culture and heritage is used to instil a sense of citizenship in residents, to encourage social responsibility, to develop creativity and ensure quality of life. The Cultural Strategy seeks to make it known, widely and internationally, that Kaunas is a city of inclusive culture, contemporary art and innovative design – and that its return to the cultural map of Europe is ensured by a strong, young, open, and socially responsible culture and creativity sector that collaborates regionally and internationally. From the initial stages of ECoC application, designation and establishment of the “Kaunas 2022” organisation, the team’s daily work leans on this vision and strategy by seeking to:

- ensure the rights of the citizens to culture – to its accessibility and availability;
- create conditions to improve the skills of professionals in the cultural field in order to attract audiences;
- encourage inter-institutional and cross-sectoral collaboration, initiatives and partnerships among cultural, educational, social and economic entities;
- increase the quality and availability of cultural and art services;
- look for new opportunities and unique vehicles for sharing culture, knowledge and experience in the city and region as well as on national and international levels;
- create conditions that build community and citizenship;
- ensure favourable conditions for creative business initiatives and innovation.

Annex I provides very clear examples of the impacts of programmes, events and practices of Kaunas 2022 regarding the specific priority areas, aims and objectives described in the Kaunas City Cultural Strategy (2017–2027) document. Annex I shows the contributions made by Kaunas 2022 to the Cultural Strategy, which mainly consist of capacity building programmes that were launched in 2017 and are being developed, local and international networking events, community engagement, and memory triggering processes. It is worth mentioning that other cultural operators of Kaunas are also following most of the objectives of the Cultural Strategy in their updated agendas, initiating more educational programmes outside institutions, collaborating more within and beyond the culture sector, and making efforts to ensure accessibility of culture and wider audience participation.

MONITORING AND EVALUATION

As stated in the bid book, monitoring and evaluation guidelines are closely connected to the challenges Kaunas 2022 addresses and the aims that the project is designated to achieve. In accordance with the ECoC panel’s recommendations, objectives are being improved by adding more precise performance indicators in the strategic plan.

At this stage of project, we are working on development of a clear, detailed monitoring and evaluation plan. We hold discussions with stakeholders, advisors, local universities and private research agencies, analyse practices of former ECoC cities inviting them to share their experience in

evaluation, study existing evaluation models, look for the most efficient, innovative tools, and examine once again official recommendations and guidelines for evaluation of ECoCs. In line with this task, we are exploring opportunities for research funding (European Science Foundation, European Culture Foundation, Horizon 2020, private funds, other national and international programs). We had a series of meetings involving representatives of three local universities to discuss areas in which university staff could contribute to research and evaluation of Kaunas 2022. However, it is also clear that parts of the monitoring will be outsourced through open calls and public tenders.

WHAT ARE WE PLANNING TO EVALUATE AND HOW ARE WE GOING TO DO IT?

Cultural access and participation among Kaunas residents

attending or participating in events, including youth, minorities and the disadvantaged. This topic places emphasis on the impact of direct or indirect participation and engagement with the ECoC, including volunteering. The survey will also ask respondents to share their opinions about the city of Kaunas and Kaunas 2022, and to examine their awareness of city heritage (with special attention to modernism) and multiculturalism in the city, involvement in community activities, satisfaction with neighbourhoods and reasons for living in Kaunas. We will conduct our first survey of residents until the end of 2018 and compare the data with the results of a similar previous survey from 2016 that addressed the quality and accessibility of cultural services across Kaunas.

The vitality and sustainability of the culture sector of Kaunas.

This topic will cover the profile of the cultural and creative industries (CCI) sector including the number and type of organizations, characteristics of cultural products and services, facilities, employees and workplaces (especially among young people), as well as the sustainability of the city cultural sector, e.g., skills development in the cultural sector, audience development. To do that, we are planning to follow the framework of the research conducted in 2016 on the CCI sector of Kaunas which will comprise of qualitative and quantitative surveys as well as CCI mapping. We will also be collecting statistical data from regional and national sources in order to lay the foundation for forthcoming monitoring of possible impacts. To make our research and collected data more available, we will create a database and digital tool.

Economic impacts of ECoC on the economy of Kaunas region.

This topic includes impacts on:

- tourism: numbers of national and international tourists, their share among all visitors of local cultural organizations;
- hospitality: number of hotel nights, average expenditures, number of tourists among all visitors of Kaunas 2022 Grand Events; type of travel (air, car, bus, rails), primary reason to come;
- employment and job creation in the culture and creativity sector: average rate of employment, average wage in CCI sector as well its change during 2018–2024, number of new workplaces and new business, number of creative freelancers;
- development of creative industries in Kaunas region: export value of the Kaunas CCI sector and its weight in the general GDP of Kaunas region number of visitors in cultural organizations, average expenditures, the revenue of ticket sales as well as calculating the multiplier effect;
- number of private initiatives of heritage restoration (especially modernist).

Memory, image and place. This involves assessing the strength of local identity, self-confidence, attachment to Kaunas, networking and happiness. It incorporates tracking the positive coverage of Kaunas 2022 in the national and international media. This area of monitoring will include interviews with key stakeholders, local people and event participants, analysis of media clippings, participatory mapping techniques, and case study research. We are also planning to implement cooperation with Aarhus 2017 to adapt their methodology for analysing the ECoC impact in social media, as well as partnership with The Happiness Research Institute (Denmark) in developing a scientific tool for measuring the happiness in society.

Cultural infrastructure and sustainability.

This covers impacts on public spaces, heritage (especially modernist), environment, and types of physical infrastructure for culture including their quality and accessibility for visitors with special needs.

Management of project. This includes analysis of the fulfilment and health of the program, evaluating working methods, strategies, managerial models, internal data-gathering methods/tools (IT), the economic efficiency of the program, and tracking communication between citizens and the team implementing the project.

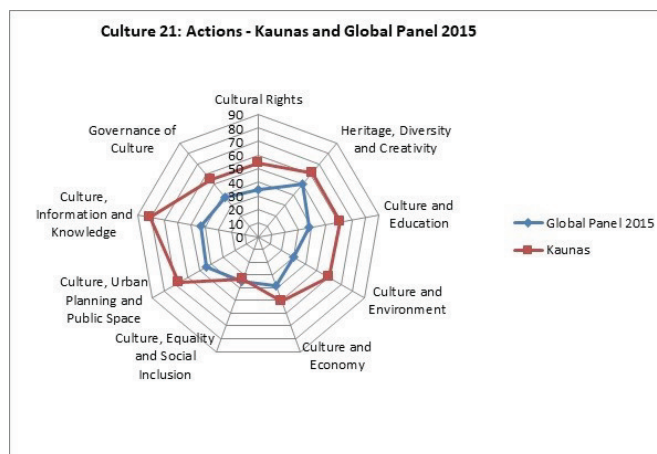
AGENDA 21 FOR CULTURE AND MONITORING OF CULTURE DEVELOPMENT IN KAUNAS

In September 2017 Kaunas 2022 carried out a one-day self-assessment workshop, led by United Cities Local Governments experts, reviewing its policies and actions in the broad area of culture and sustainable development. The framework for this self-assessment was a Culture 21C Lab, and analysis of the position of the city in relation to the “Culture 21 Actions”. Since the Kaunas City Culture Strategy was built upon the Agenda Culture 21 and the Culture 21 Actions, this seminar was an important step in measuring the effectiveness of the actions related to the Culture Strategy and giving some baseline information at the beginning of the implementation of the Strategy. The results of the seminar are yet to be presented to the general public and the wider audience of politicians and administration workers. However, the results of the seminar re-confirm some of the key culture related challenges of Kaunas, such as cultural rights, social inclusion and governance of culture and has raised some important debates and suggestions like, for example, the need to develop and offer awareness training in the cultural sector: building capacity to engage with groups facing social and cultural challenges and to promote the engagement with cultural or social operators working with socially excluded groups. Kaunas 2022 in cooperation with Kaunas Municipality is planning to repeat the self-assessment seminar after the end of Kaunas 2022 programme. The report on the self-assessment seminar can be found online: kaunas2022.eu/wp-content/uploads/2018/10/Report_Kaunas_ENG.pdf

The database as an information and monitoring tool of CCI

The municipal cultural institution Kaunas Artists' House in order to follow Objective 2.2.2. of the Cultural Strategy of Kaunas City, namely “to collect, analyse and assess data about cultural and creative sector, community-oriented and civic initiatives on a regular basis”, was commissioned by the Kaunas Municipality to establish a database for collecting statistical information on the cultural sector of Kaunas. Database content and functionality is being developed in 2018. The programming and development of the database platform with beta version are provisioned for 2019. At the end of 2019 the local cultural sector will be introduced to the platform; its advantages for the sector will be demonstrated and the collection of data will start. The database will have three levels of usability for various users. It will contain information on human resources, facilities, events, target groups, accessibility conditions, and reports on the results of local cultural operators' projects. The information collected will be used in further research on the local cultural services.

Kaunas Radar 1: Self-Assessment and data from the Global Panel 2015



Source: UCLG Committee on Culture, on the basis of results provided by participants in the Kaunas initial workshop (19 September 2018) – coloured red, and the average obtained from a global panel of 34 experts in 2015 – coloured blue.

Centre of Excellence

Lithuanian and Italian scientists have joined forces in order to establish the first Centre of Excellence (CoE) of Creative and Cultural Innovations (INNOCULT) in Lithuania (Kaunas), which will conduct cutting-edge scientific research and provide specialized services that contribute to the development of organizations and initiatives in the creative and cultural industries sector. Innocult CoE is envisioned to act as bridge between arts, culture, business, science and technology to achieve stronger partnerships among culture and creative sectors, researchers, social partners, as well as education and training providers. As such CoE will become an innovation ecosystem based on a virtual network and shared physical facilities. It will be managed by an entity (consortium/foundation) to perform top-level research and provide cultural and creative leadership, best practices, analysis support, networking, consultancy, education and training in the fields of CCI and STARTS

Among the key activities envisioned for the Centre is investigating and measuring creative and cultural capital, developing holistic methodological approaches and finding appropriate metrics to grasp the full value of CCI's contribution to society, as well as developing ecosystems of cultural and creative innovations regarding participatory and inclusive culture. Therefore, the establishment of the CoE would strongly support the monitoring and evaluation goals of Kaunas 2022.

B. PRO- GRAMME:

Status of preparation of the programme, the main highlights for attracting visitors, and how the programme will meet the "European dimension" and "Cultural and artistic content" criteria.

In 2017 Kaunas began a new chapter in its story. It's about the city on the outskirts of Europe living through another cultural revival, a period of becoming a temporary capital yet again. A story about the most ethnically homogeneous city in the Baltics which is also one of the most Euro-optimistic cities of Europe. A city which is very much aware of where it belongs but is struggling to remember its role in the European story and to identify its role in the future.

The programmes we designed are meant to draw our attention towards shared European topics and challenges. We are looking for a balance between highlighting the importance of localism and a broader European and global perspective. We do it through:

- self-reflection on the past and present: Memory Office and Modernism for the Future platforms;
- writing the new narrative for Kaunas and Europe: Kaunas Legend platform;
- actively engaging and designing happier places: Emerging Kaunas, We, the People and Designing Happiness platforms.

The progress of all projects mentioned in the bid book is described in a table provided in **Annex II**.

EUROPEAN INTEGRATION AND INTERNATIONAL DIALOGUE

Memory Office is a platform in which we are trying to build stronger involvement of local minorities in the life of the city to put them back on the map of Kaunas. In this programme we speak about the numerous shifts in the history of our society – about the status and memory of different Kaunas communities amidst historic conflicts and political changes. The programme underlines the strengths of a diverse and interconnected society. It directs personal stories experienced by local communities toward the present moment, opening new possibilities for reflection on current challenges of cultural diversification and the moral questions our society faces today.

During 2017 the Kaunas 2022 team established a connection with representatives of Tatar, Jewish, Russian, and German communities of Kaunas and produced interviews and video stories about their memories of life in Kaunas. The team is preparing the first book in a series on Kaunas minorities which will tell the story of Jewish, Russian, Polish, and German Kaunas.

Connections with the Embassy of Israel in Lithuania, the French Culture Institute in Vilnius, and the German Historical Institute in Warsaw have been established and partnerships which are focused on memory topics are being developed with other institutions in Finland and Poland.

EUROPEAN HERITAGE

The Kaunas 2022 platform **Modernism for the Future** explores the possibility of working on a common narrative connecting European cities that were transformed or influenced by the modernist epoch – a period of optimism, rapid growth and cultural transformation – and aims to strengthen the modernist heritage community both locally and internationally. It is crucially important for Kaunas 2022 to promote sustainability in cultural heritage. We consider and promote heritage throughout Europe not as a static monument, but as an ecosystem. It is the universe of buildings, historical knowledge and people living here and now with their expectations for the future.

In 2018 Kaunas 2022 celebrated the **European Year of Cultural Heritage** by organizing three events in close partnership with the Lithuanian National Commission for UNESCO which were the main national events of EYCH.

The concept of the **summer school Promoting the Progressive: Modernism and Its Value as a Historic Landscape** (mokykla.modernizmasateiciai.lt/en/) was based on one of the priorities of the Joint Programming Initiative on Cultural Heritage (JPICH, www.jpich-culturalheritage.eu/) – “knowledge transfer/exchange with heritage practitioners”. It brought together 17 young architecture and heritage

professionals from 8 different countries for a discussion about the future of modernist architecture. The results of the summer school were presented in an exhibition and a series of articles in international media (www.architecturetoday.co.uk/hannah-corlett/).

The forum **Modern Movement in Architecture – an Asset to Cultural Heritage: Central and Eastern Europe Perspective** (11 Sept 2018) brought together representatives of important urban sites of 20th-century heritage. We see this forum as the first step in the process of cooperation and creating a network of cities and sites of Modern Movement architecture. Promoting 20th-century cities as an alternative tourist destinations

brings significant input to the discussion of sustainable tourism and aiming to overcome existing disproportionate tourist flows causing large tourist attraction centres to suffer from excessive tourist traffic. The forum served as the basis for further cooperation and creation of the network of cities and sites of Modern Movement architecture. One of the possibilities is a Cultural Route to modernist destinations in Europe (see: <https://www.coe.int/en/web/cultural-routes>). Together with Working Group on 20th-century built heritage of the Baltic Region Heritage Committee (BRHC) we'll make an effort to promote the idea of a Baltic Sea Region within the framework of the Routes4U Project.

The conference **Modernism for the Future**

(konferencija.modernizmasateiciai.lt/en) was our major project of the year, aiming to build heritage community and to introduce our concept of cultural and social sustainability in the cultural heritage sector. This international conference held at Žalgiris Arena in Kaunas (12–13 September 2018) received more than 40 experts and professionals from abroad and more than 300 local participants and analysed modernist architecture phenomena worldwide – focusing on Kaunas, Tel Aviv, Ankara and many European cities as examples. Representatives from the UNESCO commission, other UNESCO modernist sites and partnering institutions were present. All 21 speeches are published on the Kaunas 2022 YouTube channel: <https://bit.ly/2zca2Ww>. Post-conference video: <https://bit.ly/2-CL89DA>.

The travelling exhibition **Architecture of Optimism: the Kaunas Phenomenon 1918–1940**

In addition to the seminars and conferences, a travelling exhibition about modernist architecture in Kaunas was produced in cooperation with the Lithuanian National Commission for UNESCO and a curatorial team. (en.unesco.org/creative-cities/events/kaunas-launched-exhibition-architecture-optimism). The exhibition was presented in Vilnius, Kaunas, UNESCO Headquarter in Paris, Milan, Tallinn, Wrocław, Brussels and will continue travelling to cities such as Gdynia, Grenoble, London and Tel Aviv in 2019 and 2020. Link to book: issuu.com/lapaspublishinghouse/docs/architecture_of_optimism-kaunas_phe



LOCAL CULTURE: TRADITION + INNOVATION

We, The People.

The combination of local cultural heritage and traditional art forms with new innovative cultural expressions will be ensured by this platform We, the People and the network of Fluxus Labs – which is driven by the goal of supporting local cultural expressions – recognize the diversity of local communities and their distinct lifestyles thus helping release their creative potentials. The Cultural Coopetition project, described in the Kaunas bid book, offers examples of activities that contribute to these goals. The project invites cultural communities in small villages and towns across Kaunas District to apply for a culture title which grants them special support from Kaunas 2022 and its partners. During the project the applicants, in cooperation with the Kaunas 2022 team, other culture organisations and

artists from Lithuania and abroad explore the unique identity of the place, link the town/village with other creative partners, artists, and projects from Kaunas and Europe, and use contemporary approaches to highlight existing local culture and heritage, traditional events, and stories. The open call for this coopetition is to be released in November 2018 and the first projects will be implemented in 7 different towns/villages in 2019. During the project each village will develop an idea on how they wish their area to be represented in the programme of 2022. The activities in these villages can include but are not limited to artists' residencies in homes of locals, art and design coproduction with local communities, explorations and branding of locally produced products/food, storytelling events enhanced by live digital art interpretations, etc.



OTHER PROJECTS THAT REFLECT THE COMBINATION OF TRADITIONAL AND CONTEMPORARY INCLUDE:

- **International arts festival inspired by stories of collective memory.** In October 2019 Kaunas will host the first international festival which will combine new public artistic productions and an events programme across the city covering a wide range of topics related to local and European narratives of collective memory. For example, Kaunas 2022 is planning to host about 5 artists/artist groups from Lithuania and other ECOC cities who will work with local ethnic minorities to create artworks that interpret the memory of these communities.

- **Kaunas Legend digital app.** The app will convey stories about heritage sites located near the rivers of Kaunas, including the story of the Kaunas Beast. The app will take the user on an interactive journey that will consist of augmented reality and virtual reality experiences as well as games and quests related to the various heritage sites.

- **From China į kaimą (From China to Village).** During this project simple merchandise products will be designed and produced by locals living in the surroundings of Kaunas. The project envisions close cooperation between local producers of unique products and local as well as international designers and marketers who will help develop engaging presentations of their work to visitors.

- **International residencies and artistic productions inspired by modernist heritage.** Kaunas 2022 will invite local and international artists to create new works inspired by or created for the modernist spaces of Kaunas. The works will bring back to life forgotten stories and relics of the modernist period – and tell the stories of heritage communities living in such buildings in many parts of the world.

- **International residency project in villages.** This project will be implemented in partnership with other ECOC cities from 2019–2020. Inspired by the Baba Residency project in Plovdiv, it will address the topic of loneliness, of villages in decline and will encourage young artists-in-residence to create new works inspired by local traditions and heritage.

COOPERATION: EUROPEAN ARTISTS, OPERATORS, CITIES

European Capital of Culture Forum. We envision the **Kaunas European Capital of Culture Forum** (forumas.kaunas2022.eu/en/) becoming an annual platform that enables increased local and international cooperation and encourages experience-sharing and free flow of ideas about the cultural and creative development of our cities among local and international creatives and cultural operators. The 2018 Forum gathered over 400 people, 80 of them representing other European Capitals of Culture and partner cities. The event introduced the concept of the ECoC programme and promoted its values to the audience presenting many examples of successes and failures in the context of this programme. During the Forum, practice exchange workshops were organised in partnership with other ECoC cities: representatives of Leeuwarden 2018 led a workshop on community involvement for local audiences, colleagues from Liverpool, Stavanger and Wrocław shared their experience in a seminar about cooperation between government administration and ECoC offices with a group of stakeholders representing local and national government, as well as the Kaunas 2022 team. Over 20 presentations were made by colleagues from other ECoC cities explaining different practices focused on city development through culture, audience development and inclusion. And in cooperation with the Creative Europe Desk in Lithuania a special workshop on the possibilities of international cooperation was performed involving over 20 representatives of the Creative Europe Network from different countries. All the presentations are published on the Kaunas 2022 YouTube channel (<https://bit.ly/2O9ZmwU>). In 2019 the event will be repeated with a focus on developing practical ideas and connections between local and international cultural operators representing other ECoCs and partner cities. Workshops on audience development and networking sessions will be replicated as well.

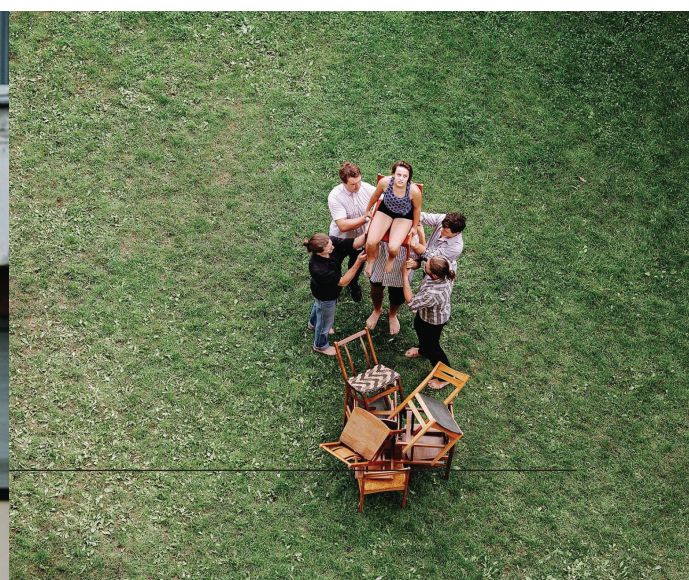
Cooperation with the ECoC network

From the moment of receiving the ECoC designation, Kaunas 2022 was involved in projects by other ECoCs, such as the Blanket for Europe project initiated by Leeuwarden 2018 which involved 500 people and 30 blankets produced in 30 communities across Lithuania. Kaunas 2022 was represented by Lithuanian artist Linas Kutavičius at the annual Esch-sur-Alzette festival Nuit de la Culture. We also initiated cooperation projects ourselves. For example, for the international youth summer camp 100 First Times we released a call to the ECoC network and in cooperation with ECoC organisations involved 23 young participants from 9 ECoC or bidding cities in the summer camp.

We are in close contact with other ECoC cities and we use every opportunity to adopt practices of other ECoCs and learn from their experience. Our team has been actively representing the Kaunas 2022 programme in different events and meetings in the context of ECoC activities in Liverpool, Berlin, Tallinn, Wrocław, Debrecen, Valletta, Leeuwarden, Plovdiv and other cities.

International artistic programme

Kaunas 2022 has also developed close cooperation with a number of European artists and organisations. To name just a few, Italian new circus director Roberto Magro performed a workshop for international and local audiences of emerging new circus artists in Kaunas. Brigitte Christensen, a community theatre professional connected with the Aarhus 2017 programme delivered a workshop for local artists and community creatives on engaging audiences through community theatre methods. In partnership with the Kaunas Biennial which was granted Creative Europe funding for platforms, Kaunas 2022 been implementing artistic and curatorial residency projects involving over 20 curators and artists and presented an artistic production by British artist Jacob Bray. We are also in close cooperation with the Polish organisation Impact Audience represented by Agata Etmanowicz who has been one of our main consultants in the areas of audience development and capacity building and who delivered a successful audience development programme in the context of Wrocław 2016. Lewis Biggs, during regular visits (6 per year), is working with Kaunas 2022 on programming, especially regarding community programmes (Fluxus Labs) and the Public Space programme.



Other directions for international cooperation. International cooperation is also being developed within other European and international networks such as UNESCO Creative Cities, Design for All Europe, S.T.A.R. Cities, the Lithuanian World Youth Association, and with foreign culture institutes, attachés and embassies operating in Lithuania. For example, the idea described in the Kaunas 2022 bid book to establish an Emmanuel Levinas Centre for philosophy has been adopted by the French Embassy in Lithuania and the Lithuanian Academy of Health Science and has been successfully established and was granted a building by State Government. Kaunas 2022 is in close contact with the newly established institution and will have a partnership role in programme development for the new centre.

A successful collaboration has been established with the Polish Culture Institute in Vilnius, providing promising opportunities for new international collaborations as well as other international contact points in Lithuania.

INVOLVEMENT OF LOCAL ARTISTS AND OPERATORS

The platforms titled Tempo Academy of Culture and Wake it, Shake It are designed to facilitate the involvement of local culture operators in the Kaunas 2022 programme.

Connecting through community arts and practices. The Tempo Academy of Culture connects artists and creatives in a 6-month training course **for community activists** (Fluxus Agents). The first course started in 2017 with open lectures and workshops which were attended by 20 persons, 8 of whom were appointed as Kaunas 2022 external team members and are now working for the Fluxus Labs project in different areas of Kaunas. The new 2018–2019 community practices course comprises an introductory part (3 lectures, attended by 150 people), an application/selection procedure (44 applied, 22 accepted) and an in-depth training programme combining academic lectures, seminars, facilitation training, inspirational meetings, visits and peer-learning activities. On top of that, in November 2018 the Tempo Academy of Culture will start the first community art training course designed specifically for artists. The training module will explain the structure of Kaunas 2022 community programme to the audience of artists, describing how they can contribute to the programme in the coming years.



Involvement of local cultural operators. After obtaining the ECoC title, activities involving the local cultural sector in the Kaunas 2022 programme have been mostly focused on capacity building and dissemination of the programme's main goals through a series of 4 public meetings with representatives of the local creative sector.

One of the past year's main activities involving local cultural operators in the Kaunas 2022 programme is the **audience development training programme** (2018–2023) for culture professionals which was launched in autumn 2018. Programme content was custom designed by Agata Etmanowicz (Impact

Foundation, PL) to match the goals of Kaunas 2022 and the profile of the local culture sector. In every session of this training programme, up to 12 organisations, each represented by 2 people, will go through a 6-month course comprised of seminars and personal mentoring by carefully selected international audience development experts. The first group of trainees started their journey in October 2018. The group includes participants from the State Philharmonic, State Puppet Theatre, National Drama Theatre, National M. K. Čiurlionis Art Museum, V. Kudirka Public Library, Kaunas City Museum, 9th Fort Museum, Kaunas Artists House, and Kaunas Biennial, as well as an independent artists' group.

The training programme is not only about equipping a group of culture professionals with knowledge and skills but also about supporting them in transferring principles of audience-focused planning into their organisations, as well as networking, sharing experiences and collaborating on engaging audiences from Kaunas and beyond.

By going through such training or through smaller scale courses (Kaunas 2022 has also organised 5-month capacity-building training for 10 organisations from Kaunas District) cultural operators become closer and more committed to the overall goals of Kaunas 2022 such as audience development, decentralisation, community participation and a human-centred approach.

ARTISTIC RANGE AND DIVERSITY

Kaunas Legend. The Mythical Beast of Kaunas platform is our vehicle for creative rebranding of the city and for building a new narrative for Kaunas which links its past and present, connecting it to European legends and archetypes. Once the collective legend is completed, it will become the main story of the highlight events in 2022 as well as an inspiration for a wide range of souvenirs and other promotional production, including the Beast-shaped hot air balloon which will travel over Europe in 2021.

In 2018 the platform for co-creative writing of the Kaunas Legend was successfully established. It is present both online (www.kaunas-legend.lt) and offline through creative writing seminars and special events that bring people together to share and create stories and legends of Kaunas. In addition, a children's fairy-tale book is being finalised for the beginning of 2019. The book, written specifically for children by the curator of the Kaunas Legend platform, uses the story of the Kaunas Beast to present the values and goals of the Kaunas 2022 programme.

MAIN PROGRAMME EVENTS PLANNED FOR AGITATION PERIOD (2019–2020)

Capacity Building programme. Our key activities for the upcoming period in our programme called Agitation (2019–2020) are based on capacity building through all four Tempo Academy of Culture faculties. It includes: (1) regular training for community activists and artists who are working in close relation to Kaunasians (up to 40 activists/mediators and up to 40 artists will go through courses/training), as well as (2) a strategically constructed audience development programme for professionals in Kaunas and Kaunas District cultural organisations and NGOs (at least 30 organisations, 60 professionals will go through long-term mentoring-based processes and will later influence other organisation staff members), (3) the youth training programme Kaunas Challenge (up to 80 high-school-age students will participate in 8-month training sessions and almost half of them will stay on as co-producers of 2022 projects) and (4) a Hospitality/Volunteering faculty which will offer volunteering activities to citizens and foreigners with differing ages and professional backgrounds (over 80 registered volunteers by November 2018).

The highlight of the Capacity Building programme both in 2019 and in 2020 is the **European Capital of Culture Forum**. The team envisions the European Capital of Culture Forum becoming a meeting point and a platform for representatives from other ECoC cities and the local cultural sector to share ideas and develop new collaborative activities. In 2019 and 2020 the Forum will be dedicated to programming workshops with European organisations and local partners through curatorial discussions, meetings with producers and facility owners,

calendar planning, an international marketing campaign meeting with ECoC and twin cities representatives, as well as developing practical skills and sharing innovative cultural practices.

Target: culture professionals and organisations, artists, communities, business partners / private sponsors, government representatives.

International Day of Happiness. (20 March 2019/2020). The IDH was celebrated by Kaunas 2022 for the first time in 2018, and in 2019 it will grow into a socially responsible event with big focus on accessibility – an international seminar on this topic will follow an interactive events programme. More than 50 local partners (not only cultural and educational organisations, but businesses as well) will be invited to tackle and improve a small- or large-scale aspect of accessibility in their offices, facilities, or activities. Kaunas 2022 will initiate promotion of the celebration of the IDH in ECoC cities and Kaunas twin cities, sending official invitations to join. Stressing sharing and caring, Kaunas 2022 seeks to support the aim of the initiators of this the IDH – the United Nations – to end poverty, reduce inequality and protect the planet. In 2018 the event became a successful platform for local-business and culture-sector involvement in encouraging social responsibility.

Target: various local organisations, service businesses and enterprises, other European cities and networks.

Community Festival / Fluxus Festival (September 2019/2020) will increase citizens' participation in the programme and invite them to share their own culture in the places they live (courtyard-scale artistic interventions) which will be finalized with a special event on Parodos kalnas (Parodos Hill) which is one of the main streets of Kaunas, starting next to the George Mačiūnas house. Citizens and visitors are invited to climb to the hilltop in a most unconventional way. This event was initiated by Kaunas 2022 in 2018 and was widely appreciated by the public participants, many expressing their hope that it becomes a traditional Kaunasian event. (<https://www.youtube.com/watch?v=qH64rgaRhEo>)

Target: communities and neighbourhoods of Kaunas and Kaunas District, tourists.

Memory Festival (17-24 October 2019). The festival will focus on multicultural aspects of Kaunas and Kaunas District, unveiling history through personal stories and artistic interpretations. Using Memory Office testimony archives and other historical material, international and local artists will create multimedia tours, performances, street art and other artistic works. Projects of the Memory Office platform, such as Cafe du Monde, Face to Face and Yiddishe Mamme will be in focus during this festival that will continue for a week across Kaunas and Kaunas District. The newly established Emmanuel Levinas Research centre will lead the European-level conference, focusing mainly on ethics and Levinas' concepts of the Other and Otherness. Students, ethnic minorities, schools

and partner cultural organisations will be involved in production of the festival.

Target: ethnic minorities, new international residents of the city, young people, schools, universities.

International Youth Summer Camp in July 2020 will be fully dedicated to the programming of European Youth Week in Kaunas 2022. Alumni of the Kaunas Challenge will lead the camp and will be responsible for an international call and process of selecting young professionals who will attend. The board of the European Youth Week event will be established, responsibilities shared, and a general programme plan developed. At least 100 young people from all over Europe will ultimately be involved in preparation of the 2022 event.

Target: European youth.

The **Residency Programme** started with several artistic projects in 2018, but its blooming is expected in 2020. Kaunas 2022 will encourage long-term collaboration between international artists and local communities in order to create tangible cultural change in outlying areas. Almost all programmes will announce open calls for residencies, which are supposed to be run as home residencies, in part because Kaunas lacks institutions and infrastructure for artistic residencies as, but also because residents are expected to work inside communities and not only for museums, galleries or theatres.

Target: artists and communities.



PROGRAMME DEVELOPMENT PLANS

In 2019 and 2020 Kaunas 2022 will proceed with capacity-building activities but will also focus increasingly on programme development for 2022 and build-up years. That will involve personal meetings with local cultural institutions and cultural operators managing the main events and cultural agenda of the city to discuss their responsibilities and activities during the title year and their relation to the programme. By the beginning of 2020 Kaunas 2022 is planning to announce the first open calls for artists and cultural operators for new projects to be included in the build-up years.

Implementation of the open calls is one of the main administrative challenges for Kaunas 2022 due to local laws and regulations that don't provide public institutions with instruments to redistribute public funding other than in a form of a public tender.

In the Agitation period (2019–2020) Kaunas 2022 will prepare the conditions and announce **OPEN CALLS** related to all programme components.

• **Artists, designers and creatives** will be called for residencies, workshops and productions in order to contribute to big-scale open-ended projects, such as Cultural Co-opetition, Fluxus Labs, design object, Public Art Programme, Kaunas Modernism 365, documentary film, youth programme initiatives for schools, etc.

The projects developed within the format of open call for individuals or small collectives are subject to Kaunas 2022 criteria which are: (1) correspondence to the goals and objectives of the specific call/programme; (2) inclusiveness of the process and production; (3) participatory culture approach; (4) involvement of European aspects.

• **Cultural organisations** will be called for development of the main 2022 programme which will be 60–70% implemented and produced by local cultural sector with an aim to leave a programme legacy with them. **Round Tables** are the main tool proposed for cultural institutions to develop their own projects

for Kaunas 2022, strengthening each other's capacities by sharing knowledge as well as human and other resources. (Two Round Table discussions started in 2018. In 2019 two more will be developed as joint pilot projects).

The projects developed within the format of Round Tables are subject to Kaunas 2022 criteria which are: (1) local, regional and European partnerships; (2) cross-sectoral partnerships; (3) a European dimension and a focus on urgent issues; (4) audience development methods employed; (5) accessibility to different audience groups ensured; (6) legacy of the project provisioned; (7) capacity to deliver; (8) co-financing or contributions in kind planned.

The organisations will prepare the project proposal in detail and public tender procedures will be implemented in order to contract the beneficiaries of the collaborative projects. Public tender procedures for the main programme of 2022 must be finalised in between the end of 2020 and the first part of 2021.



C. CAPACITY TO DELIVER:

The ECoC continues having broad and strong political support and a sustainable commitment from the local, regional and national authorities. Status of infrastructural development.

The Kaunas ECoC programme continues to have the broad support of local and national authorities. The Kaunas 2022 team cooperates closely with local governments in Kaunas and Kaunas District as well as the Ministry of Culture, and has regular meetings with mayors and deputy mayors of Kaunas and Kaunas District during which key points and challenges of the build-up process are addressed. In order to keep local politicians engaged and informed, the team provides quarterly reports and activity plans to council members and municipal administration, and travels with senior staff members of the municipal governments to other European Capitals of Culture for study visits. The team is working to create more opportunities for dialogue between different departments and areas of government and administration. For example, during the European Capital of Culture Forum a special session for government representatives was organised in order to look for further opportunities presented by the ECoC programme for cooperation in different areas of City and Regional development. The seminar was attended by strategic development, tourism, education, heritage, legal, finance and other departments of municipalities as well as members of the Ministry of Culture and the Lithuanian Council for Culture. Moreover, in September 2018 Kaunas 2022 in partnership with Kaunas Municipality organised a UCLG seminar with over 50 representatives from culture, community, business, administrative and political sectors in order to investigate the role of the culture sector in Kaunas City development and strategies. The results of the seminar can be found on Kaunas 2022 website: http://kaunas2022.eu/wp-content/uploads/2018/10/Report_Kaunas_ENG.pdf

Most of the projects related to infrastructural development that were listed in the Kaunas bid book are meeting planned schedules and are scheduled to be finished on time and before 2022. Several new infrastructure development projects have been included in Kaunas' plans since the city obtained the title. Among them are a modernisation of the Kaunas Culture Centre which is home to more than 40 amateur and children's art groups, a reconstruction of the 6th Fort and its conversion into a historic museum, and – one of the most recent additions to the infrastructure development plans – a conversion of the historic French Embassy in Kaunas into the recently established Emmanuel Levinas research centre. Moreover, a new concert hall is envisioned in Kaunas and is to be built on Nemunas river bank. The building will provide a high-quality acoustic environment and will include a hall of 1,500 seats, a smaller concert hall of 700 seats and a conference hall for 600 people which can be easily modified into several smaller event spaces. The city has already selected a winning architectural design concept and is preparing a public tender for a construction plan of the building.

However, there are also some concerns about infrastructure development in Kaunas, specifically regarding the modernisation of the main exhibition space of Kaunas, the M. Žilinskas Art Gallery (M. K. Čiurlionis National Museum of Art). The funding application procedures for EU structural funds are taking more time than was originally planned causing doubt about the possibility of finishing the Gallery renovation and expansion project by the Kaunas ECoC title year. The EU structural funds allocated for this reconstruction are administered by the Ministry of Culture. In 2018 Kaunas 2022 initiated negotiations

among the Ministry of Culture, Kaunas Municipality, and the Museum and will continue to liaise with all relevant parties for the project to be implemented. At the same time Kaunas 2022 in cooperation with the Kaunas Municipality and local culture producers is continuing to look for alternative temporary and permanent spaces for art, including visual and performing arts which require additional infrastructure to fit the current needs of the sector.

In addition to the planned infrastructure development projects, in 2017–2018 Kaunas 2022 worked on two revitalization projects. After being granted the permission to use the former city tourism office, Kaunas 2022 opened a public office on the main Laisvės avenue in which most of Kaunas 2022 is based. The office provides information on the programme for the public and offers regular presentations, meetings and open-door events.

Currently the Kaunas 2022 organization is also converting the former Kaunas Small Theatre building which was no longer functioning. The newly opened building will be called Tempo Space and will function as a Kaunas 2022 community space. It will include rooms for workshops and meetings, a café that will function to support youth and community activities within the Kaunas 2022 programme, a meeting place for the youth team of Kaunas 2022, as well as offices. The refurbished building should be opened by the end of 2018.

The progress of main infrastructure projects is described in a table provided in **Annex III**.

D. OUTREACH

How the local population and the civil society are being involved in the preparation for and implementation of the programme, including specific actions aimed at young people, minorities, persons with disabilities, the elderly or other groups that might be disadvantaged in accessing culture. Plans for audience development and the link with education and participation of schools.

The programme of Kaunas 2022 has a significant focus on decentralising cultural services and developing culture audiences in Kaunas. Although our project has just begun its mission, we have started implementing our outreach strategy following the visions and values described in our bid book.

YOUTH AND SCHOOLS

The Kaunas 2022 team is exceptionally privileged to have a large youth-support network which was developed during our **Kaunas Challenge** youth training programme. The training model is designed to encourage young people to act upon their visions for the future of Kaunas, to build a team of teenage youth who would support Kaunas 2022 and create a stronger connection between Kaunas 2022 and the young audience. After two 6-month training cycles, the Kaunas 2022 team has been strengthened with a group of 26 teenage Kaunasians strongly motivated to contribute to the development of their city. The team is now called the “alumni” of Kaunas Challenge. The group gathers each week to work on ideas and projects for audiences of their age. Projects they have implemented in the period of 2017–2018 range from a picnic to revive an old park to a monthly magazine on culture for youth, a one-day Become Yourself festival with inspiring talks for youth, and the Facebook page “En Dė” (<https://www.facebook.com/EnDe.edu/>)



which serves as a platform to promote peer learning and provides information on possibilities for extra classes for school students; currently a new podcast project is being developed by them. These project ideas were all developed and implemented by the youth group with the mentorship and financial support of Kaunas 2022. The youth also contribute to communicating about Kaunas 2022 projects to audiences of their age. For example, the alumni group has its own Facebook page (<https://www.facebook.com/youth-kaunas/>) which reaches 800 followers. In autumn of 2018, together with the Kaunas 2022 team, they helped promote the Kaunas Challenge programme in 20 different secondary schools. On top of that, there is a special youth team preparing video documentation of events produced by the youth group. In the upcoming months the Kaunas Challenge team will have a place for gatherings and events in the refurbished Kaunas 2022 Tempo Space in the heart of the Kaunas Old Town where they can spend time and make public events.

Highlighting the importance of the young generation for the future of Europe, the Kaunas 2022 team organised the international **Youth Summer Camp: 100 First Times which** was attended by 100 young adults aged 18–27 year from different countries in July 2018. The Camp activities were focused on the main values of Kaunas 2022 and presented participants with such topics as value of heritage to local and European identity, the importance of contributing to your local community, the influence of memory for the future of the place, the concept of design for all and the importance of accessibility, and many

others. The participants were selected through an open call in close cooperation with other ECoC cities, among them Novi Sad, Leeuwarden, Matera, Novi Sad, Aarhus, Tartu, Valletta, Pecs, Eleusis, Plovdiv, as well as other countries and partner-cities of Kaunas, thus sharing the values of active participation and encouraging youth in other ECoC cities. Participants brought back a better understanding of the roles of the young generation and of individuals in a local community or larger society as well as new friendships with youth from other parts of Europe and Japan.

To implement its goals, the Kaunas 2022 team works in close cooperation with schools. The Kaunas Challenge project mentioned above has been promoted through a network of 20 schools in Kaunas and Kaunas District. Another project designed specifically for schools and developed within the programme of the Memory Office is a workshop programme for secondary school students in which they learn video production methods and create a short film on the story of their neighbourhood/town. The pilot workshop has been implemented in two schools so far and will be continued in the year 2019.

We seek to share, with other culture organisations in Kaunas, the mission of Kaunas 2022 to involve and empower youth. Therefore, during the European Capital of Culture Forum in Kaunas, we organised a special workshop on the development of young audiences led by Agata Etmanowicz (Impact Foundation). The workshop explored the relationship between culture organisations and young audiences and allowed culture producers to test their creative ideas and activities with a group of real teenagers who shared their feedback with culture producers.

MINORITIES

As Kaunasians, we find it important to speak about the memory of the once multicultural society of Kaunas and the legacy it has for the city – and how dramatically the face of our city has been changing for so many years. We are addressing the memory and current traditions of ethnic minorities through our programmes Memory Office, Modernism for the Future as well as other projects to not only remember and be reminded of how our city benefited from interaction between different cultures, but to also examine relevant social issues and democratic values.

Since obtaining the title, Kaunas 2022 has been in close contact with different ethnic and religious groups of Kaunas. We collected interviews and stories of Holocaust survivors, Tatars, Russians and other minorities of Kaunas. All the stories were published on a dedicated internet platform *Atmintiesvietos.lt* (Sites of Memory <https://www.atmintiesvietos.lt/lt/kaunas-2/interviu-su-tautinemis-kauno-bendruomenemis/>). The interviews

that were collected will become part of larger artistic projects of Kaunas 2022, such as the Reconciliation Oratory, as well as exhibitions and site-specific projects. One such project is a theatre performance, co-produced by Kaunas 2022 and the "Teatro klubas" theatre organisation, which tells the unique personal story of a real Kaunas-born Jewish woman and conveys memories of old Jewish Kaunas.

Kaunas 2022 is also producing a series of books that will present the history of different ethnic minorities of Kaunas and their current living traditions in the form of an engaging text co-written by a group of local writers and historians. The first edition will focus on Jewish Kaunas and will be published by February 2019. Following editions in this series will tell the stories of other ethnic minorities of Kaunas.

Moreover, planned for 2019 are a festival dedicated to the topic of memory, new book publishing projects, Café du Monde, a story-telling project focusing on current minority groups of Kaunas, and other projects.

ELDERLY GROUPS

The Kaunas 2022 programme Fluxus Labs provides an opportunity for reaching out to many communities across the city and district who are not regular participants in cultural or community activities. Many activities of Fluxus Labs projects are focused on bringing people together and tackling issues of loneliness and isolation. Fluxus agents are in close relation and regular contact with citizens in the areas of their activities, paying particular attention to those who are socially excluded or not engaged. A good example of such activities is the Blanket for Europe, a project adopted from the team of Leeuwarden 2018 that had a big success in Kaunas and other Lithuanian cities. The project brought together close to 500 participants of mostly older generation in community centres, libraries, schools and health clubs for seniors, as well as culture organisations and created opportunities to spend time together and make new friendships.



ACCESSIBILITY AND DESIGN FOR ALL

In 2018 Kaunas 2022 officially became a member of the EIDD “Design for All Europe” network which provides the opportunity for exchanging knowledge and expertise for improving the accessibility of the city through Design for All.

In the framework of the Designing Happiness platform of Kaunas 2022, two workshops were executed adopting a strategic design / Design for All approach in 2018 (both led by Pete Kercher, ambassador of EIDD): (1) Memory Design (Ch. Sugihara historic house museum case-study) and (2) Accessible Vilkija (Vilkija town case-study, Kaunas District). Both case-studies were focused on generating ideas and finding the best solutions for making places and spaces accessible for all. The more than 30 participants who were selected through an open call for these activities are still working in interdisciplinary groups.

In November 2018 the Designing Happiness platform is organising a workshop in partnership with Kaunas Artists' House to help prepare criteria for the renovation of the

modernist heritage Kaunas Artists House building (which is of national importance) to make it accessible for people of special needs.

Two teams of Kaunas 2022, Designing Happiness and the Marketing and Communication department are now working on creating a toolkit – a set of recommendations for making cultural events accessible for all – that would be adopted by Kaunas 2022 and offered to all cultural operators in the city.

An invitation to respond to the need for accessibility improvement will be one of the main aspects of the upcoming International Day of Happiness 2019 celebration in Kaunas and partner cities.



VOLUNTEERING

During 2017–2018 Kaunas 2022 brought together close to 100 volunteers during the implementation of programme activities such as Fluxus Labs and main events of the year. In October 2018 the Kaunas 2022 team also announced a call for volunteers who wish to do voluntary work on a regular basis and held the first introductory meeting attended by 44 participants. The group appears to be significantly more diverse than volunteer groups typical of the cultural sector in Kaunas. Participants represent different age groups and professional backgrounds and are strongly motivated to take part in changing their city. The Kaunas 2022 team has appointed two volunteer coordinators who prepared a volunteering activity and volunteers' team-building plan for 2019. The team of volunteers is expected to grow significantly, reaching a number of at least 300 by 2022. They will help Kaunas 2022 ensure welcoming hospitality for guests of the city, as well as security, communication, and production before and during the title year.

AUDIENCE DEVELOPMENT

The capacity building activities of Kaunas 2022 have a strong focus on audience development. The organisation works in close cooperation with the Impact Foundation and other European experts who support the Kaunas 2022 team with the required competence and expertise in audience development. An audience development training programme for local culture organisations started in October 2018. The programme involves 12 different organisations – theatres, museums, galleries, informal creative collectives, etc., with two participants from each organisation. Participants are provided with an in-depth course on audience development followed by a hands-on phase which deals with audience development in their specific organisations. Each organisation is then paired with an international audience development mentor who consults with them about audience development strategy. The programme aims to enhance the relationship between local cultural organisations and the audience, ensure a better accessibility to culture for a wider scope of audiences, as well as encourage more diverse practices of audience engagement in local cultural organisation.



E. MANAGEMENT

Steps we have taken to set up ECoC governance, management and administrative structures as well as outcomes of those efforts (overall structure).

KAUNAS 2022 ORGANISATION

The public, non-profit Kaunas 2022 Institution was established immediately after securing the ECoC title, on 6 April 2017 by the Kaunas City Municipality, the Kaunas District Municipality and the independent culture association Kultūros tempo akademija, which united to become the core bidding team for the Kaunas European Capital of Culture programme. The Articles of Association are translated into English and can be found on the Kaunas 2022 webpage: <http://kaunas2022.eu/wp-content/uploads/2018/10/KEK-SO-articles-of-association-10-15-.pdf>

As of 6 November 2018, the Institution has 19 employees and 15 self-employed people. The Institution succeeded in maintaining the whole Kaunas 2022 bidding team which was a crucial advantage in transition to the ECoC delivery phase guaranteeing continuity of the programme vision and established partnerships. The team is currently bigger than was anticipated in the bidding phase and will grow to 32 full-time employees in 2019.

The Institution has two decision making bodies: the General Meeting of Stakeholders and the Head of the Organisation (Director). The members of the General Meeting of Stakeholders are delegated by the 3 stakeholders: 1 representing Kaunas Municipality with 4 votes, 1 representing Kaunas District Municipality with 2 votes, and 1 representing the association Kultūros tempo akademija with 2 votes. The General Meeting of Stakeholders deals with questions such as

managerial structure of the Institution, competition requirements for hiring employees, adoption of the operational strategy, confirming and revoking members of the Advisory Board, establishing criteria to evaluate the performance of the Institution, confirmation of yearly operating, as well as financial plans and annual reports.

The Head of the Organisation reports to the General Meeting of Stakeholders. Apart from the functions established in the Law of Public Institutions and the Articles of Association, the Head of the Organisation is also responsible for programme development of Kaunas 2022, and delivery of its goals and vision. After an announcement of an open call for this position in November 2017, it was awarded to the leader of the Kaunas ECoC bidding project, Virginija Vitkienė, whose candidacy was approved first by the Advisory Council of the organization, as well as the General Meeting of Stakeholders.

The Kaunas 2022 organisation also has a collegial advisory board: the Board of the Institution elected for a 4-year term by the General Meeting of Stakeholders. The Board ensures good relations between the financing institutions and the Kaunas 2022 delivery body, and offers cross-disciplinary expert advice. The meetings of the Board are initiated by the Chair of the Board at least twice a year or if any of the Board members request that an additional meeting take place. The Board analyses and assesses the strategy of the Institution and submits proposals to the Head of the Institution and the General Meeting of Stakeholders in relation to its activities, partnerships and financial activity. It also analyses other questions delegated to the Board by the General Meeting of Stakeholders or raised by the members of the Board. The Board consists of 10 members appointed by:

- Stakeholder Kaunas City Municipality – 1 member representing the Municipality and 2 independent experts;
- Stakeholder association Tempo Academy of Culture – 2 independent experts;
- Stakeholder Kaunas District Municipality – 2 members representing the Municipality;
- Head of the Institution – 1 independent expert;
- Government of the Republic of Lithuania – 2 members representing the central government.

In total there are 5 independent experts and 5 members representing local and national governments. The council is chaired by Prof. Jurgita Staniškytė who was invited by the Tempo Academy of Culture association and is currently Dean of the Faculty of Arts at Vytautas Magnus University.

The Kaunas 2022 organisational structure is explained in a table provided in **Annex IV**.

KAUNAS 2022 TEAM AND STAFFING PLAN

The Kaunas 2022 operational team consists of 3 departments: Administration, International Relations and Programming, and Communication and Marketing, led by heads of departments who report to the Head of the Organisation.

The International Relations and Programming department, led by Ana Čižauskienė, has 9 programme curators and coordinators employed (and few working on external contract bases) who are responsible for the implementation of 8 Kaunas ECoC platforms. The curators form the Programming team which meets weekly to monitor the progress of the programme and ensure cross-platform cooperation. Virginija Vitkienė, having been Artistic Director of the project, remains in charge of the vision and programme for the title year 2022 and collaborates closely with Ana Čižauskienė who is responsible for Kaunas 2022's European dimension on both levels – conceptual (following important topics and issues) and regarding partnership. The curatorial team, Daiva Citvariienė, Vaida Venckutė Nagė, Jūratė Tutlytė, Rytis Zemkauskas, Viltė Migonytė Petrulienė, Vaidas Petrulis, Greta Klima-vičiūtė-Minkštimienė, Lewis Biggs, and Gintarė Masteikaitė lead platforms and programmes of Kaunas 2022 and work daily on capacity building, research, planning, organising and implementing pilot programme parts. They also lead discussions, hold meetings and visit partner institutions

(<http://kaunas2022.eu/en/kaunas-culture-capital/team/>). The Community platform Fluxus Labas programme already has 8 Fluxus Agents (working on an external contract basis) who are mediators between the Kaunas 2022 programme and Kaunas communities.

The Marketing and Communication department, which includes private sponsorships among its responsibilities, is led by Deimantė Zutelienė and has 4 employees. Growth to 6 employees is envisioned for 2019.

The Administration team has 5 employees: head of administration Jovita Nalevaikienė, finance manager Miglė Blažauskienė, public procurement specialist Lina Sabalienė, an assistant manager and a logistics manager. Aside from ensuring successful delivery of the programme, the department also communicates to the financing institutions, preparing quarterly financial and activity reports and plans. The administration team members have high competencies from previous work experience in advanced business and/or public sector.

To ensure an even more dynamic build-up process, there are plans to extend the number of employees to 32 by the end of 2019. The extended team would then consist of 6 employees in the Marketing and Communication department, 9 in the Administration team, including the new roles of volunteer manager, public procurement specialist, coordinator of monitoring and evaluation activities, and 17 Programme Development team members. In addition, 20 Fluxus Agents and several other professionals will be working closely with the team on an external contract basis.

The Kaunas 2022 staffing plan is described in a table provided in **Annex V**.

FUNDING AND FINANCIAL PROJECTIONS

As stated before, financial commitments for the Kaunas 2022 programme have been met by all financing institutions.

However, there are some major challenges to be solved in the financial sphere related to Lithuanian legislation. One of them concerns the portion of the Kaunas 2022 budget that is allocated by the Lithuanian State. By the decision of Culture Ministry, the budget allocated by the central government can only be granted by way of compensation through Kaunas City Municipality and not in advance which raises a number of administrative issues and complicates planning and reporting. The reason for this seems to be a certain mistrust of the organisation that could be the result of a previous unsuccessful administrative experience within the Vilnius European Capital of Culture programme. The Kaunas City Municipality administration and Kaunas 2022 are in contact with the national government in order to agree on more relevant financing conditions of the Kaunas 2022 programme.

In addition, Lithuanian public funding legislation prohibits public institutions from redistributing their budgets allocated from public funding to other organisations – which prevents Kaunas 2022 from announcing open calls and only allows the organisation to commission partners/artists through public tenders. This issue is being addressed and discussed in cooperation with Kaunas City Municipality, the Public Procurement Office of Lithuania and other institutions in order to find a solution.

The Kaunas 2022 budget and financial plans are explained in **Annex VI**.

EUROPEAN FUNDING

The team is actively looking for new partnership possibilities, funding opportunities and relevant support programmes for additional funding

STAR Cities. Currently, the Kaunas 2022 organisation is taking part in a project funded by Interreg Europe: **Sustainable Tourism for Attractivity of Riverside Cities** (STAR Cities). The purpose of STAR Cities is to develop river tourism within five European cities: Bucharest (Romania), Hamburg (Germany), Kaunas (Lithuania), Rome (Italy) and Paris/Val-de-Marne (France). The goal is to improve their attractiveness through natural and cultural heritage promotion as well as sustainable tourism development while contributing to decongesting the crowded centre of these cities. Through STAR Cities, each partner will try to improve the implementation of regional development policies and programmes, in particular investment for growth and jobs. During the first three years, the project will organize interregional learning activities in order to identify good practices within the partnership. Each region will also implement an action plan to improve the policy instrument during the second phase of the project lasting two years. Locally, public and private stakeholders as well as players from the voluntary sector will be closely associated with STAR Cities activities, in particular through regular meetings and events. In 2022 Kaunas ECoC plans to organise a conference to finalise the project and present the results achieved. The project funding will contribute 125,000 EUR to the Kaunas 2022 programme.

Centre of Excellence. In 2018 Vytautas Magnus University (VMU) and its partners Kaunas University of Technology (KUT) and the Polytechnic University of Milan won a project dedicated to the establishment of the **Centre of Excellence (CoE) of Creative and Cultural Innovations (INNOCULT)** in Kaunas (first phase) which is sponsored by the European Commission and funded in accordance with the European research and innovation programme Horizon 2020 ("WIDESPREAD-04-2017: Teaming Phase 1", Grant agreement no. 763748). In November 2018 VMU together with partners is going to submit an application under the call "WIDESPREAD-01-2018-2019: Teaming Phase 2" for establishment of the CoE. The CoE is seen as a great catalyst and support for the Kaunas 2022 project, helping to monitor success and measure cultural, social and economic impacts of Kaunas 2022 on the city, to develop and implement strategies for audience development, and to combine local cultural heritage and traditional art forms with new, innovative and experimental cultural expression.

Structural funds. In the autumn of 2018 and in cooperation with Kaunas City Municipality, Kaunas 2022 submitted an application for development of a **digital tour combining virtual and enhanced realities and interactive quests** which will begin to tell the story of the Kaunas Beast and the historic relationship between Kaunas and its rivers. The application for over 240,000 EUR was submitted to the Lithuanian Business

Support Agency which is the executive institution in the structure for the administration of EU funding in Lithuania. The results of the call will be announced by the end of 2018. If successful, the project will contribute to Kaunas 2022 programme goals, specifically in the Kaunas Legend programme and in the marketing area.

The Creative Europe Platform Magic Carpets, led by Kaunas 2022 partner Kaunas Biennial which was included in the bidding programme of Kaunas 2022, has also been granted financial support of 2,000,000 EUR through the Creative Europe programme and will contribute 500,000 EUR to Kaunas 2022 programme activities. The project combines 13 partners from different corners of Europe has been created to support and showcase emerging artists and culture professionals for implementation of audience development strategy and stimulation of international cultural activities. Non-national emerging artists and culture professionals are given the opportunity to create and work together with local communities in the form of residencies, exploring the local context and broadly utilizing the concept of a magic carpet which refers to stories that take us to another place as well as a long tradition of nomadism. The project will finish in 2022 with an exclusive visual and virtual art exhibition which will present the results of the multiyear project involving all 13 European partners.

Aside from that, in 2018 the Kaunas 2022 organisation participated, as a partner, in several other project applications, and in 2019 Kaunas 2022 will continue to work on new applications for international funds, among all Creative Europe Culture and Media programmes, as well as Erasmus+ and other possible programmes.

SPONSORSHIP

During the Ignition period in 2017–2018 we resolved our long-term sponsorship packages, developed cooperation with media partners (including advertising packages) and resolved cooperation with the biggest media channels. To establish a closer connection with the business community, the team is working in close cooperation with members of the Kaunas Chamber of

Commerce, Kaunas region businesses as well as global Lithuanian leaders (which includes Lithuanian international professionals).

Small local businesses are involved in the programme through events in their neighbourhoods thanks to Fluxus Agents and the Kaunas Challenge alumni youth team. Companies have been sponsoring Kaunas 2022 activities by providing their produced goods and services for free or with discounts, e.g. the partnership with paint company Sadolin in a building renewal project for the future Tempo Space.

Brief overview of sponsorship results

- Marketing plan and individualized partnership proposals to more than 15 business companies are prepared and cooperation for long-term activities pre-discussed.
- Kaunas 2022 has already collaborated with more than 70 small, medium and large scale business partners from media, production and IT technology fields.
- The total amount of project support in cash and in kind for 2018 is 83,000 EUR. (Cash: 1,500 EUR, free-of charge services: 81,500 EUR). Many business companies participate by giving the discounts for services provided to Kaunas 2022 activities – from 50 to 92% which adds up to approximately 50,000 EUR.
- Close cooperation with the Chamber of Commerce and Industry of the Kaunas region has been agreed upon and started.

We have dedicated one Kaunas 2022 staff member to business partnership development and engagement. The current plan is to maintain the already resolved structure for sponsorship activities, for meeting with companies, preparing and negotiating dedicated, individual proposals, and finding new creative ways to achieve partnership with business organizations. Indeed, we intend to be seen as a demonstration of success – as a role model for other cultural projects and organizations.

MARKETING AND COMMUNICATION

Kaunas 2022 has developed a Communication & Marketing Strategy that supports the Kaunas 2022 programme in achieving its goals during the 2018–2023 period. It involves 4 stages (Ignition, Agitation, Explosion and Legacy) as well as the artistic programme and includes different audiences, themes and goals while developing from year to year. The main idea of our communication activities is to expose Kaunas' shift **from temporary to contemporary capital**.

Our communication campaign consists of four main elements: (1) image communication, (2) communication of the different parts and the values of Kaunas 2022 programme, (3) events communication, (4) international communication. The plan for international communication from 2018–2020 is to communicate the programme together with partners – Kaunas Inn (Kaunas tourism information centre), as well as the Lithuanian Tourism Department, Now Japan, and other organizations, to present Kaunas 2022 to international audiences, and to attract artists and production companies for Kaunas 2022 programme development.

Communication and marketing results

The period of 2017–2018 was dedicated to strategy formulation, building media partnerships, and developing communication

channels. We formed partnerships with the biggest media and opinion leaders in Lithuania: LRT (national broadcaster including TV, radio, and internet portal), 15min.lt (second largest internet news portal with a dedicated culture journal), IQ group (various lifestyle and business journals), Kauno diena (newspaper for citizens of Kaunas), Kaunas pilnas kultūros (Kaunas Full of Culture, a culture journal). We are still negotiating with few media groups in order to expand the list of media as well as advertising partners.

On the newly launched weekly radio programme Capital of Culture, hosted by Kaunas 2022 curator Rytis Zemkauskas, various cultural topics are discussed helping promote the Kaunas 2022 project's values to various audiences.

Thanks to our media partnerships, our communication activities reach 9 to 15 million people every month. There were 4,439 mentions of Kaunas 2022 in media from October 2017 to October 2018.

The Kaunas 2022 Communication and Marketing team created and managed the content of our own websites:

www.kaunas2022.eu (main website)

www.modernizmasateiciai.lt (platform Modernism for the Future website)

www.kaunolegenda.lt (Platform Kaunas Legend website)

www.atmintiesvietos.lt (platform Memory Office website)

The team also produced 4 subpages for our annual highlight events:

<http://kaunas2022.eu/laimediena/> (International Day of Happiness)

<http://forumas.kaunas2022.eu/> (European Capital of Culture Forum)

<http://konferencija.modernizmasateiciai.lt/> (Conference Modernism for the Future)

<http://100pirmukartu.kaunas2022.eu/> (Festival 100 First Times).

In total the websites attracted over 45,000 views in 2017–2018.

Kaunas 2022 social media channels were created on Facebook and Instagram (the main channels) and they now have 12,500 followers. Kaunas 2022 has so far made 758 (Facebook) and 420 (Instagram) posts, and produced/published 130 videos. In total, videos reached 539,000 views on social media. As well, the communication team has published 52 newsletters.

Most of the content was dedicated to various Kaunas 2022 event communications and to preparations for activities. This helped us engage Kaunansians, as well as our stakeholders, with different programme components and activities.

A new event format, Open Door at the Kaunas 2022 Office, has been launched enabling cooperation and transparency among various groups of Kaunas 2022 stakeholders including cultural organizations, artists, opinion leaders, active citizens, volunteers, businesses, etc. The event is planned to be organized once every quarter.

Kaunas 2022 publishes its activity and communication reports quarterly, making them available to everyone on the kaunas2022.eu website: <http://kaunas2022.eu/apie-europos-kulturos-sostine/bendra-informacija/>.

Communication plans

2019: Preparation of guidelines for communication style and tone, social media, events (including accessibility) to share with the team and with partners; hospitality and souvenir projects start; sponsorship activities – not less than 5 agreements; international communication plan development; partnership development – ambassadors, stakeholders, information partners, etc.; communication support 24/7.

2020: Information centre development; new web and apps development; image campaign development; international communication plan refinement; hot air balloon production.

2021: Programme launch; International communication plan launch; Web and apps launch; Hot air balloon flights over European cities; Hospitality and souvenir projects – full scope; Sponsorship – full scope/all agreements.

2022: Information centre launch; Communication support 24/7 and risk management; Sponsors integration; Hospitality and souvenir project support; Hot air balloon flights over Lithuania.

2023: Reports and evaluation of results.

Marketing plans

Our current plans in the area of marketing and communication are to launch reputation metrics, measure project awareness in different target audiences, and resolve the starting measurement point – and, if necessary, revise the goals.

2019: Kick-off of souvenirs and hospitality projects; preparation of communication guidelines to be shared with youth participants and Fluxus Labs Agents as well as cultural organizations in partnership with the Kaunas 2022 programme. 2019 will also be dedicated to international communication plan development, and to maintaining and developing partnership with Kaunas 2022 ambassadors, stakeholders and information partners. The main part of the communication team's daily activities – engaging people and inviting them to various Kaunas 2022 programme events, as well as expanding target audiences from Kaunansians to all Lithuanians. We plan to boost participation and engagement in all our events, from smallest to largest, as well as internationally, e.g. Happiness Day, together with other ECoC family members.

2020: Will be mainly dedicated to preparation for 2021 programme communication – new Kaunas 2022 web and apps development, international communication, information centre activities planning, and so on. The hot air balloon Mythical Beast's journey throughout Europe will attract international audience attention to the city and its Contemporary Legend will invite them to Kaunas for 2022 culture celebrations.

2021: The programme communication year; all audiences will be invited through all channels to visit Kaunas in 2022 to have a full cultural experience of the city, its people and specialties – with the city's hospitality as the cherry on the cake.

2022: Celebrating the change and the culture explosion in Kaunas and Kaunas District; communication about the programme and its highlights.

F. MILESTONES

PROGRAMME AND INTERNATIONAL RELATIONS

2019

Programme development

- Preparation of contracts with main cultural operators,
- Open call for artists: Happiness Sensor,
- Round Tables: development of interdisciplinary collaborative projects,
- Developing script and partnerships for the main (opening, Kaunas Days and closing) events of 2022.

Other activities

- Educational programme on filmmaking for schools,
- Projects by alumni club of Kaunas Challenge,
- Presentation of the book on Jewish Kaunas,
- Creative writing workshops,
- Fairy tale book;
- Projects in partnership with other institutions: International Forum of Modernist Cities, launch of the Modernism Interpretation Centre, launch of E. Levinas Centre,
- 20 Fluxus Labs operating in Kaunas and Kaunas District,
- 7 Cultural Co-opetition projects in Kaunas District.

Capacity building

- Tempo Academy of Culture: 4 training faculties for audience development, community activism, youth training and volunteer programmes,
- Workshops, toolkits and projects promoting development of accessibility,
- Bed & Culture project,
- Training for Cultural Concierge.

Events

- International Day of Happiness,
- European Capital of Culture Forum,
- International Summer School for heritage professionals,
- Fluxus Festival,
- Memory Festival,
- Courtyard initiatives and participatory art projects through Fluxus Labs project,
- Café du Monde,
- Matters symposium.

International activities

- International projects: Architecture of Optimism travelling exhibition, development of documentary movie on Modernism, Interreg project STAR Cities, Magic Carpets
- Preparation of applications for European funding
- Scouting for partners, involvement of other ECoCs, development of common programme with Esch-sur-Alzette

Kaunas 2022 milestones in 2019–2020 which may include programme activity, marketing, evaluation, sponsorship, etc.

2020

Programme development

- Preparation of contracts with main cultural operators,
- Open calls: Modernism 360/365,
- Public art (5 projects),
- Home residency projects (2–3),
- Fluxus Art Exhibition,
- Culturethon (culture+sports),
- Open call for design of the hot air balloon,
- Round Tables: development of interdisciplinary collaborative projects,
- Developing script and partnerships for the Grand Events of 2022 (opening, Kaunas Days, and closing).

Other activities

- 40 Fluxus Labs operating in Kaunas and Kaunas District
- 20 Cultural Co-opetition projects in Kaunas District,
- Projects in partnership with other institutions: Modernism Interpretation Centre, E. Levinas Centre, Kaunas Biennial, KAFé and other festivals and cultural operators.

Capacity building

- Tempo Academy of Culture: 4 training faculties for audience development, community activism, youth training and volunteer programmes,
- Launch of Culture Cab,
- Workshops, toolkits and projects promoting development of accessibility,
- Bed & Culture project,
- Training for Cultural Concierge.

Events

- International Youth Summer Camp,
- launching pilot Festival of Modern Lights,
- International Day of Happiness,
- European Capital of Culture Forum,
- International Summer School for heritage professionals,
- Fluxus Festival,
- My Courtyard festival and participatory art projects through Fluxus Labs project,
- Café du Monde, etc.

International activities

- International projects: application to run Lithuanian Pavilion at the Venice Architecture Biennial,
- Development of the documentary on Modernist Heritage,
- Applications for European funding and implementations of partnership-based projects,
- International calls for 2022 programme

COMMUNICATION
AND MARKETING

2019

2020

- Preparation of guidelines: communication style, tone, social media, events (including accessibility) to share with the team and with partners;
- Start of hospitality and souvenirs campaign, launch of Art-Cart.eu,
- Sponsorship activities – not less than 5 new partners from business sector,

- International communication plan development,
- Partnership development – ambassadors, stakeholders, information partners, etc.,
- Communication support 24/7.

- Information centre development,
- New web and apps development,
- Image campaign development,
- International communication plans,
- Hot air balloon production,
- Launch of projects: From China į kaimą.

ADMINISTRATION /
MONITORING

2019

2020

Monitoring

- Applications for research funding and attracting additional funding,
- Internal and external data collection,
- 1st call for research projects,
- Public deliberation event on the first survey of citizens (implemented in 2018).

Administration

- clarification of public tender procedures related to programme activities and open calls,
- preparation of contracts for programme partners,
- reporting to main stakeholders and financing institutions.

Monitoring

- Second survey of citizens.
- Public deliberation event,
- Collecting internal and external data,
- 2nd call for research projects.

Administration

- clarification of public tender procedures related to programme activities and open calls,
- preparation of contracts for programme partners,
- reporting to main stakeholders and financing institutions.

As it appears that this report should consist of 25 pages and we managed to explain ourselves during 24, we think we should add this:

in everything we do there's a secret.

Therefore this page is actually filled with data, charts and text. Don't worry if you cannot see it.

It works anyway – just sit quietly, play some soothing music, have a glass of wine, look friendly at the page and let it talk to you.

Satisfaction is guaranteed.

ANNEX I KAUNAS CULTURE STRATEGY 2017–2027 AND KAUNAS 2022 IMPACTS

1. PRIORITY AREA. ENHANCEMENT OF THE QUALITY OF CULTURAL SERVICES		
1.1. AIM	Enhance the quality and competitiveness of cultural services in local and international contexts	
		Kaunas 2022 impacts
1.1.1. OBJECTIVE	Ensure the provision of variety and quality of services provided in the city by cultural institutions.	
1.1.2. OBJECTIVE	Improve professional art and culture activities, ensure continuity of projects significant for local identity as well as international ones, and increase competitiveness on regional, national and international levels.	
1.1.3. OBJECTIVE	Design programmes for the development of cultural employees' skills in the areas of audience development, local and international partnerships, participatory culture, dialogue, and application of innovations.	Tempo Academy of Culture: 6-month training courses for community activists (Fluxus Labs' Agents). 2017–2018 course was in two parts – public lectures (250 total attendees) and deep training course (20 persons, 8 of them appointed as Fluxus Agents); 2018–2019 course is based on introductory course (3 lectures, 150 attendees) and application/selection procedure (44 applied, 22 accepted). Workshops during Kaunas European Capital of Culture Forum http://forumas.kaunas2022.eu/en/ (May 2018) where 450 participants (80

		of them from various European countries and beyond) participated. The post-conference survey proves that local culture-sector professionals were very happy with results and willing to participate in further capacity building programmes; Audience development programme (2018–2021) for culture professionals launched in autumn 2018; each year at least 10 organisations will go through a year-long course having group seminars and personal tutorship (international lecturers and tutors);
1.1.4. OBJECTIVE	Encourage initiatives of young artists and creators, support cultural events and phenomena for/by youth.	Tempo Academy of Culture: Kaunas Challenge / Kaunas 2022 has implemented two full courses (Spring 2017, for 30 youngsters; 2017–2018 for 40 youngsters; and is starting a third 6-month course October 2018 – March 2019). During and after the courses young people are encouraged to create and implement their artistic and cultural activities, to lead youth events, meetings. Tempo Space: Kaunas City municipality provided few facilities to Kaunas 2022. One of it in the Kaunas Old Town which will be dedicated to youth activities, meetings and workshops. International Youth Camp 100 First Times and The Festival of Unexpectedness: http://100pirmukartu.kaunas2022.eu/en/ Involved 100 participants (age 18–27) from more than 20 countries to explore the key values and aims for change that Kaunas 2022 seeks in attitudes toward the city and its districts. https://www.youtube.com/watch?v=uR9lkzmawns&t=8s https://www.youtube.com/watch?v=qH64rgaRhEo&t=3s

1.2. AIM	Enhance inter-disciplinary and inter-sectoral collaboration of culture	
1.2.1. OBJECTIVE	Increase quality and availability of educational services provided for various age groups by cultural institutions and events.	Audience development programme for local cultural sector with focus on new methods to attract young audiences: 5-month course for 25 culture workers from Kaunas District (May – October); 1-year audience development mentoring programme for 12 Kaunas and Kaunas District institutions (started October 2018; second cycle starts March 2019); Dance Theatre performance for babies (0–4 years) and their families: production and touring. Production by the skilled company Dansema (Vilnius) includes a workshop and capacity-building programme for local dancers/performers).
1.2.2. OBJECTIVE	Encourage development of educational cultural programmes that are integrated into general education school curricula and implementation thereof in museums, theatres, libraries and other informal environments.	Intersectoral meeting with education and culture departments of Kaunas city municipality during ECoC Forum (May 2018). Visiting schools and involving their communities in the Kaunas 2022 network through co-organising of some programme events (Youth Summer Camp, Kaunas Challenge). In partnership with Junior Achievement Lithuania, will work with the schools of the city outskirts and Kaunas District.
1.2.3. OBJECTIVE	Promote cooperation among culture, education, science, social service, and business sectors, implementing joint projects designed to increase the well-being of city residents.	Initiation of Round Tables (programme Wake it, Shake it) for development of cooperative projects; 2 cases running through autumn 2018. Activities of Fluxus Labas (community programme) are based on networking across the sectors.
1.3. AIM	Enhance the image of Kaunas as a city of modernist heritage, contemporary culture and design on the international level	
1.3.1. OBJECTIVE	Participate in, and initiate, activities of international networks (New	1) <i>Architecture of Optimism</i> , a travelling exhibition with catalogue produced in collaboration with Lithuanian National Commission for UNESCO.

	Hanseatic League, UNESCO Creative Cities Network, twinning cities, etc.), encourage cooperation of local cultural organisations with foreign partners.	https://en.unesco.org/creative-cities/events/kaunas-launched-exhibition-architecture-optimism Curators: Prof. Giedrė Jankevičiūtė, Dr. Marija Drėmaitė, Dr. Vaidas Petrulis (Kaunas 2022). Exhibition travelled: 14 Feb – 18 March 2018 / Vilnius National Gallery; April 2018 / UNESCO Headquarters in Paris; April 2018 / Milan, Lombardia Headquarters; May 2018 / Auditorium Parco della Musica Arts Centre Roma; 28 May – 16 June / National Library of Estonia, Tallinn; 28 June – 3 Sept 2018 / Architecture Museum, Wrocław; Sept – Oct 2018 / National M.K. Čiurlionis Museum of Art, Kaunas; 15 Nov – 15 Dec 2018 / BOZAR Arts Centre, Brussels. Link to publication: https://issuu.com/lapasublishinghouse/docs/architecture_of_optimism-kaunas_phe 2) International conference <i>Modernism for the Future</i> (12–13 Sept 2018) organised and implemented together with Lithuanian National Commission for UNESCO, as a main national event of the European Heritage Year 2018. Summarizing video: https://www.youtube.com/watch?v=Y5lDaAFR_hc Conference website: http://konferencija.modernizmasateiciai.lt/en/
1.3.2. OBJECTIVE	Encourage research, management, and informative promotion of modernist architecture and culture in Kaunas on both national and international levels.	Special website about modernist architecture heritage is established www.modernizmasateiciai.lt, aiming to develop an online community of heritage building residents and enthusiasts. International conference held 12–13 Sept 2018 at Žalgiris Arena in Kaunas involved more than 40 experts and professionals from abroad and more than 300 local participants. Presenters analysed modernist architecture phenomena worldwide – in Kaunas, Tel Aviv, Ankara, and many European

		cities. Representatives from the UNESCO commission, other modernist UNESCO sites, and partner institutions were present: Prof. Mart Kalm (Tallinn Academy of Arts), Prof. Matthew Rampley (University of Birmingham), Vendula Hnikova (Czech Academy of Arts), Ines Weizman (Bauhaus-Universität, Weimar), Michal Wisniewski (International Cultural Centre, Krakow), Bilge Imamoglu (TED University, Ankara), Mark Crinson (Birkbeck University of London), Edward Denison (The Bartlett School of Architecture, UCL), Mike Turner (UNESCO Heritage adviser), Sharon Golan Yaron (The White City Centre, Tel Aviv), Tarik Oualalou (Architecture office OUALALOU+CHOI), Parta Mitter (University of Sussex), Prof. Giedrė Jankevičiūtė (and others). All 21 speeches are published on the Kaunas 2022 YouTube channel.
1.3.3. OBJECTIVE	Conduct research and other preparatory work in order for the modernist architecture and urban planning of Kaunas to be on the UNESCO World Heritage List and awarded the title of European Capital of Culture 2022 as well as to ensure smooth participation in these programmes.	Kaunas University of Technology expressed deep interest and dedication for establishing an International Modernism Interpretation Centre which will become a close partner of Kaunas 2022 for research, discussions, conferences and publications. It will also be the main research and bid preparation centre with regard to obtaining the UNESCO World Heritage site title for modernist architecture in Kaunas.
1.3.4. OBJECTIVE	Establish the position of Kaunas as a city of design, develop a targeted policy of design promotion in the city, focus on design culture and design-based thinking on all levels: creativity, production, business, politics, education, and encourage integration	Membership. In 2018 Kaunas 2022 became a member of EIDD Design For All Europe. In September board members of EIDD (Pete Kercher, Onny Eikhaug, Pepetto Di Bucchianico, Nuno Sá Leal, Jasmien Herrens, Terhi Tamminen, Markus Haas, and Josyane Franc) met in Kaunas. The annual meeting coincided with the presentation of results and feedback provided to participants of a 4-month Design for All workshop led by Pete Kercher about improvement of accessibility to Ch. Sugihara House Museum which annually accepts up to 17 000 visitors.

	of social design into cultural and creative sectors.	
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2. PRIORITY AREA. INCREASE IN THE AVAILABILITY OF CULTURE, STRENGTHENING COMMUNITY-LED AND CIVIC MINDED SOCIETY		
2.1. GOAL	Increase participation of citizens in culture and ensure availability of culture	
2.1.1. OBJECTIVE	Increase the inclusion of city residents into the cultural life of the city, encourage decentralisation of culture and ensure opportunities for participation in culture in every elderate (local administrative unit, <i>seniūnija</i>) of the city.	Community programme WE, THE PEOPLE Kaunas 2022 already made big efforts and real achievements raising community activism and social awareness through the network of Fluxus Labas (Creative Community Laboratories). 8 Fluxus agents are contributing their time to networking in the neighbourhoods of Kaunas city and District. From April to October 2018, they contacted more than 100 people in person, made a list of local contacts, researched existing activities in the communities and invited people to join more than 90 events which were attended by 3,600 people. The second cycle of training of Fluxus Agents started in October 2018 and will continue until April 2019. At least 12 new agents will join the Kaunas 2022 team after the course. The main goal for the years 2018–2020 is networking and acknowledgement of existing initiatives and talents inside communities, raising self-awareness of local creatives and activists.
2.1.2. OBJECTIVE	Ensure availability of cultural institutions, and the services they provide, to all residents and guests of Kaunas (including all groups challenged due to disabilities, health	In September 2018 Kaunas 2022 team members participated in the meeting of the Kaunas City Municipal Committee regarding adaptation of cultural events to the needs of people with disabilities. Kaunas 2022 has invited different organisations representing people with disabilities to cooperate in ensuring better accessibility to cultural offerings – and initial meetings with representatives of these organisations have

	problems, social, economic and other issues).	taken place. The aim of this cooperation is to prepare accessibility plans for cultural institutions and Kaunas 2022 events, and to promote enhancement of accessibility in the city. Kaunas 2022 Marketing and Designing Happiness teams are working on the preparation of such a plan. Support for inclusive participation and co-creation in cultural events is also embedded in Fluxus Labas activities (for example, the Šančiai festival in a private courtyard). All Kaunas 2022 events and activities have been and continue to be free of charge.
2.1.3. OBJECTIVE	Enhance community culture and amateur art, encourage cross-cultural dialogue, variety among subcultures, include of ethnic communities and youth in the creation and consumption of art, raise awareness of the importance of memory and cross-generational projects.	MEMORY OFFICE activities are based on collecting the personal memories of local people: holocaust survivors, members of ethnic minority communities. This is a link to videos of these stories: https://www.atmintiesvietos.lt/en/kaunas-2/interviu-su-tautinemis-kauno-bendruomenemis/ A cycle of drawings, capturing the stories collected during these interviews, will grow to become an exhibition and will illustrate a book dedicated to these stories. From November 2017 to December 2018 Kaunas 2022 is preparing a book on Kaunasian Jewish Culture. The book will be published at the end of 2018 and promoted from 2019. An English translation is envisioned for 2019. Kaunas 2022 is initiating a new festival, the Memory Festival. The first edition will take place autumn 2019. The Festival will be based on interdisciplinary artistic approaches towards local history and memories as well as cross-generational projects.
2.1.4. OBJECTIVE	Ensure information and availability of cultural knowledge for all citizens and guests of Kaunas.	The communication and marketing department is working according a strategic communication plan, spreading information about Kaunas 2022 events and partners' initiatives through the most accessible media channels: 4 National TV and radio (LRT) channels, 15min.lt, kaunodiena.lt,

		/Q, the most popular social networks (Facebook, Instagram, YouTube), and others. 9 to 15 million viewers are reached monthly through these channels. The monthly culture magazine <i>Kaunas Full of Culture</i> (10,000 printed copies, plus online version) has a Kaunas 2022 chapter in every edition.
2.2. GOAL	Increase citizen participation in the assessment of cultural services	
2.2.1. OBJECTIVE	Encourage organisation of civic society and youth, encourage local communities and individuals to participate in volunteer-based programmes, in cultural management and in planning of city development.	The youth programme Kaunas Challenge includes young people (15–18 years old) in analysing the profiles of local cultural institutions and providing expertise about their generation's needs and expectations regarding the proposals of cultural institutions. Kaunas 2022 also gathers community voices and comments on cultural accessibility through Fluxus Labas activities, which have just started this year and are in progress until 2022 and beyond. The Fluxus Labas initiative is based on volunteering for the community and promotes the concept of social usefulness as a way of co-living and co-creation.
2.2.2. OBJECTIVE	Collect, analyse and assess data about the cultural and creative sector as well as community-oriented and civic initiatives on a regular basis.	Kaunas 2022 is launching its Monitoring and Evaluation programme by creating a monitoring plan and by preparing contracts with local universities for external evaluation of the social and economic impact of the ECoC project on Kaunas and District. Kaunas 2022 collects all factual data about methods, events, participants, groups of people included in the programme, cultural partnerships, etc. which will be later used to evaluate the cultural impact of the ECoC programme on the local cultural scene.

3. PRIORITY AREA. DEVELOPMENT OF CREATIVE INDUSTRIES AND SUSTAINABLE CITY MANAGEMENT

3.1. GOAL	Enable collaboration between business and cultural sectors	
3.1.1. OBJECTIVE	Encourage and motivate local enterprises to contribute to activities of the cultural and creative sector.	A marketing plan and individualized partnership proposals to more than 15 business companies have been prepared and co-operation for long-term activities pre-discussed. Kaunas 2022 has already collaborated with more than 70 small, medium and large-scale business partners from media, production and IT technologies fields. The total amount of cash and in-kind support for the project in 2018 is 83,000 Eur.
3.1.2. OBJECTIVE	Encourage business investment in the use of heritage buildings as well as in sustainable and responsible use of heritage sites owned by institutions.	Initial contacts with residents and owners of modernist buildings have been established. Examples of good heritage preservation practices and private investments are publicly promoted in order to communicate the values of modernist heritage and to encourage other owners or investors to explore the opportunities of this cultural phenomenon of Kaunas.
3.2. GOAL	Improve the conditions for the development of cultural and creative industries in Kaunas	
3.2.1. OBJECTIVE	Promote development of the design sector, of innovative design products and of services for the well-being of society.	From June to September 2018 the Kaunas 2022 team invited Fionn Dobbin for the creative workshop UNHIDE KAUNAS, which served as a generator of concepts for innovative design for the Kaunas and Kaunas District design sector in order to make an impact on the well-being of society.
3.2.2. OBJECTIVE	Create favourable conditions for the establishment of creative businesses in Kaunas.	Kaunas 2022 is initiating case-study research into the conversion of an abandoned post-industrial building into a multi-disciplinary centre of contemporary visual and performative arts, cinema, and as a hub for the cultural industries sector.
3.2.3. OBJECTIVE	Promote a model of tourism that is sustainable, related to local heritage and community, and that interacts with cultural ecosystems.	The UNHIDE KAUNAS workshop developed several tourism ideas which will be used by Kaunas 2022 and partner organisations: Bed&Culture hospitality model, Culture-Taxify / Culture-fy car service, promotion of ecological food from Kaunas District through souvenir packages for Kaunas tourists, etc.

3.3. AIM	Ensure maintenance and sustainable use of the urban infrastructure and cultural heritage	
3.3.1. OBJECTIVE	Develop and improve the public infrastructure of culture, ensuring the preservation, maintenance and promotion of cultural heritage and buildings and their updated use for the cultural needs of society. Promote the city's image and tourism.	Kaunas 2022 became already a visible and audible tool for promotion of cultural heritage.
3.3.2. OBJECTIVE	Plan and ensure establishment and operation of infrastructure necessary for contemporary culture, education and tourism (exposition spaces for contemporary art, design, IT events, platforms for independent stage arts, concert and conference halls) in Kaunas.	Kaunas 2022 team initiated and participated in debates and negotiations between the state government and Kaunas-based national culture institutions (such as the M. K. Čiurlionis National Art Museum) regarding technical issues and delays of reconstruction of very important galleries and buildings. One more initiative is explained in 3.2.2.
3.3.3. OBJECTIVE	Improve the infrastructure of public city spaces, especially riverbanks, adapting them for recreational needs of city residents, for cultural entertainment and for creative businesses.	The DESIGNING HAPPINESS programme has a special branch/series of workshops including participation of local and international experts aiming to improve accessibility of the city and Kaunas District. The S.T.A.R. Cities project was granted Interreg Europe funding and project activities started. The project will promote sustainable tourism development in riverside areas in 5 European Cities, including Kaunas. In a special programme about riversides – Upynės – in cooperation with the local NGO sector and local waterways authorities, Kaunas 2022 is promoting the actualisation and animation of riversides in Kaunas City and District. One of the recent initiatives involves the purchase of a small ship to be used for community activities on the riverside in Kaunas.

ANNEX II ARTISTIC AND CULTURAL PROGRAMME OF KAUNAS 2022: LIST OF PROJECTS, THEIR STATUS AND DEVELOPMENT PLAN

PLATFORM	GOALS	PROJECT title	CONTENT	2017-2018	2019-2020	2021	2022 highlights	BUDGET	PARTNERS INVOLVED
MODERNISM FOR THE FUTURE Architecture and cultural heritage platform	To build up the local heritage community; to promote its awareness, emotional connection and curiosity; to uphold the heritage of modernism by creating new meanings through contemporary discourse.	KAUNAS MODERNISM 360/365	KNOWLEDGE HUB. Based on the already launched website www.modernizmasateiciai.lt a heritage community in Kaunas and Kaunas District is being created. Owners or lovers of the modernist heritage are involved in promotion and activation of the memory of modernist buildings through: (a) administrating website subpages (writing creative histories, making videos with the owners of modernist buildings, collecting impressions, stories, testimonies and reactions); (b) dissemination of good practices (especially of successful restoration examples).	Up to 80 building descriptions published, more than 20 local community members actively contributing to the content.	Up to 200 building descriptions, up to 50 local community members actively contributing to the content. Translation of the website's main information into English.	Up to 100 new building descriptions (365 in total before January 2022), and 100 active users/contributors to the website content. Translation of the website into English.	Implementation of open heritage days in 365 modernist buildings during pre-opening and opening weeks.	2 million EUR including Highlights for 2022.	Different local cultural heritage operators (e.g. Officers club "Ramovė", schools of the modernist period etc.) and private owners of buildings. Also different initiatives involved in cultural heritage dissemination such as Ekskursas, Gražinkime Kauną, Teka, etc.
			COMMUNITY BUILDING ACTIVITIES: All forms of active involvement to encourage the local heritage community of Kaunas and Kaunas District to become: (a) socially responsible owners; (b) guides and story-tellers; (c) Bed&Culture providers. Workshops on interpretation and restoration, public lectures, discussions of ongoing projects in Kaunas and Kaunas District (i.e. community involvement in UNESCO nomination, involvement in STAR Cities project, etc.), meetings, etc.	Workshop on restoration of modernist doors and other interior details. Public exhibition of the results of the international summer school "Promoting the progressive" in "Open gallery" in Kaunas.	Public debates about Kaunas as a possible UNESCO site. Public debates about riversides in Kaunas district (based on the results of the summer school).	These activities will be explained in a detailed plan for each year. Will be based on continuously developing capacity of community as well as organisers of the program "Modernism for the Future". At least two activities per year.			Cultural heritage owners, operators, initiatives, offices of architects involved in cultural heritage activities (e.g. "Office de Architectura" http://dearch.lt/ , etc.), Lithuanian Real Estate Development Association (LNTPA), http://lntpa.lt/en/ .
			MODERNISM AS AN INSPIRATION FOR CONTEMPORARY ART: Aiming to promote artistic interpretations of modernism and illumination of buildings and places in special/artistic ways, etc.: (a) international residencies for site specific art and temporary urban interventions based on artistic research; (b) organizing international open-calls for artists to create artistic events in modernist buildings (in staircases, apartments, patios, etc.)		2020: International OPEN CALL for art and culture programme of 2022 (at 365 buildings) in combination with residencies program.	International open-call for art and culture programme in 365 buildings. In combination with residencies program.	Presenting the collection of art projects which were implemented during the preparation years: (a) presentation event; (b) catalogue. 365 international artistic projects in private and public modernist buildings in Kaunas, Kaunas District, Vilnius, Klaipėda, Šiauliai (LT) and other European and international cities with modernist features – Gdynia, Tel Aviv, Grenoble, etc.		Cultural heritage owners, operators, initiatives, offices of architects. Kaunas artists' house, Kaunas Architecture festival (KAFe), Kaunas Biennial, Kaunas Photo, Kaunas in Art. ECoC cities, Kaunas twin cities, UNESCO Design cities, network of modernism cities.
			CO-PRODUCTIONS with local partners and other KECOC platforms dedicated to memory of place, design, myth, youth and communities. Activities based on horizontal and interdisciplinary approach – local cross-sectoral interpretation of modernist heritage working together with heritage community.	International Summer School.	International Summer School.	Will be developed as a result of workshops.	Will be developed as a result of workshops.		

PLATFORM	GOALS	PROJECT title	CONTENT	2017-2018	2019-2020	2021	2022 highlights	BUDGET	PARTNERS INVOLVED
	To raise awareness of modernist heritage across Europe; to represent and expose Kaunas modernism to Europe; to become a member of international networks; to discover the uniqueness of Kaunas based on best-practice examples of foreign countries; to create a contemporary vision of the city's future.	INTERNATIONAL MODERNISM RESEARCH AND INTERPRETATION CENTER: (Events of 2018 have been implemented in collaboration with Kaunas University of Technology Institute of Architecture and Construction. The Center will continue this cooperation.)	PROFESSIONALS CORNER. Workshops, forums and other smaller scale events aimed at integrating into international professional networks (e.g. Baltic Region Heritage Committee (BRHC), etc.), to develop cooperation with international institutions (e.g. Bartlett School of Architecture, etc.), and to share international experience with local professionals.	The forum "Modern Movement in architecture – an asset to cultural heritage: Central and Eastern Europe Perspective" http://forumas.modernizmasiteiciai.lt/en/	2019. International Forum on modernist cities (in cooperation with Kaunas municipality and Lithuanian National Commission for UNESCO). 2019 Workshop "Experimental Heritage Protection Strategies for Kaunas Interwar Architecture" (in cooperation with KAFE). 2020: Based on the experience of previous activities	Based on the experience of previous activities.	Based on the experience of previous activities.		Institute of Architecture and Construction of Kaunas university of Technology; Lithuanian National Commission for UNESCO; European Commission Bureau in Lithuania; Baltic Region Heritage Committee (BRHC); Kaunas architectural festival (KAFE); Tallinn Academy of Arts; University of Birmingham; Czech Academy of Arts; Bauhaus-Universität Weimar; International Cultural Centre in Krakow; TED University, Ankara; Birbeck University of London; The Bartlett School of Architecture (UCL); The White City Centre, Tel Aviv; and others.
			Promoting modernism phenomenon through international CONFERENCES .	International conference "Modernism for the Future" dedicated to European Heritage Year 2018, http://konferencija.modernizmasiteiciai.lt/en/ .	2020 international conference on social sustainability and heritage communities of modern heritage (Preliminary in cooperation with Europa Nostra)		2022 International conference on the role of artists in preservation and appreciation of modern heritage. Preliminary in cooperation with Interpret Europe or other European institution.		Baltic Region Heritage Committee (BRHC); Europa Nostra; European Heritage Label community.
			International SUMMER SCHOOLS are events dedicated to research and conceptualisation of different case studies in Kaunas and Kaunas district.	"Promoting the Progressive: Modernism and its Value as a Historic Urban Landscape", (http://mokykla.modernizmasiteiciai.lt/en/)	2019 summer school about riversides of Kaunas district.	Based on the experience of previous activities.	Based on the experience of previous activities.		The Bartlett School of Architecture (UCL); The White City Centre, Tel Aviv; Institute of Architecture and Construction of Kaunas University of Technology.
			PUBLICATIONS AND EXHIBITIONS as a tool for the dissemination of Kaunas modernism and research for different contexts/experiences.	Exhibition <i>Architecture of Optimism</i> (presented in 6 EU countries)	Exhibition <i>Architecture of Optimism</i> (presented in 2–3 EU countries). Application to run Lithuanian pavilion at Venice Architecture Biennale is prepared (for the year 2020 or 2022; not decided yet).	To be decided in 2019.	Preliminary: Exhibition on visions of modernism, included in 365 Highlight.		Institute of Architecture and Construction of Kaunas University of Technology; Lithuanian National Commission for UNESCO; Lithuanian Culture Institute; Lithuanian Embassies and Culture Attachés.
		URBAN LANDSCAPES OF THE 1930s: Documentary film creation	DOCUMENTARY MOVIE envisioned as a production exploring and unveiling the personalized stories behind European and world-wide modernism heritage sites. Film is expected to be internationally produced and disseminated.	Developing initial concept.	2019: Further development of concept, production partners confirmed and contracted, applications to various EU funds prepared. 2020: production starts.	Film is finalised, promoted at movie fairs, scheduled at festivals in Europe.	Premiere at Kaunas International Film festival and at European film festivals.		Arūnas Matelis film studio (consulting for procedure).
		CITY CROWN: FESTIVAL OF MODERN LIGHTS	Envisioned as THE LIGHT FESTIVAL for the opening of 2022. Festival should include 365 buildings (most of them private) illuminated by various kinds of lights. Community engagement is essential in this project.	Research on European Light Festivals, search for partners and idea development.	First small-scale festival implemented. Establishing network of partnerships.	Final preparatory works for professional illumination of the main buildings. Community involvement grows.	Festival takes place during the opening week of Kaunas 2022, 20–22 January 2022.		In 2019 a network of partnerships will begin to be established with different festivals (e.g. Berlin Festival of Lights) and artists (e.g. Bruce Munro).

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MEMORY OFFICE	To explore the multilayered and multicultural, historical and contemporary European identity; to break the silence about the difficult past of Kaunas; to present and promote multicultural and multinational heritage through European values; to commemorate the memory of erased communities of Kaunas and Kaunas District.	TEAR DOWN THE WALLS: MEMORY FESTIVAL	A multicultural past and values of diversity, respect of each other's differences, race, ethnicity, sexual orientation and others are commemorated through storytelling events, regular forums, festivals and other art projects.	Memory Festival concept development; looking for partnerships and artists. Workshops on filmmaking and memory for schools; storytelling workshops with the local communities.	2019: First Memory Festival; 2020: preparation of 2 books on multi-ethnic and multicultural Kaunas (historical and literary/artistic). Workshops on filmmaking and memory for schools.	Publishing 2 books on multi-ethnic and multicultural Kaunas (historical and literary/artistic); Workshops on filmmaking and memory for schools.	MEMORY FESTIVAL: Multi-ethnic Cantata involving more than 300 musicians and performers and several thousand chorus singers from various minorities and nations.	2 million EUR, including Highlights for 2022.	Street Art Festival NYKOKA; Israeli Embassy; Lithuanian Embassy in Poland; local and international artists; Žalgiris Arena, Kaunas; History Meeting House, Warsaw (tentative), local music institutions, orchestras and choires.
		SITES OF MEMORY	The stories of multi-ethnic communities are collected and become a source pool for artists to create projects based on the Jewish, Polish, German and other memories for 2022 programme. Interviews are published on the website "Sites of Memory". Some of the stories are illustrated by drawings, which artists make during the interview process.	Up to 30 interviews, uploaded to website https://www.atmintiesvietos.lt/en/kaunas-2/interviu-sutautinemis-kauno-bendruomenemis/ .	Up to 30 interviews uploaded to website. 2020: OPEN CALL for artists to use memories and stories for artistic production. Residency programme for artists. Storytelling presentations in public spaces.	Up to 10 interviews uploaded to website. Artistic projects with local communities implemented. Documentary based on the collected stories is created. Residency programme for artists.	Artistic projects with local communities implemented.		

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		CAFE DU MONDE	A series of storytelling events at local cafes, inviting participants to share stories and start a discussion on the values of twenty-first-century society. These events will include old and, especially, new multi-ethnic communities of the city such as international students (some of them study in the city for 6 years), professors and others. The students will also be encouraged to create their own artistic projects.	Development of the concept; looking for partnerships.	Launch of the project with at least 3 organised events.	Supporting the project which is led by teams of international students.	Storytelling programme for the city, organised by teams of international students.		Universities of Kaunas, local cafes and restaurants.
		YIDISHE MAMME	Programme serves as a platform of reconciliation after the long silence that followed the horrors of the Holocaust in Lithuania and Kaunas.	Publication of BOOK: preparation of a book on life and culture of Kaunas Jews.	Book "Jewish Kaunas" published and presented at Vilnius Book Fair. Translation of the book into English, publishing, promotion. Regular communication regarding creation of OUT OF DARKNESS exhibition.	Educational programmes created in relation to book material – used by Kaunas tourist guides, Culture Concierges, Kaunasians. Production of the exhibition.	Jenny Kagan exhibition: OUT OF DARKNESS.		NVO Kauno tvirtovės parkas; Lithuanian Jewish Community; Israeli Embassy; Vytautas Magnus University.
				THEATRE PROGRAMME: Script written, and play produced about the story of Bella Shirin. Production performed more than 10 times across Lithuania.	OPEN CALLS for community theatre / theatrical tour productions based on storytelling.	Creation of theatrical tours through places related to Jewish (hi)stories in Kaunas and Kaunas District.			Theatre Club.
		FACE TO FACE	Emmanuel Levinas Research Centre was established in August 2018 with the aim of becoming an international centre for European thought, organizing seminars, discussions, conferences, publications and promoting humanistic ideas of the Kaunas-born Jewish French philosopher.	Development of the concept; looking for partnerships.	Official opening of the Emmanuel Levinas Research Centre building with exhibition and international conference around it. Translations.	Translations, dissemination of Levinas' thought.	International conference dedicated to Levinas' ethical philosophy.		Emmanuel Levinas Research Centre; Levinas Research Centre, Sorbonne University; LSMU; VDU.
DESIGNING HAPPINESS	To extend the "Design for All / Accessibility for All" approach across Kaunas and Kaunas District culture organisations, other institutions and businesses; to boost local CCI sector, focusing on circular social business.	DESIGN FOR ALL: Accessibility has to be put forward in all planning stages. Public spaces and services must be improved.	Creative workshops dedicated to the use of strategic design for greater accessibility in various cultural institutions, heritage buildings, venues in Kaunas and Kaunas District. Great focus to process and new ways of thinking and acting. Communication campaigns around workshop events.	Kaunas 2022 became member of EIDD (Design for All Europe). (Design for All board meeting in Kaunas 9–11 September 2018). 2 workshops and seminars about accessibility: Memory Design at Sugihara House, Vilija accessibility case, and the summer camp for children in Čekiškė. Best workshop outcomes are envisioned to be realised/implemented until 2022.	2 workshops on accessibility with partly or fully implemented proposals. Facilitation works in implementation of all 4 workshops' results. Lobbying at municipal and governmental level for guaranteeing accessibility to cultural institutions and main public spaces designated for Kaunas 2022 events.	Majority of culture institutions are accessible to persons with full or partial disability, for foreigners, parents with baby strollers and other people with special needs.	Greater number of projects and events are more accessible and convenient for everyone.	2 million EUR, including Highlights for 2022.	EIDD (Design for All Europe), Kaunas City Municipality, Kaunas District Municipality, local cultural institutions, local businesses, Department for the Affairs of Disabled under the Ministry of Social Security and Labour.
			Accessible Culture / Culture for All. The goal is to prepare a toolkit with guidelines for cultural operators to make events & venues accessible for everybody. Start implementing the approach in all Kaunas 2022 events and venues. Collaboration with marketing team, Tempo Academy, Wake it, Shake it, and We the People platforms.	Concept development: Kaunas 2022 together with partners.	Preparation of toolkit and workshops about Accessible Culture for cultural and other service institutions and companies. Release of toolkit with recommendations for culture operators for greater accessibility and social inclusion. "Design for All" action methodology and toolkit for architects, interior designers, real estate developers.				Kaunas City Municipality, Kaunas District Municipality, local cultural institutions, local businesses.

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		DESIGNING HAPPY SPACES & PLACES Projects dedicated create/support/disrupt socio-business models in order to unlock the hidden beauties of Kaunas and Kaunas District, making them accessible and engaging for new (generation) visitors. The projects will be realised in close connection with the marketing team, Tempo Academy (hospitality faculty), Kaunas District, Mythical Beast, Youth, Wake it, Shake it, We the People and other platforms.	NEW: Bed&Culture / (evolved Design Hotel Idea) uniquely equipped Airbnb-type apartments where hosts act as specialized cultural ambassadors who inform guests about cultural events, the city and its surroundings within the framework of Kaunas 2022. Informational packages and branded items are developed. Open platform for everybody. Steps to follow: develop idea, create business and brand strategy, identity, design & production, training, media strategy and launch campaign.	Concept development phase (UNHIDE KAUNAS workshop), led by Fionn Dobbin.	Hosts are encouraged through the community programmes Fluxus Labs and Modernism for the Future (heritage community project). About 20 Bed&Culture providers registered. Training and update mechanisms are developed (common app for hosts with essential information, etc.).	System is working fully; over 20 private apartments are participating in project Bed&Culture.	System is working with full force; over 40 private apartments participating in project Bed&Culture with full use of Kaunas 2022 programme participants and visitors.		Local tourism and hosting operators, real estate managers (citizens), international travel e-commerce companies, local businesses, design and cultural companies.
			NEW: Cultural Concierge / Experience design. Cultural Concierges are citizens with a mission to provide visitors with a personalised Kaunas 2022 experience. Any Kaunasian can become a Cultural Concierge (CC). Training and material provided by Kaunas 2022.	Concept development phase (UNHIDE KAUNAS workshop), led by Fionn Dobbin (Age5).	Development of training program specially designed for Cultural Concierges. Launch of Open-school for Cultural Concierges. Training for registered CCs (Cultural Concierges) and Pilot assistants for Kaunas 2022 international guests.	Testing phase: up to 20–30 Cultural Concierges in action.	Booming phase: up to 100 Cultural Concierges in action.		Local tourism and hosting operators, real estate managers, citizens and city lovers, local and international partners (e.g. Kaunas Artist House, Age5, etc.).
			NEW: Culture Cab. During Kaunas 2022 it will be possible to order a Culture Cab via Taxify app (real contacts with the company). Culture Cabs will be driven by Kaunasians offering unique city tours showing their personal highlights.	Concept development phase (UNHIDE KAUNAS workshop), led by Fionn Dobbin.	Pilot years, collecting drivers, training them, recruiting for Kaunas 2022 international guests' service. Training and update mechanisms are developed (common app for drivers with essential information, etc.). Open call (open platform) for local producers to unhide themselves.	Over 20 Culture Cabs start operating and running in Kaunas streets. Testing phase: first products on market.	Booming phase: Over 40 Culture Cabs operating and running in Kaunas streets.		Taxify and other taxi companies.
			NEW: From China į kaimą (From China to Local Village). Simple merchandise products are designed and produced by locals. QR codes give insights concerning each product's design, production and background story. Anyone can become an active creator.	Concept development phase (UNHIDE KAUNAS workshop), led by Fionn Dobbin.	Map of potential. Selection of products, promotional processes (documentation, design workshops, production of packages), first examples used for marketing and hospitality purposes.		Booming faze: series of products on market.		Kaunas and Kaunas District communities, local creatives and producers, design and marketing companies.
			ART-CART.EU website to become KECoc-led platform to promote and market the creative sector.	Platform exists, but still needs refurbishment. Agreements with platform owners in its re-conceptualisation are made.	Mapping CCI, ITC and freelance sector; working to introduce them to the platform as a tool for self-development.	art-cart.eu is fully running to promote Kaunasians, Lithuanian designers and freelancers.	Participants of the platform take part in other Designing Happiness festivals.		Kaunas Biennial, Design Week, Lithuanian Design Association, Vilnius Art Academy.
	To make public spaces boosted by art and design objects related to dwellers lives, memories and the history of the place.	CITY AS A CENTRE FOR CONTEMPORARY CULTURE, ART, AND DESIGN	Mapping potential spaces in Kaunas and Kaunas region for artistic intervention. Work with residential and artistic communities. Co-curatorial project. Together with Lewis Biggs, Community platform and Culture Co-opetition programme.	Strategy for development of public art objects confirmed (to be used as a tool for Fluxus Labs and corresponding with communities' and storytelling-about-places narratives).	First 5 implementations (public art, design, street art, objects, performances in public space). International OPEN CALL.	About 15 implementations (public art, design, street art, objects, performances in public space). International OPEN CALL and INVITED ARTISTS.	About 5 implementations (public art, design, street art, objects, performances in public space). INVITED ARTISTS		UNESCO Creative City network, European heritage label network, local and international art partners, ECoC, Kaunas and Kaunas District municipalities and communities, Public Art Institute , International Biennial Association.
	To strategize situations and platforms for happiness in the city and in Europe.	DESIGN(ING) FOR EMOTIONS	Design object ("Happiness hedonometer"). Open call for artist and ICT creators to create interactive design-architecture object, a vibrant symbol to measure (reflect in artistic way) emotional temperature of creative atmosphere in the city (mirroring, reflecting emotions, feelings, happiness).	Concept development phase, preparation works for organisation of idea competition (open call).	2019: International Idea Competition – OPEN CALL for artists, designers, architects & ICT creatives for a DESIGN OBJECT. 2020: multidisciplinary artist-in-residence. Public exhibition of proposals.	Construction work for DESIGN OBJECT.	DESIGN OBJECT opened in a public space in Kaunas.		Kaunas City Municipality, Lewis Biggs, Lithuanian Association of Architects, Lithuanian Design Forum, other international partners and businesses.

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			International DAY OF HAPPINESS . (Realisation of Happiness Interventions from bidbook). Vision is to invite citizens to celebrate International Day of Happiness (United Nations initiative). By 2022 festival grows out the borders of the city, celebrated with EcoC family cities. Each year's festival is dedicated to a different theme. Realised in close connection with marketing team and with involvement of all other platforms in their specific ways.	Launched in Kaunas on 20 March 2018 with 60 partners joining the initiative. Invitation to other EcoC cities and twin cities to celebrate is prepared.	Theme for 2019 International Day of Happiness is: Accessibility. 70 local partners participate. 2020 will have other focus topic.	20 March 2021: 100 local partners participate.	International Day of Happiness is celebrated together with Esch sur Alzette and many other European cities. 200 local partners, 10 European cities participate.		Kaunas and Kaunas District municipality, local and international cultural operators and companies.
		URBAN ACTIONS (NEW)	(Re)activation of abandoned / spaces, heritage, modernist buildings in the city and city region. Mapping of potential places, mediation among real estate developers and cultural operators, artists, CCI sector players for their (re)activation possibilities. Launch of open platform/map showing spaces available. Preparation of creative concepts for reactivations. Packages of ideas prepared for possible events (like landscape art, street art, food design festival, etc), further development proposals. Seek to initiate new special program on Municipality level for co-shared space (re)activations. Implementation is horizontal: together with Modernism for the Future, Emerging Kaunas, Mythical Beast and other platforms.	Concept development, search for partners, discussions with CCI sector, real estate developers and city municipality.	Stimulating cooperation between CCI sector and real estate owners. 5 project offers for activating real estate objects. Launch of Kaunas and Kaunas District map showing potential spaces for CCI and culture objects. Analysis of support possibilities and ways for developing CCI center/hub/cluster. Disclosure of the need for CCI sector cooperation. Discovery of potential strengths. Centre/hub/cluster's initiation. Formation of a Leadership Group. Project proposal for city and district government. Activity institutionalization and control. Planning priorities and preparing strategy.	Launching programs for reactivation of abandoned spaces and buildings by local municipalities. Filling Kaunas and Kaunas District map with art, design and CCI objects. Realisation of CCI center/hub/cluster.	Annual monitoring of municipalities programs. Continued filling open spaces with art, design and CCI objects. Launching strategic programs in CCI center/hub/clusters.		Kaunas city municipality, Kaunas District municipality, "Kaunas Makerspace", VMU Botanical garden, companies "Kaunas design", "Jot Jot", "Ieti", "Višta puode", etc, festival "KAFe", real estate developers, Centre of Excellence for Cultural and Creative Innovations, Matera ODS, local cultural institutions, local businesses.

PLATFORM	GOALS	PROJECT title	CONTENT	2017-2018	2019-2020	2021	2022 highlights	BUDGET	PARTNERS INVOLVED
					Developing ideas for possible new events (landscape art festival, street art festival, design festival and food design and culture events) and launching pilot events in 2019–2020.	Developing landscape art festival, street art festival, design festival and food design and culture events for 2022 and strengthening interest in these festivals with smaller events.	Filling up the year 2022 with big festivals as well as landscape art, street art, design and food design events.		
					Developing Open Makerspace project	Re/opening Open Makerspace project.	Launching strategic programs in Open Makerspace.		
EMERGING KAUNAS Youth platform	To regenerate cultural offerings of the city and district towards an international, contemporary and youth-inclusive cultural profile (programmes for babies and young children).	DANCE AND PERFORMANCE PROGRAMME FOR BABIES AND THEIR FAMILIES (programme for the youngest audience)	Partners found; first cycle of creative workshops and performances implemented in Kaunas and Kaunas District.	Programme plan for 2019–2022 prepared; creative workshops; seminars and classes for professionals and parents implemented.	Creative workshops; seminars and classes for professionals and parents; stage performance for babies. Programming the festival for the youngest audience for 2022	Creative workshops; seminars and classes for professionals and parents; stage performance for babies.	Performances for babies. Implementing the festival for the youngest audience for 2022.	2 million EUR, including Highlights for 2022	"Dansema" Dance Theater, international artists and theatres.
		LEARNING MUSEUM and LADISLAS STAREVICH ANIMATION LAB (programmes for primary and secondary school children)	Partners are sought, programmes planned.	Plan of programmes for 2019–2022 prepared; partners sought.	Round-table discussions for partnerships between museums and schools; OPEN CALL for artists/animators/creatives for Creative Labs for children.	Collaborative projects between museums and schools; Creative Labs for children.	"LEARNING MUSEUM" yearly programme; international children's animation festival.		Museums, local cultural institutions and creatives, schools.
	To empower the young generation (Kaunas Challenge alumni) and to create a platform for them to be rooted in the city; to make Kaunas attractive for young people throughout Europe (programmes for high school children and young adults).	KAUNAS CHALLENGE ALUMNI CLUB (in bidbook – The Centurians) ACTIVITIES	In the Tempo Academy of Culture (Faculty for Youth), 15–19-year-old youths go through KAUNAS CHALLENGE training courses that develop their personal and cultural capacities. They are introduced to the cultural environment, the functioning of institutions and NGOs, are provided specific tasks/challenges inside partner organisations, and create their own projects. ALUMNI of the course (The Centurians) will become part of the Kaunas 2022 team, working alongside curators and contributing to youth culture in Kaunas and Kaunas District.	ALUMNI CLUB established; the TEMPO SPACE site is renewed and provided for use of alumni for meetings, workshops, projects and networking; Participation (9 representatives) at EYE2018 in Strasbourg (European Youth Event); summer camp; magazine editing and publishing; international internships at other EcoC cities (plan and proposal to EcoC family members).	Youngsters continue capacity building and practice programme at ALUMNI CLUB; hub for youth (TEMPO SPACE) is established and working constantly; project implementation; summer camp; international internships at other EcoC cities; international exchange project.	Youngsters continue capacity building and practice programme at ALUMNI CLUB; hub for youth (TEMPO SPACE) continues activities and is run by the young generation; international internships at other EcoC cities; summer camp.	ALUMNI club members are organisers of European Youth Week events in Kaunas and Kaunas District.		Local and international organisations, EcoC cities, youth from Klaipėda (Candidate City 2022).
		NO-BORDER RADIO A European Sound Channel (programme will be implemented by young adults from Kaunas and Esh-sur-Alzette)	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 allowing them to broadcast information and opinions to an international online audience.	Project is underdeveloped because of the weak communication with Esch-sur-Alzette team.	Project development, visit to Esch 2022, scouting for partners, first local broadcasts. 2020: international open call for radio broadcasters and DJs.	Project implementation; international radio broadcasting to promote EcoC programmes of both cities in 2021–2022.	All year, podcasts, direct broadcasts and music channels will be employed to reveal the most relevant European topics and cultural news.		Esch 2022, Luxemburg University, Kaunas Technology University, Vytautas Magnus University, Nenook, Neringa FM .

PLATFORM	GOALS	PROJECT title	CONTENT	2017-2018	2019-2020	2021	2022 highlights	BUDGET	PARTNERS INVOLVED
		INTERNATIONAL YOUTH SUMMER CAMP/FESTIVAL	The biennial summer camp, which will grow until European Youth Week in 2022, is an event for young adults (18–27) who are involved in European topics; activities in Kaunas and Kaunas District; networking till 2022 and beyond will be enabled.	2018: International Youth Summer Camp – 100 FIRST TIMES. 100 young adults from more than 25 countries participate in an 8-day programme; in-depth and practical components explore various topics: memory and the importance of knowing recent past of one's place and of Europe, the modern movement and the optimism it brought to Europe, the "Design for All" concept, etc.	2019: OPEN CALL for emerging European professionals to participate in the 2020 Summer Camp in Kaunas. 2020: International Summer Camp will be dedicated to creation of the concept and structure of European Youth Week in Kaunas on 2022.	ALUMNI (The Centurians) will be leading the process of 2022 programme development, production and implementation.	July 2022: European Youth Week in Kaunas.		ECOC cities, local and international organisations/artists.
WE, THE PEOPLE Community platform	To empower the cultures of various communities to flourish through co-creation, collaboration and sharing.	FLUXUS LABAS! / FLUXUS HELLO! https://www.facebook.com/FluxusLabas/	After 6 months of training at Tempo Academy of Culture (Community Faculty), Fluxus Agents are recruited to explore the entire area of Kaunas and Kaunas District. Their goal is to map already existing and possible places for cultural activities, initiatives and organizations which are essential to the place. Agents regularly meet local people and work to reveal local culture and talents and to make them visible to neighbours, citizens, and internationally in later years. Fluxus Labs – are creative community laboratories through which the main Kaunas 2022 programme will reach the local population. Other platform themes and goals will also be placed into communities through these laboratories.	8 Fluxus Labs established; more than 90 actions will have taken place in Kaunas City and Kaunas District during this time, reaching more than 3500 people.	Around 20 Fluxus Labs established and working. Even more people reached directly. Main activities are based on storytelling and memory of place, legend creation, discussing public art forms in specific environments, urban gardening projects, etc.	Up to 40 Labs are in place (about 30 in the city, about 10 in the district) . Main activities are related to the Grand Events of 2022 – community members, who will be participants of massive parades, are rehearsing and preparing for the shows.	All communities are included in the main massive events of Kaunas 2022. Hospitality programmes (volunteering, sharing accommodation, food, transportation, etc.) are also mainly organised through Fluxus Labas network	4,5 million EUR, including 125 000 EUR Interreg STAR Cities plus additional 2,4 m EUR European Platform Magic Carpets run by partner Kaunas Biennial in 13 European countries.	Kaunas City and Kaunas District Municipal Seniūnijos, community associations (6), local cultural institutions (4), schools (8), libraries (6), market places (1), "Kūrybos kampas 360", Aleksandras Stulginskis University, Veterinary Academy, Kaunas Fortress, "Kauno Viltis", "Senjorų iniciatyvų centras", "Misija nulis" project, sport and dance clubs and initiatives (12), "Šilainiai Project", "Minam kartu", Kaunas Artists' House, "Laimės namai", "Veiklių mamaų klubas".
			Courtyard initiatives (MY COURTYARD FESTIVAL): encourages neighbours to connect and communicate with each other through creative and artistic activities. Open calls for artists (working with communities) and residency to join the courtyard community in solving challenges through artistic means.	Courtyard initiatives concept development, search for partners, map of potential spaces launched.	International OPEN CALL FOR ARTISTS. HOME RESIDENCY PROGRAMME launched in 2020. 2–3 pilot projects implemented.	MY COURTYARD FESTIVAL becomes international.	Festival coincides and merges with Modernism 365, European Youth Week, The Beast Day and other activities.		
	To extend the availability of professional culture beyond the city centre and beyond institutional walls; to stress the inclusive character of culture – which is able to strengthen creativity, initiative and openness in society.	MAČIŪNAS IN THE LABORATORY OF LIFE: FLUXUS FESTIVAL	The project tent to be a highlight of 2022, including a museum exhibition and a performance festival. But we started it earlier: during The Festival of Unexpectedness (14 July 2018) we invited Kaunasians to climb one of city's hills in Fluxus style (using a route starting from the house where Mačiūnas was born). It was such a success and inspiration, that Kaunasians are already insisting on having it repeated every year.	First Fluxus-style hill climb. Concept development of Fluxus festival as an annual community festival which all our engaged communities (from Fluxus Labas and Cultural Co-opetitions) will join. Initiation of renaming Kaunas international airport (KUN) to the Kaunas George Mačiūnas airport.	Open call for artists and curatorial work for Fluxus historical exhibition at the National Museum. Annual 1-day Fluxus Festival including Fluxus-style hill climbing in the programme. More than 20 communities participate, more than 1000 people climb the hill. Hoping to have KUN airport name changed and FLUXUS GALLERY opened in the waiting hall.	Annual 1-day Fluxus Festival including Fluxus-style hill climbing in the programme. More than 40 communities participate, more than 2000 people climb the hill.	Fluxus festival explodes into Fluxus Exhibition, community events, hill climbing and other open-air performance projects.		

PLATFORM	GOALS	PROJECT title	CONTENT	2017-2018	2019-2020	2021	2022 highlights	BUDGET	PARTNERS INVOLVED
		CULTURAL CO-OPETITION (new title is under design)	The aim is to create a strong identity for rural areas around the city, strengthening their already existing cultural activities and initiating new ones. The project is about structural change, concentrating on Kaunas District Seniūnijas rather than Kaunas City (where Fluxus Labas is a dominant community programme). The change is based on practical observation of differences between cultural policies in Kaunas City and Kaunas District municipalities. Kaunas District has cultural staff in each of its Seniūnija and the Cultural Co-opetition processes will be best run through these people with the aim of raising their capacities. Kaunas 2022 will support the Co-opetition processes and rural communities in the district by providing training for cultural employees, guidance for curators for the project, artists, a youth perspective (alumni of Kaunas Challenge), international partnerships and much more. The programme will permanently seek connection to other Kaunas 2022 initiatives, goals and topics: legend creation, memory topics, re-engaging with the waters, contemporary approach to traditional culture, courtyard festival components, and home residency projects.	Networking; creating list of contacts (more than 1000 already); visiting Kaunas District cultural events and supporting them through communication and human resources.	Up to 20 Seniūnijas (bigger communities) will be nominated and will lead projects during 2019–2020. The areas will be selected by open call. Research; networking of all possible interests of people and organisations based in the area. The artistic project will be developed and partly or fully implemented by the end of a year. OPEN CALLS for artists. HOME RESIDENCY PROGRAMME launched.	Deepening understanding of and emotional attachment to "place" in all areas of Kaunas District through international artistic participation and local culture profile. HOME RESIDENCY PROGRAMME in use as a tool for new collaborative artistic productions.	All Seniūnijas dedicate one activity per 2022 as its flagship of the year. The project fully corresponds with the goals and values of ECoC programme: European topics, European and local partnerships employed, accessibility ensured, sharing of talents and local resources guaranteed.		Kaunas District Municipal Seniūnijos, libraries, local cultural institutions and organizations, informal community initiatives, Roberto Magro.

PLATFORM	GOALS	PROJECT title	CONTENT	2017-2018	2019-2020	2021	2022 highlights	BUDGET	PARTNERS INVOLVED
		IN FULL FLOW: re-engaging with the waters	A horizontal community programme activity which is incorporated into both Fluxus Labas and Cultural Co-opetition programmes, and into other platforms' activities. This programme seeks to re-connect local people to rivers and waters and also to participate in international processes of such re-connections. It includes also Kaunas Atlantida development for the 2022 programme.	Interreg Europe project, Sustainable Tourism for Attractivity of Riverside Cities (STAR Cities), together with 5 European partners submitted, selected and started. Initiatives for infrastructural improvement and community engagement started: small boat rented for expeditions; workshop in 3 Kaunas District villages implemented; design objects created with community members.	2019–2020: period of implementation of Interreg Europe. The programme is at the heart of the EU cooperation process. It will be built around 5 sessions during the project and will be thematic, interactive, result-oriented. Interregional learning sessions: Semester 1 – Val-de-Marne; Semester 2 – Rome; Semester 3 – Bucharest + European Conference; Semester 4 – Hamburg; Semester 5 – Kaunas. The hosting partner will also include relevant experts and stakeholders from its territory. Partners will also propose synergies sessions within their organisations to involve their colleagues in relevant missions regarding the project's issues.	Interreg Europe “STAR Cities” action. Kaunas 2022 will draft the Cultural Strategy of Kaunas District Municipality. It is important for creating common regional synergies between cultural and tourism activities within a global and national framework supported by EU funding.	In 2022 the Water Programme will be closely connected with the Grand Events programme – the Legend of the Kaunas Dragon (Water Beast) will be unveiled though many spectacular shows on and near the waters. European Conference of the Interreg Europe project “START Cities”.		Initiative group Teka, Vidaus vandenų kelių direkcija and other local partners; Ministry of Tourism (Romania), Free and Hanseatic City of Hamburg (Germany), Municipality IX EUR of Rome (Italy), Lazio Region (Italy), NECSTour – Network of European Regions for Sustainable and Competitive Tourism (Belgium), Val-de-Marne Tourism Board (France) etc.
		MATTERS: Post-industrial culture festival	Matters is a platform for alternative culture that seeks 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 biannual symposia.	3 international sound residencies with record production implemented. 2 workshops, 2 concerts, more than 200 people reached.	2019: Interdisciplinary symposium, urging a critical artistic response to the questions raised by the posthumanist condition. 2020: Industrial music and culture festival. MINI RESIDENCIES for artists. OPEN CALLS for 2022 festival productions.	Industrial music and culture festival; interdisciplinary symposium.	The final event of the 2022 festival will be a large-scale post-industrial opera, created and performed by an international group of circus practitioners, industrial musicians and interdisciplinary artists.		Dirty Electronics (UK), Ural Industrial Biennial (RU), Wrocław Industrial Festival (PL), and Sturm (LV).
		CONFLUENCE CULTURETHON	The idea grew from creating just a culturally oriented marathon event into a much broader partnership including sports initiatives and organisations. Educational programmes are envisaged, uniting culture and sports, bike projects, basketball, marathons and other health living initiatives – putting them under the umbrella of one project.	Yoga and sports workshops in Fluxus Labas. Community marathon in Šilainiai district during the celebration of “Labas Šilainiai”; bike tours through Fortress zones; tour from Garliavos apylinkės to Zapyškis through Akademija; tour in Šilainiai. Sports activities at public Kaunas 2022 events (The Festival of Unexpectedness, International Youth Summer Camp).	Inclusion of sports activities into community events, Fluxus laboratories. 2020: OPEN CALL for shared ideas and calendars with sports initiatives in 2022 in Kaunas and Kaunas District.	Programming and scheduling the 2022 events (including GRAND EVENTS and massive participation of sports teams).	Kaunas Marathon in 2022 will be held in one of Kaunas' suburbs, the route will contain a rich community programme (arts, sports, crafts, etc.) from all over the city and Kaunas district.		Ernesta Satya Joga, "Flash Dance" dance studio, "Senjorų iniciatyvų centras", project "Misija nulis", "Akro joga Kaunas", "All that swing" dance studio, Slackline, S. Dariaus ir S. Girėno Sports Centre.

PLATFORM	GOALS	PROJECT title	CONTENT	2017-2018	2019-2020	2021	2022 highlights	BUDGET	PARTNERS INVOLVED
		MAGIC CARPETS: Creative Europe platform www.magiccarpets.eu	Magic Carpets is an international residency project that invites foreign emerging artists to work in 13 European cities with local communities and local artists. In Kaunas the project correlates with Fluxus Labas and Co-opetition projects. Resident artists are creating new works related to current issues of global nomadism, displacement and encountering Otherness. The project aims to intervene in public zones by creating interactive situations, 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. In addition, approximately 10 collaborative international projects will pair local communities with European emerging artists.	One residency in Kaunas and another 15 residencies in at partner cities implemented, sharing the aim of growing a team of motivated curators and artists having skills and willing to work within communities throughout Europe. The project enters its 2nd year in Sept 2018.	26 + 26 = 52 residencies in 13 European countries (4 of them in Kaunas) will be implemented during this period. More than 100 emerging artists participating, more than 2,000 direct contacts and co-creative encounters with people across Europe.	Exhibition, enriched by VR and AR products, a book, and oral programme, is produced on the basis of a rich documentary made during project years 2017–2021 by the documentary team (Nanook) and shared curatorship; will be exhibited at the same time in all 13 countries, including Novi Sad 2021.	Exhibition in Kaunas will coincide with Kaunas Biennial from November 2021 to March 2022 and will be accessible to guests of the Kaunas 2022 opening.		Kaunas Biennial (LT), Nanook (LT), 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), Folkestone Fringe (UK), Art Cube Artists' Studios (IL), Alto Festival (IT).
WAKE IT, SHAKE IT Networking and 2022 programme development platform for cultural sector	To encourage cultural institutions, municipal and public organisations, together with residents of Kaunas and Kaunas District to create a collaborative network of partnerships; to improve the quality of services and to work as a networked civil society institution that enhances the importance of the city and empowers its residents and visitors.	NEW: ROUND TABLE Project created by local organisations in mutual partnerships and cross-sectorial co-operation.	ROUND TABLE is a tool proposed for cultural institutions to develop their own projects for Kaunas 2022, strengthening each other's capacities by sharing knowledge and human resources. Examples of projects proposed in the Wake It Shake It section of the bid book will be analysed during Round Table meetings and might be reshaped based on common agreement with the partners. ROUND TABLE is a model, not a project. It may convert itself into various practical forms: common marketing campaigns, shared educational programmes for children of specific ages, a travelling museum, and forms of documentary theatre. The main task of the programme is to find common goals and to help one another reach more together than alone. Conditions that projects must meet in order to participate in the 2022 programme development / Round Table are: local, regional and European partnerships are envisioned; cross-sectorial partnerships are planned; audience development strategies are employed; accessibility is guaranteed; legacy of the project is addressed.	2018: 3 Round Table projects started; OPEN CALL for professionals; community theatre workshop for professionals held in October 2018 (local theatres, dance company, and freelancers formed the group led by Brigitte Christensen (DK, IT and Nikola Diclic (IT), both representing Euphoria, Aarhus 2017). Kaunas District cultural organizations' representatives, who went through a capacity-building programme, plan a common project for the end of 2018. OPEN CALL (Oct 2018); up to 15 organisations will be accepted to develop a common initiative until April 2019.	Up to 10 Round Table initiatives developed, complying with the global goals of Kaunas 2022; expanded accessibility and participation in culture creation, production and usage. Developing the 2022 programme components.	Contracts for production in place. Production and preparation for 2022 in full mode.	Partner organisations (institutions and NGOs) are leading international projects as part of the 2022 programme. Up to 70% of the main programme will be implemented by Kaunas and Kaunas District cultural organisations (at least 30 weekend programmes out of 58).	2 million EUR including Highlights for 2022 implemented by partners,	Impact Foundation, Change Pilots, local cultural institutions and operators.

PLATFORM	GOALS	PROJECT title	CONTENT	2017-2018	2019-2020	2021	2022 highlights	BUDGET	PARTNERS INVOLVED
TEMPO ACADEMY OF CULTURE The Academy is a workshop-based training and networking programme, which provides training for the local cultural sector, community activists, youth and volunteers, and for professionals from the fields of communication, fundraising, audience development, marketing and management.	To develop a capacity-building programme appropriate for mega-cultural events (ECoC included). To provide Kaunas professionals and volunteers with the raise skills and capacities needed for successful implementation of the Contemporary Capital programme in 2022, and to ensure an EcoC legacy (of increased capacities and quality of cultural profile) in Kaunas, Kaunas District and throughout Europe.	COMMUNITY FACULTY	FLUXUS TRAINING: In order to reach the local population through participatory culture, we need to train mediators, activators, and Fluxus agents who, being Kaunas 2022 team members, will bring programme activities to distant areas of the city and Kaunas District.	Launched in October 2017, training for future Fluxus Agents started its second edition in 2018. In 2017, 15 people were trained, 8 designated to start activities in neighbourhoods. 22 new students attend an intensive 5-month course to become the next recruits to work with communities. The training course is improved in structure, scheduling and programming, offering very specific knowledge, such as facilitation, Design Thinking methodology, theory of community activism, arts, etc. An extra 5-session course is designed to enable local artists to learn from Lithuanian and European artists working with community.	Third and fourth editions of training will be implemented in 2019–2020. More than 30 people will be prepared and later on put in practice being Fluxus Agents – mediators between local population and the Kaunas 2022 programme. Training also includes extra workshops for already practicing agents in order to encourage them in this complex process. 5 sessions of training for artists and designers who are willing to work within the community will be repeated in 2019 and 2020.	Training will be dedicated to already working agents and artists in order to help them finalize inclusive events for 2022.	Kaunas 2022 will hold an international conference on informal cultural training based on experience and knowledge gained through The Tempo Academy of Culture.	1,5 million EUR, including Highlights for 2022	Vytautas Magnus University, Vilnius University, community organisations and activists from Lithuania and abroad.
		KAUNAS CHALLENGE: Youth training faculty	The Kaunas Challenge project is designed for young people aged 15 to 18 and is the first programme of Tempo Academy to have already been 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 participants, linking them to the local cultural sector and to international practice possibilities in other ECoC cities.	First edition of the Kaunas Challenge started early 2017, before designation of the title to Kaunas. 30 young people finished 4 months pilot training and 11 from the team are active members of ALUMNI club. October 2017 – May 2018: a second edition of training took part. 40 engaged students and 25 active ALUMNI participated in the course. Cultural project for the city is developed. October 2018 – March 2019: a third edition of Kaunas Challenge training is on the move. 40 participants selected from an open call of 140 candidates. Cultural project for the city is developed.	2019–2020: Two more editions of training will take place resulting in an active ALUMNI club of almost 100 participants who will be organising the Summer Youth Camp in 2020 with the aim of developing an international profile for European Youth Week in 2022. Two cultural projects for the city are developed. 2020: Kaunas Challenge training is taken over by ALUMNI club to ensure its legacy after 2022.	40 participants go through the Kaunas Challenge program and join Alumni platform (over 120 active members). Cultural project for the city is developed. Pilot event for 2022 is being prepared, international partners start to engage in activities.	Kaunas Challenge alumni lead European Youth Week and work in many other events for delivery of the programme. They also fully run the Kaunas Challenge program, providing all material for new participants, constructing a model that could function beyond 2022. A youth organisation is established, which will continue the training program.		Sėkmės mokykla, Vytautas Magnus University.

PLATFORM	GOALS	PROJECT title	CONTENT	2017-2018	2019-2020	2021	2022 highlights	BUDGET	PARTNERS INVOLVED
		FACULTY FOR CULTURE PROFESSIONALS	The target group of this faculty is culture professionals working independently or employed by local cultural organisations. The main aim of training is to improve skills in audience development in order to become an active advocate for inclusive, accessible, and participatory culture.	Audience development programme is developed with international experts (led by Agata Etmanowicz, Impact Foundation). OPEN CALL and selection of 12 organisations and 24 professionals (out of 30–60 candidates) is implemented. Course will take place Oct 2018 – Sept 2019 and include group and personal training for organisations in order to create tools and use them to extend and deepen approaches to audience development. Storytelling workshops for culture professionals.	Second and third cycles of audience development training will be implemented during 2019–2020. About 50 more professionals and 25 more organisations will go through the process of learning and practice. A tool-kit about audience development for professionals is published.	Audience development programme will be integrated into preparations for 2022. All previously trained professionals and organisations will use their tools in order to enlarge their audiences and create long-lasting relationships with audiences after 2022.	Culture professionals lead more than 70% of Kaunas 2022 programme		Impact Foundation, Danish Culture Institute, Polish Culture Institute.
		WELCOMING FACULTY: for volunteering and sharing	Volunteer Open Call system, based on professional improvement, is established. First meetings with volunteers organised (60 registered, aged 16–60). In the horizontal approach to the Designing Happiness platform, the programmes of Bed&Culture, CultureFy, Cultural Concierge are strategized and enter the process of programming.	Volunteer Open Call system based on professional improvement, is established. First meetings with volunteers organised (60 registered, aged 16–60). In the horizontal approach to the Designing Happiness platform, the programmes of Bed&Culture, CultureFy, Cultural Concierge are strategized and enter the process of programming.	Training sessions / regular meetings are organised. The Volunteer programme works to ensure the growth of activities and the inclusive character of the programme. Bed&Culture, CultureFy, Cultural Concierge are activated and services started.	Training sessions / regular meetings are organised. Bed&Culture (at least 30 apartments), CultureFy (30 registered drivers), Cultural Concierge (80 volunteers) are in full mode.	Volunteers are the face of Kaunas 2022 values and its programme; Bed&Culture, CultureFy, Cultural Concierge work in full mode.		Volunteer organisations, Kaunas College, Vilnius University.
THE MYTHICAL BEAST OF KAUNAS This horizontal platform becomes a tool to connect Kaunasians to each other, to re-connect our city to Europe, and even more – to inspire Europeans' understanding of Otherness and tolerance through spectacular and innovative use of a common cultural phenomenon – storytelling.	The Mythical Beast is an interdisciplinary, horizontal project which aims to create a unifying narrative with and for Kaunasians.	SHARED CREATIVE WRITING / CREATION OF THE LEGEND	Storytelling and creative writing workshops held in schools, libraries, seniors centres, neighbourhood meeting places, through Fluxus Labs and Ladislas Starevich animation laboratories, etc.	10 pilot workshop sessions are implemented.	About 30 creative writing sessions implemented. At the end of 2019 the main line / red thread of the legend is confirmed and becomes the basis of 3 Grand Events of 2022. Tendering procedure started for production companies. OPEN CALL for RESIDENCY for European writers.	Rehearsals and preparatory productions for 2022 programme. A book of texts by European writers including a Kaunas narrative is published.	3 GRAND EVENST are implemented, with active participation of 5,000 local community members and at least 2,000 professional artists, musicians, performers from European countries. The European intangible heritage of storytelling and legends is celebrated though involvement into programme various beasts from all over Europe.	3,5 million EUR, including GRAND EVENTS for 2022	Local cultural institutions (throughout Lithuania).
		ONLINE PLATFORM www.kaunolegenda.lt	An online storytelling platform inviting sharing of contributions that become part of the common story.	Website launched. Legends of Europe, Lithuania and the Kaunas region are collected; translation of the content to English; the narrative line of the Contemporary Legend is organized into four chapters. Plan for shared writing is developed.	The website becomes the main platform for sharing results of the storytelling and creative writing workshops led with the increasing involvement of Fluxus Labs, Starevich animation laboratories and other programme activities.	The website becomes the archive of participatory writing experiences and is activated by marketing campaigns.			Schools, universities, seniors clubs, community organisations and informal groups.

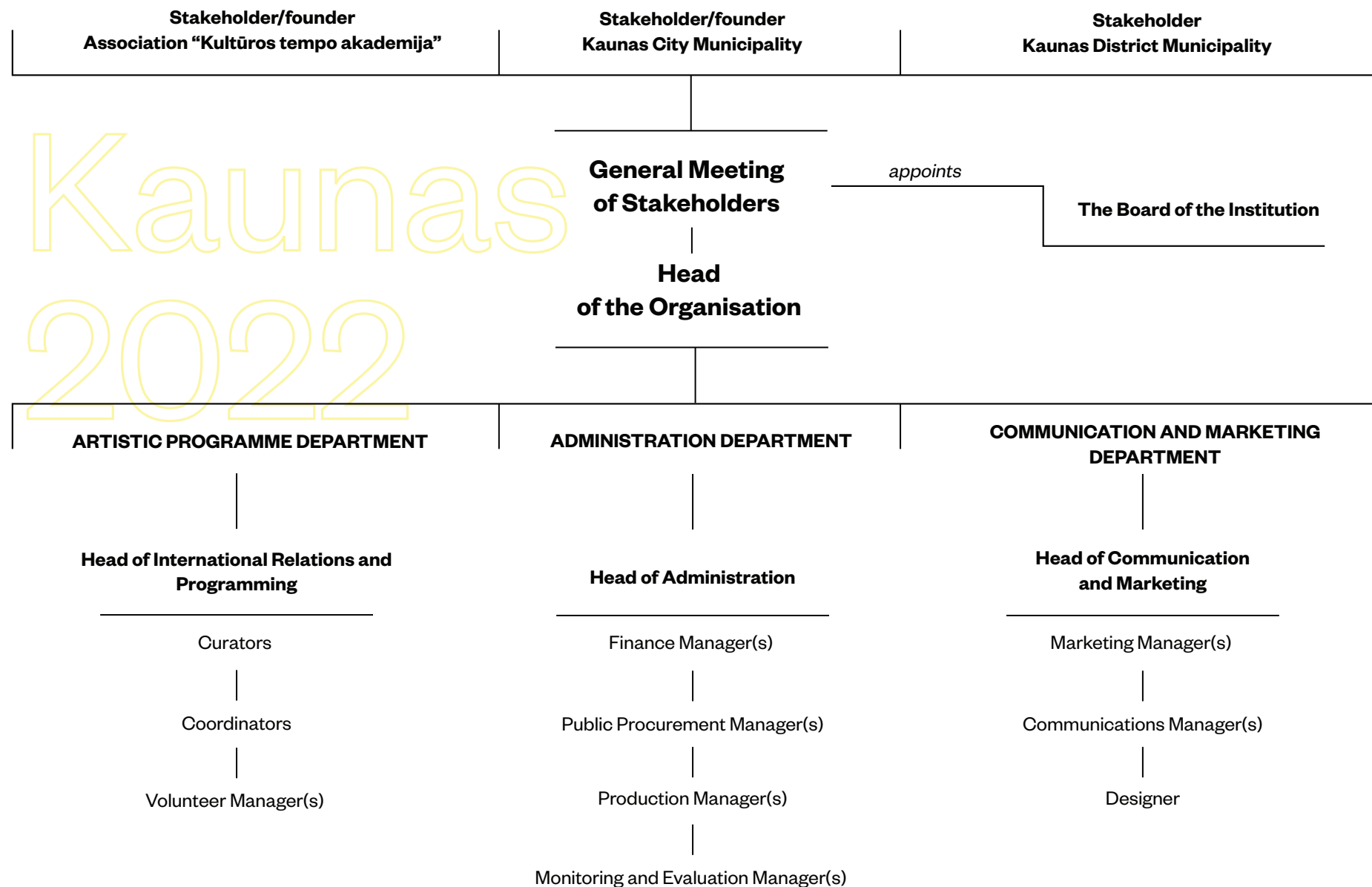
PLATFORM	GOALS	PROJECT title	CONTENT	2017-2018	2019-2020	2021	2022 highlights	BUDGET	PARTNERS INVOLVED
		A FAIRY TALE BOOK	The book reveals the main values and principles of Kaunas 2022 programme.	The book's texts (30 fairy tales) are finalized. Illustrations are in progress. Texts are translated into English.	The book is designed, and published in both Lithuanian and English languages. Souvenirs and merchandise are designed. A distribution plan and copyright protection are in place.	Marketing campaigns are underway nationally and internationally.			
		New: A DIGITAL APP	A tour guide through 10 heritage sites near waters led by Kaunas Dragon / e-marketing project. The app, based on historical and contemporary legends that have been created collectively, includes AR and VR components.	Application for structural funding is prepared and submitted. The main concept of the product is developed.	Historical and contemporary legend narratives are converted into a scenario for the guided tour. Production of the app, video game and a series of comics which will become an integral part of the product.	Marketing and presentation of the product for local and international audiences, mainly tourists.	The app becomes one of the most popular tourist products for Kaunas 2022 guests who want to explore cultural heritage sites in a contemporary way.		Kaunas City Municipality, Kaunas District Municipality, Kaunas City Museum, Kaunas District Museum, Kaunas IN (Kaunas Tourism Information Centre).
	To utilize communication about European culture as a vehicle for the development of contemporary European identity and as a basis for its sustainability.	HOT AIR BALLOON	A hot air balloon is designed and produced, then tours throughout Europe.	Research into companies for partnership. Plan development.	2019: OPEN CALL for the design of the balloon; tendering procedure for production and implementation of travelling campaign across Europe in 2021 and Lithuania in 2022. 2020: production of the balloon.	The balloon travels over partnering cities: ECoC, twin cities, UNESCO Design cities, Modernism cities, etc.	The balloon travels over Kaunas, Kaunas District, and other Lithuanian cities promoting well-being and inviting people to join the programme.		
		OTHER COMMUNICATION CAMPAIGNS	Campaigns that aim to extend the notion of culture in Lithuania and beyond through public lectures, TV talks, popular media channels, radio broadcasts, etc.	Meetings, lectures, talks in Kaunas, many other Lithuanian cities, to the Lithuanian diaspora abroad, and at the European Parliament Culture Ministers' meeting are held through 2017–2018. TV talks; series of published articles; weekly radio broadcast "Culture Capital" is launched on the National Radio.	Regular promotion of the values of the Kaunas 2022 programme and of Europeanness via various communication activities.	Regular promotion of the values of the Kaunas 2022 programme and of Europeanness via various communication activities.	Regular promotion of the values of the Kaunas 2022 programme and of Europeanness via various communication activities.		LRT, 15 min, IQ, Kauno diena.
3 GRAND EVENTS OF THE 2022 YEAR	To inspire in Kaunasians and Europeans openness to the Other through the co-creative celebration of the newly created legend.	Three grand events related to the Kaunas Beast / Contemporary Kaunas Legend	The Legend will be unveiled in three chapters during 2022: I) 20–22 January: Awakening the Beast (music, sound, noise, light programme). II) 20–22 May: Meeting the Kaunas Beast and other mythological European creatures (theatre, dance, circus programme); III) 20–22 December: Making a contract with the Beast (community-based projects) .	The special 2022 programming team is established; seeking partners across Europe.	2019: A script of the three chapters is written; artistic team (Kaunas 2022, Kaunas cultural institutions, and European networks and partners) is appointed. 2020: public tender for every part is organised.	Production and preparation with professionals and communities.	Three Grand Events implemented with massive participation of local people (more than 5,000 directly involved), art professionals from performative and visual art spheres, plus media arts, ICT, etc.		ECoC network, local cultural institutions and festivals, production companies.

ANNEX III INFRASTRUCTURE: LIST OF PROJECTS AND THEIR STATUS

Nr.	Object	Scheduled end	Planned budget	Funding sources*	Connection with the programme	Project status
Culture infrastructure						
1	Construction of National Science Centre on Nemunas Island	2021	22 990 000,00 €	EU, SIP, KCMA, PF	Memory Office: Litvak Forum, Exhibition: Science+Art	Institution established; public procurement for concept and exhibition development in progress; detailed architectural project in progress.
2	Modernisation of M. Žilinskas Art Gallery	2020	4 923 369,00 €	ITDP: EU, MC	Fluxus exhibition/festival, exhibition of Litvak painters, museum related projects of the Wake It, Shake It programme, Kaunas Biennial and other visual arts festivals, exhibitions	Not started
3	Modernisation of Kaunas State Puppet Theatre	2020	2 831 510,82 €	ITDP: EU, MC	Theatre Flux Festival; Workshops for the parade of puppets; Festival for the families and infants, Ladislav Starevich Animation Laboratory	Reconstruction in progress
4	Modernisation of Kaunas State Music Theatre	2020	4 799 260,31 €	ITDP: EU, MC	Theatre Flux Festival	In progress
5	Actualisation of Kaunas Film Centre Romuva	2019	2 322 686,72 €	ITDP: EU, MC, EC	Ladislav Starevich Animation Laboratory; Café du Monde, special European cinema repertoire during the buildup and in 2022	Reconstruction in progress
6	Reconstruction of cultural part of NGO Girstutis culture and sports centre	2019	1 312 960,00 €	ITDP: EU, KCMA	Theatre Flux Festival; Fluxus Labs	Reconstruction in progress
7	Construction of M. K. Čiurlionis Music Hall	2022	30 000 000,00 €	KCMA, other resources	The new Hall would serve as an exceptional space for special concert programmes, as well conferences and other events	Winning architectural proposal selected, preparation for public tender for architectural competition in progress
8	Reconstruction of the 6th Fort	2021	1 570 260,00 €	EU, KCMA, State funding	Tear Down the Walls, Fluxus Labs;	Public tenders for construction work in progress
Community infrastructure						
9	Reconstruction of the Kaunas Culture Centre "Tautos namai"	2019	1 470 849,00 €	EU, KCMA	Fluxus Labs, artist in residency programmes, new theatre productions, spaces for rehearsals and preparation for the big events	Reconstruction in progress
10	Actualisation and modernisation of Kaunas District Library	2020	4 998 000,00 €	ITDP: EU, KCMA	Fluxus Labs; Wake It, Shake It library programme; Tempo Academy; intergenerational activities	Not started

Nr.	Object	Scheduled end	Planned budget	Funding sources*	Connection with the programme	Project status
Public spaces						
11	On-going reconstruction of Laisvės alėja (Freedom Avenue) (6 stages)	2021	23 248 641,00 €	SIP, KCMA	Main space for outdoor events – the opening, closing events, the Mythical Beast of Kaunas and Modernity for the Future festivals and other festivities of the year	Reconstruction in progress
12	Construction of wooden amphitheatre next to Kaunas Castle	2018	110 000,00 €	EU, KCMA	Open-air venue for the The Beast Day celebrations, youth summer camp events and other	Implemented
13	Development of Nemunas Island into a multifunctional leisure space	2020	8 500 000,00 €	ITDP: EU, KCMA	Main space for outdoor events – the opening, closing events, the Mythical Beast of Kaunas Festival and other festivities of the year	Funding application in progress
Sports and active leisure infrastructure						
14	Athletics stadium	-	-	SIP, KCMA	Kaunas Marathon	Postponed due to investments in the refurbishment of the stadium (see below)
15	Refurbishment of S. Darius ir S. Girėnas stadium tribunes, playfield and ground floor	2020	4 983 715,00 €	SIP, KCMA, ITDP through MI	Confluence Culturethon	In progress
16	Reconstruction of Kaunas Sports Hall and conversion into a public multifunctional centre	2020	9 431 093,00 €	ITDP: EU, KCMA	Theatre Flux Festival (circus and dance performances), Modernity for the Future educational events, Festival of Lights	Application for funding in progress

ANNEX IV KAUNAS 2022 ORGANISATIONAL STRUCTURE



ANNEX V KAUNAS 2022 STAFFING PLAN

Employees

No.	Position	2018	2019	2020	2021	2022	2023
1.	Director / CEO	1	1	1	1	1	1
2.	Head of International Relations and Programming	1	1	1	1	1	1
3.	Curator / Head of Creative Programme	5,5	5	7	7	7	2
4.	Coordinator of Programme	3	10	12	12	15	2
5.	Volunteer manager		1	1	2	2	1
6.	Head of Administration	1	1	1	1	1	1
7.	Administrative Manager		1	2	2	3	1
8.	Head of Finances	1	1	1	1	1	1
9.	Finance Manager			1	1	1	
10.	Public Procurement / lead	1	1	1	1	1	1
11.	Public Procurement specialist		1	1	1	1	
12.	Monitoring manager		1	1	1	1	1
13.	Project manager (production, implementation)	0,5	2	2	3	4	1
14.	Head of marketing and communication	1	1	1	1	1	1
15.	Marketing manager	1	2	2	3	3	
16.	Communication lead manager	1	1	1	1	1	1
17.	Communication projects' manager		1	2	2	3	
18.	Designer	1	1	2	3	3	1
	Total positions	18	32	40	44	50	16

External / self-employed staff members

No.	Position	2018	2019	2020	2021	2022	2023
19.	Curator / Head of Creative Programme	3	3	3	3	3	
20.	Coordinator of Programme	4					
21.	Fluxus Agent	8	20	40	40	40	
22.	Communication (external)	2	3	4	5	6	
23.	Monitoring manager / researcher	1	2	4	4	4	4
24.	Creative Director(s) for 2022 programme			1	2	2	
	Total external service providers	16	28	51	53	54	4

Volunteers

No.	Position	2018	2019	2020	2021	2022	2023
25.	Volunteer	30	50	100	150	200+	20

ANNEX VI KAUNAS 2022 FINANCIAL PROJECTIONS

Total Budget				
Total expenditure (in euros) in the budget	Operating expenditure (in euros)	Operating expenditure (in %)	Capital expenditure (in euros)	Capital Expenditure (in %)
30,064,300.00	30,000,000.00	99.79%	64,300.00	0.21%

Overall Operating Expenditure							
Operating Expenditure (in euros)	Programme expenditure (in euros)	Programme expenditure (in %)	Promotion and Marketing (in euros)	Promotion and marketing (in %)	Wages, overheads, administration (in euros)	Wages, overheads, administration (in %)	Others (Please specify in the text)
30,000,000.00	19,500,000.00	65.00%	6,000,000.00	20.00%	4,500,000.00	15.00%	

Timetable for spending operating expenditure							
Year	Programme expenditure (in euros)	Programme expenditure (in %)	Promotion and Marketing (in euros)	Promotion and marketing (in %)	Wages, overheads, administration (in euros)	Wages, overheads, administration (in %)	Others (Please specify in the text)
before Y-3	1,152,450.00	5.91%	180,000.00	3.00%	243,000.00	5.40%	
Year-3	1,677,000.00	8.60%	120,000.00	2.00%	360,000.00	8.00%	
Year-2	2,659,800.00	13.64%	1,200,000.00	20.00%	630,000.00	14.00%	
Year-1	3,550,950.00	18.21%	2,400,000.00	40.00%	990,000.00	22.00%	
ECOC Year	9,907,950.00	50.81%	1,620,000.00	27.00%	2,142,000.00	47.60%	
Year +1,2	551,850.00	2.83%	480,000.00	8.00%	135,000.00	3.00%	

Income				
Total income in the Budget (in euros)	From the Public Sector (in euros)	From the public sector (in %)	From the private sector (in euros)	From the private sector (in %)
30000000	28,000,000.00	93.33%	2,000,000.00	6.67%

Income from the public sector			
Source of income	In Euros	%	Please specify: Amount planned, available, secured?
National government	10,000,000.00	33.33%	Secured
City	12,000,000.00	40.00%	Secured
Region	4,000,000.00	13.33%	Secured
Province		0.00%	
EU	2,000,000.00	6.67%	Planned
Others	2,000,000.00	6.67%	Planned

Timetable for receiving the income to be used to cover operating expenses						
Source of income	before Y-3	Year-3	Year-2	Year-1	ECOC Year	Year after ECOC
National government		500,000.00	500,000.00	1,000,000.00	8,000,000.00	
City	1,474,400.00	500,000.00	2,400,000.00	2,400,000.00	3,903,600.00	1,322,000.00
Region	310,000.00	594,000.00	739,000.00	1,037,000.00	1,320,000.00	
Province						
EU		500,000.00	500,000.00	500,000.00	500,000.00	
Others		50,000.00	200,000.00	750,000.00	1,000,000.00	