

MAPS network

Telšiai / IAP / Former Soviet Army camp

Telšiai District Municipality

14/05/2018





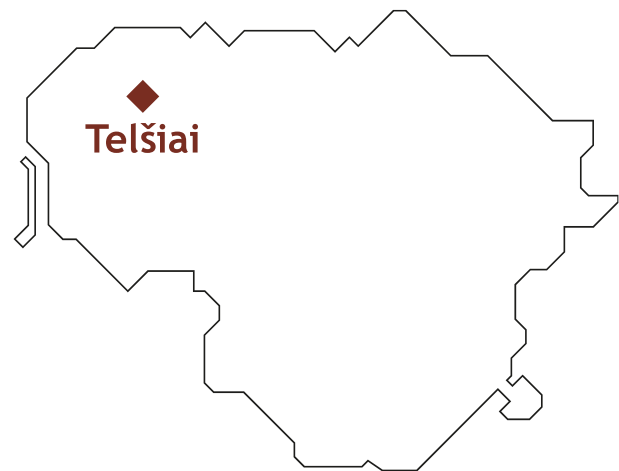
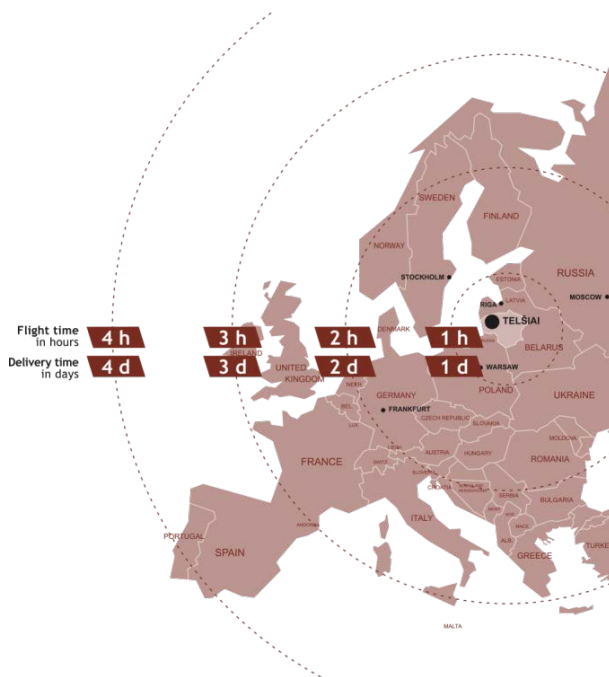
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Chapter 1 / Telšiai general context

1.1 General data

Western Lithuanian region lying close the Baltic Sea is named as Žemaitija (Samogitia). Samogitia is an old, ethno-cultural region of Lithuania, which managed to preserve distinctive language and respect to the regional history and customs. Telšiai is situated in the Northern–Western part of Lithuania. Population in district is 43,922, population in Telšiai town – 23,974.



Telšiai according Europe map

Telšiai according Lithuania map

Telšiai is the capital of Samogitia. Earlier town had a big industry but now Telšiai is a small contemporary European town – administrative, economical, religious and educational centre of Samogitia, which advancement is caused by active, educated and enterprising people.

Some numbers registered in Telšiai District Municipality:

- registered number of working age people in 2017 is 25,255 (from 16 to 64 years old),
- registered unemployment rate in 1st of October 2017 was 1548,
- registered number of youth from 16 to 29 years old in 1st of October 2017 was 241,
- registered number of people older than 55 years old in 1st of October 2017 was 481,
- registered number of long term unemployed persons in 1st of October 2017 was 474 (30.6%),
- registered number of unemployed persons without professional qualification in 1st of October 2017 was 684 (44.2%),
- number of employed persons during 2017 is 1,995,
- number of permanent residents at the beginning of 2017 was 41,925.



One can find education establishments of every level in Telšiai district. There are 6 gymnasiums, 4 progymnasium, 7 primary schools, 7 basic schools, 1 primary school, 3 schools - kindergartens, 1 adults secondary school, 9 nursery-kindergartens, 1 school for students with special needs, 5 non-formal education institutions, 1 high schools, 2 faculties of higher education, 1 Telšiai Third Age University and 1 regional vocational training centre. There are also three supplementary education establishments: Telšiai Children Music School, Art School, Luokė Music and Art School.

In Telšiai town there are 17 educational institutions and there are 4,744 students attending them. In district area there are 15 educational institutions and there are 1,680 students attending them.

Telšiai district can be proud for its cultural centre, exhibition hall, theatre, public library, Regional Park, museums, mounds and other sites to visit. Lots of festivals and other events are arranged in the district annually, especially in summer: autocross contests, feast of songs, feast of the town, art and theatre festivals, blues night jazz festival, attracting musicians from all over the world, as well as many other events, liked and visited by the residents and guests.

The environmental sector

The natural framework in Telšiai district is connected with quite diverse territories - state nature reserves, state parks, protected areas, protected areas of natural resources, various recreational, forestry, and also restricted areas of agrarian activity.

The territory of the Telšiai district is characterized by quite a large variety of minerals: 71 deposits of minerals are captured, and the forecast areas are 24 gravel, 3 sand, 2 sand gravel, 2 clay, 41 peats and 1 sapropel.

The air quality in the Telšiai district is good. There are no large industrial companies that pollute the atmosphere.

The territory of Telšiai district belongs to the third forest area in the Territory of Telšiai County in Lithuania. Its forested area reaches 35.6% of the total area of the county, i.e. slightly exceeds the average forest cover in the territory of Lithuania. According to the quality of wood resources, coniferous species predominate in the territory of Telšiai District Municipality.

Telšiai district is attributed to lakes of Lithuania. There are 47 different lakes in the area. The largest and most suitable for recreational use are: Lukstas, Mastis, Germantas, Tausalas. The territory of the Telšiai district is the largest inflow of Venta (in the territory of Lithuania) - Virvytė (kayaking down from Lake Luksto).

In the district of Telšiai there is a Varniai Regional Park of 25.55 thousand ha (33,80 thousand ha), 7 national nature reserves, one biosphere polygon (Plinkšiai forest) and objects of natural heritage.

Telšiai town was built on seven hills, just like great Rome. The natural landscape, rich historical background and cozy little streets make it very unique and attractive to the tourists.

Telšiai town has many objects of cultural heritage, such as St. Anthony cathedral with binary altar; cubistic St. Nicolaus Orthodox Church; remains of Yeshiva buildings; authentic Samogitian village museum and



other architectural monuments. Perhaps Telšiai can be officially announced as a town with largest number of bear symbols.

Culture

Telšiai district 2017 pr there were 9 independent cultural institutions. Cultural activities were carried out by 7 multifunctional cultural centers: Telšiai Culture Center, Varniai Culture Center, Nevarėnai Culture Center, Ryškėnai Culture Center, Viešvėnai Culture Center, Zarėnai Culture Center and Tryški Culture Center. There are also 2 separate institutions implementing other cultural functions: Žemaitė Drama Theater, Karolina Praniauskaitė Public Library. There are currently four sub districts of the administration of the Telšiai District Municipality that perform the functions of providing cultural services: Degaičiai sub district, Gadunavas sub district, Urynai sub district, Luokes eldership.

Cultural institutions foster ethnic culture, amateur art, create artistic programs, develop educational (educational), entertainment activities, meet the cultural needs of the community and organize the dissemination of professional art, supported by the district municipality budget and sponsors' funds.

2016 The Telsiai Municipal Cultural Center has the highest category.

There are 62 amateur art groups with 783 participants in the cultural institutions of the Telšiai district and in the sub districts performing cultural service provision functions. The Lithuanian Folk Culture Center has awarded categories from 62 amateur art collectives to 21 collectives according to artistic level.

Various events are organized: public holidays, festivals, concerts, competitions, exhibitions, discos, educational projects, promotions and other events.

2017 The centralized library system functioning in the district comprises Karolina Praniauskaitė Public Library of Telšiai District Municipality and its 28 branches, including 2 cities and 26 villages.

Telšiai is an ambitious center of the cultural region

In 2016 Telšiai was named after the Lithuanian Capital of Culture after the project "On the seven hills - seven art languages". The aim was to inform as many people as possible about events taking place in different, seven artistic languages (music, dance, theater, visual arts, ethno culture, literature, physical culture), to unite the whole community and to focus on the common goal of promoting the name of Samogitian capital.

During the various events, the organizers presented not only seven different cultural and artistic branches, but they were also represented by seven Telšiai - ambassadors of the Lithuanian Capital of Culture in 2016: people from the Telšiai region known to people of Lithuanian culture and physical culture: Dance Ambassador Ballet Primary Nerijus Juška, Ambassador of Literature Professor Viktorija Daujotytė, Ambassador of Music Professor Donatas Katkus, Ambassador of Visual Arts Professor Algirdas Žebrauskas, Ethno cultural Ambassadors of Ethnic Culture Fellows, Television Broadcasts Loreta Sungailienė, Stanislovas Kavaliauskas, Ambassador of Physical Culture Honorary President of Lithuanian Basketball Coaches Association, Member of the Executive Committee of the Lithuanian Basketball Federation Vydas Gedvilas , Theater ambassador film and theater actress Nijolė Narmontaitė.



Telšiai is presented as an exceptional historical, ambitious center of the cultural region in Lithuania and in the world. Based on the objectives of the project, a strong image of the Lithuanian Culture Capital of 2016 has been formed: media reports are constantly being prepared, collaborated with radio and television journalists, shown special programs.

The event organizes events bringing together Lithuanian and world Samogitians: the opening ceremony of the "Returns" event in Telšiai - the Lithuanian Capital of Culture 2016; The opening ceremony of the "Historical Samogitian Map" in the Great Samogitian Wall, the LFF Cup final, the Dance Weekend at the end of May, "7 Days of Sport in the City of 7 Hills", the cycle of live music concerts "Water Music", the Lithuanian War Day in the capital of Samogitia and the opening of the Durbos Battle Monument Participants included Samogitians from Vilnius, Kaunas and other cities and foreign countries as well as foreign delegations from partner cities from Austria, Czech Republic, Germany, Poland, Latvia, Estonia, etc.), World Samogitian mixed dual tennis tournament, VI live song festival "I'm so one ", V international youth theater festival " Theater - the wings of the nation ", creative workshops " Metal Interpretations ", carpet competition " White Curtains for My City ", Telšiai - Lithuanian Culture Capital 2016 Closing Events " Graceful Pearls ": Thanksgiving Evening and the Capital of the Capital of Culture transmission Klaipėda (2017 Lithuanian Cultural Capital); The musical performance of the motto "Twelve Months" and the illumination of the Christmas tree of the Telšiai town.

In Telšiai, the capital of Lithuania's culture in 2016, participated performers from Israel, Slovakia, Bulgaria, Poland, Latvia, Ukraine, and other countries. For the first time in the events of the city a large group of well-known Lithuanian performers have participated: Nomeda Kazlauskaitė, Donatas Bukauskas, DJ Samanta, Ilona Balsytė, pupils of the MK Čiurlionis National School of Arts Ballet, choir Liepaitės, Klaipėda State Musical Theater Choir and Orchestra, the Force Orchestra (led by P. Memėnas), Percussion Instrumental Ensemble "Giunter percussion", Thundertale group, Virgilijus Noreika and others.

In 2016 more than 90 events took place in Telšiai. Over 5000 participants participated in the events organized, which were observed over 30 thousand viewers Cultural events have particularly intensified the activities of the service sector. Compared to last year, almost 50% the tourist interest in the region increased. The project initiated the use of community and city visitors' artistic resources and creative potential in cultural processes. Successfully formed cultural environment with an exceptional Samogitian identity. Awareness and visibility of Telšiai, as a symbol of the city of abundant bears, have been strengthened.

In 2013 Telšiai has been awarded (1° place) with the nomination in the EDEN¹ initiative with the theme "The Secrets of a Town on Seven Hills". The EDEN initiative was organized by European Union for the promotion of the sustainable tourism and for the development of models across the European Union.

Telšiai district municipality is one of the most successful small towns in Lithuania, implementing EU funded infrastructural projects; 70 projects financed by EU structural fund, was implemented in Telšiai district in the period between the 2007 and 2013 for a total value about 35 million Euro.

¹ EDEN, European Destinations of Excellence, aims to promote sustainable tourism development models across the EU. The initiative is based on national competitions and promotional campaigns that result in the selection and promotion of a tourist "destination of excellence" for each participating country (https://ec.europa.eu/growth/tools-databases/eden/about_en).



Main projects' goals of the EU projects:

1. Organize complex management of Telšiai town public spaces, in order to increase the living and investment environment more attractive;
2. Update Telšiai town recreation facilities and recreational areas;
3. Create favorable conditions for business development, regeneration and management of abandoned and polluted urban areas of Telšiai.

Telšiai region is the 6th region in Lithuania by GDP. Long standing large textile industry, food processing and wood processing traditions has shaped the region's growth for decades. Qualified talent pool is available in these sectors. Telšiai has innovative agencies for enterprise and art business beginners: Business incubator, Arts incubator, Education centre.

<p>Telšiai Business incubator</p> <p>Area: 1,737 m2, available space 97,2 m2</p> <p>Incubates business</p> <p>Rents space</p> <p>Provides business management services</p> <p>Mediates the financial support</p> <p>Introduces new technologies and scientific innovation in business</p>	<p>Telšiai art incubator:</p> <p>Mobilizes various artists, art-related businesses</p> <p>Helps artists to start their own business</p> <p>Facilitates the development of art-related businesses</p> <p>Contributes to the conservation of cultural heritage</p>
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In general Telsiai offer a business friendly environment:

- Ease of starting Business / World ranking – 11th (source Forbes, 2014)
- Ease of doing business / World ranking – 24th (source Forbes, 2014)
- Time to establishing a business – 3 days (State Tax Inspectorate under the Ministry of Finance of the Republic of Lithuania, 2014)
- VAT – 21% (State Tax Inspectorate under the Ministry of Finance of the Republic of Lithuania, 2014)
- Personal income tax – 15% (State Tax Inspectorate under the Ministry of Finance of the Republic of Lithuania, 2014)
- Social security tax paid by employer – 30.98% (Ministry of Social Security and Labour 2014)
- 15% corporate tax rate – 4th lowest corporate taxes in EU (State Tax Inspectorate under the Ministry of Finance of the Republic of Lithuania, 2014 - KPMG, 2014)



Telšiai Region Municipality offers a range of guidance and services	Land and Real Estate tax reliefs	Financial Support for SMEs
Construction permit – up to 45 working days Detailed planning procedures (3-5 months) A direct contact person to guide you throughout the processes Accelerated processes related with construction permits and planning procedure	Applicable to small and medium-sized enterprises The total benefit received could not exceed 14,480 EUR	Loan interest rate coverage - up to 1,450 EUR for 1 year Company establishment related costs – up to 150 EUR Participation in exhibitions, conferences, seminars - up to 600 EUR Expenses for publications, Web site creation - up to 150 EUR Expenses for detail plans preparation - up to 1000 EUR

Within Telšiai town there are not well developed industrial zones with readymade infrastructure and buildings perfectly suitable for both Greenfield and Brownfield investments.

1.2 General data / Conclusion

Telšiai is situated in the Northern–Western part of Lithuania. Population in district is 43,922, population in Telšiai town – 23,974. Earlier town had a big industry but now Telšiai is a small contemporary European town – administrative, economical, religious and educational centre of Samogitia. The natural framework in Telšiai district is connected with quite diverse territories - state nature reserves, state parks, protected areas, protected areas of natural resources, various recreational, forestry, and also restricted areas of agrarian activity. In 2016 Telšiai was named after the Lithuanian Capital of Culture after the project "On the seven hills - seven art languages".

For all that reason we consider that Telšiai and its military town will be an appropriate example of the Maps project to show how it is possible to integrate and adapt abandoned and polluted territories to the needs of the urban population and future territorial managers by creating a common social infrastructure with the city.

1.3 Project area for the IAP

In the middle of Telšiai town there is a territory of 17 ha where old buildings from Soviet Army are left and the territory is neglected, and is "detached" to the rest of the town, and this has a big problem for the community of Telsiai. In addition to this, the territory is dangerous because of presence of old buildings (bad state of repair) and polluted plots. This situation created a "black hole", within the urban fabric of the city, making this area unattractive for the residents and for potential investors. The first draft idea for the reuse of the area is connected to the reuse of the area as a place for a business development but in close relation with the vibrant core of the city.

Chapter 2 / Baseline, introduction to the project area

2.1. Analysis of the existing project area

The project area proposed is located in the north-west side of Telšiai town and it is 2 kilometers from the main car entrance to city (road A11 Šiauliai-Palanga). The size of the project area is approximately of 17 hectares. The city center of the Telsiai is just a few minutes (by foot) from the project area. The owner of the area is the Municipality of Telsiai.



The urban layout of the project area



The project area within the urban pattern of the city

The site is surrounded by the railroad Šiauliai-Klaipėda, from two important streets of the city (Sedos str. and Karaliaus Mindaugo str.) and from one area with dwelling houses. The first military buildings were built in the period between the 1939 and the 1940, because in the town was deployed a 6th Infantry Regiment of Duke of Lithuania Margiris. The buildings were used for administration, dormitory and mess-room, ammunition warehouses, wooden warehouses.

The west side of territory was used for military trainings. According to historical materials almost a half of the historical buildings were destroyed. After the end of the Second World War the area was used as a military base by the troops of the Soviet Union until the early of '90s. The area was used for the accommodation of the troops and for the vehicles depot and warehouses. After the closure of the military base some buildings were recovered and used for headquarter of the local police. At this time (February 2016) some buildings are used by the police, some are used as a warehouse or car parking and the rest are empty the area covers over 16 hectares (16.7737 square meters) of land with a rectangular shape and with a minimum of infrastructure (roads). The west side of the area now is not usable in relation to the presence of a former fuel service station, and for this reason is heavily polluted. The main entrance to the area is in the south side from Karaliaus Mindaugo street, two smaller entrances are located in the south-west side. The main buildings are located in the east side.



In this territory the main buildings of the area are used for the local Police Department (administration, gym, etc.) all these buildings have been renovated. The rest of the buildings within the area are used for garages and warehouses and for commercial purpose. For many of these buildings the state of repair is very low (in some case bad) due to a series of problems due to the lack of a ongoing maintenance.

The situation at the area is already changing – area plots are almost formed, some work on the construction of streets and sidewalks has been done, public light at sidewalks have been installed, some buildings have been demolished.

Before infrastructure maintenance work



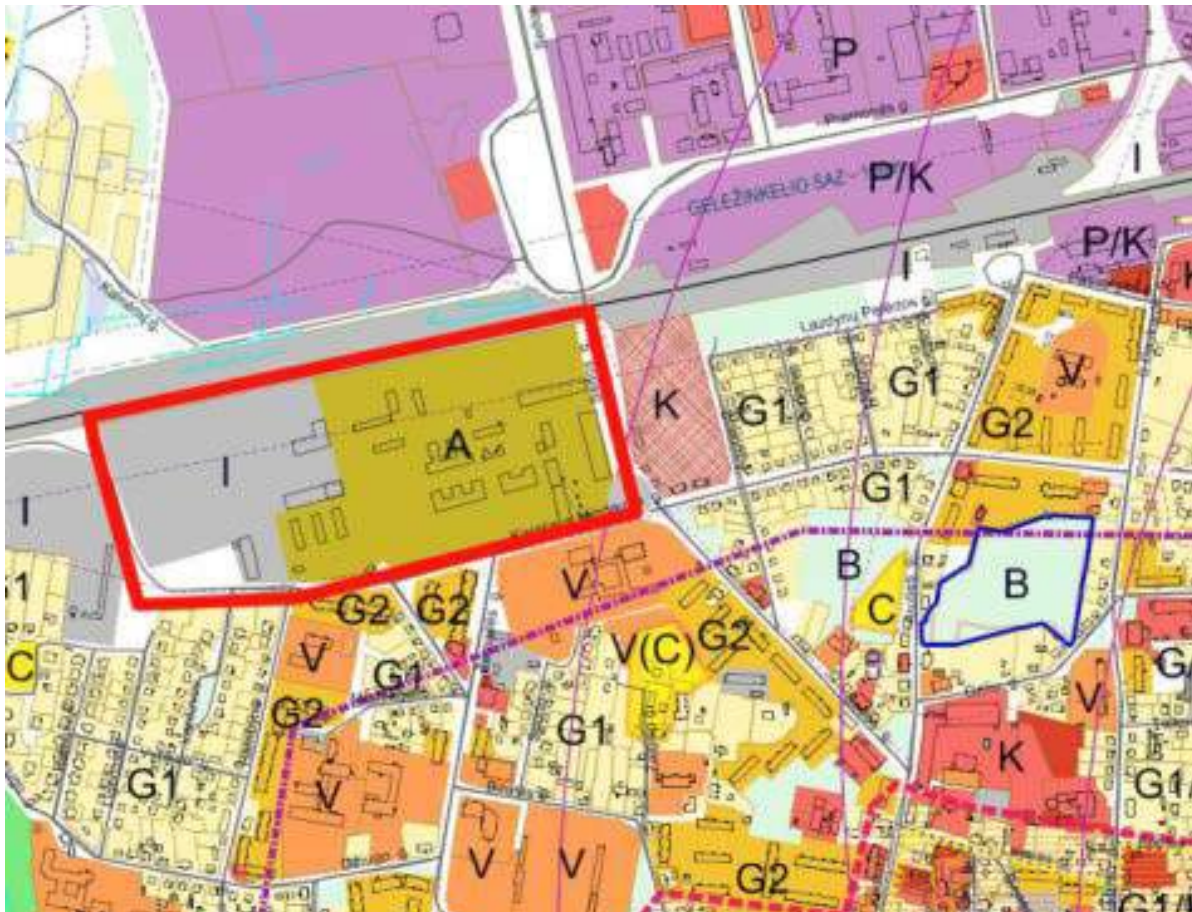
After infrastructure maintenance work



2.2. Existing projects and legislative documents - Relation with the area

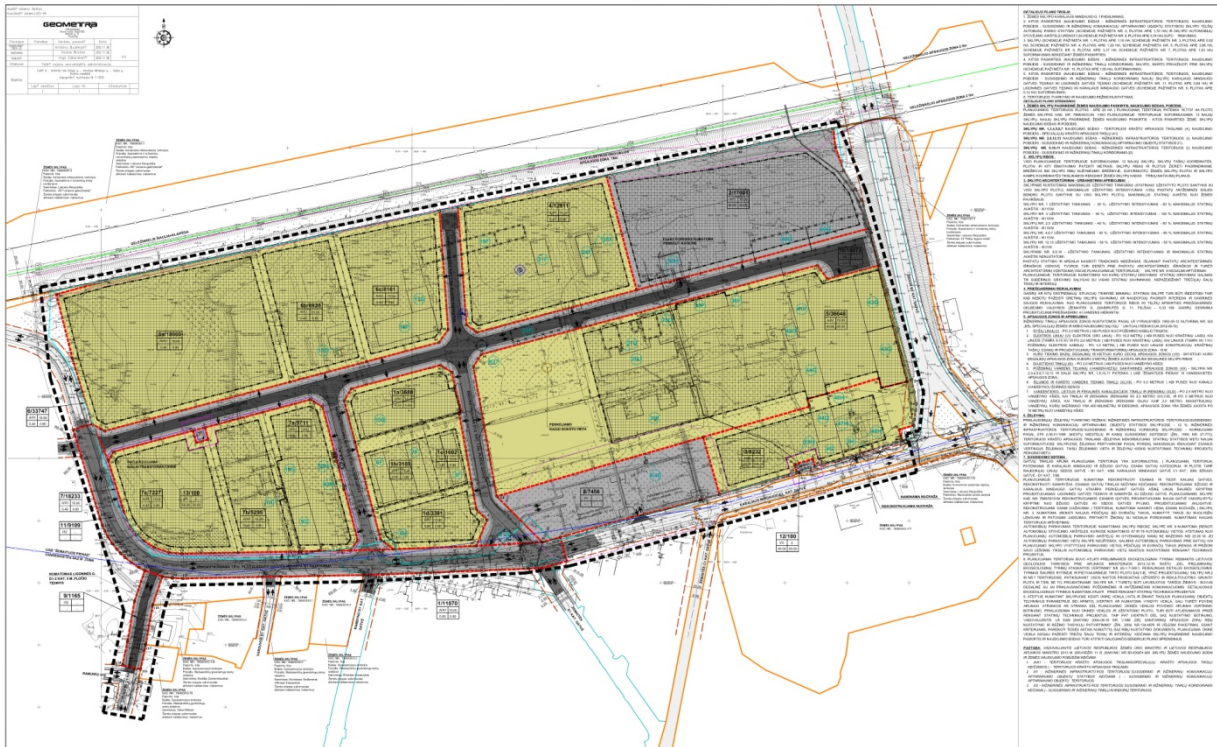
Urban planning tools

In September of 2008 Telšiai district municipality administration prepared and approved the Master plan of the city of Telšiai. According to this plan the territory between two of the main Telšiai city streets and the rail road was planned for national defense and infrastructure (roads, parking lots and etc.) use.



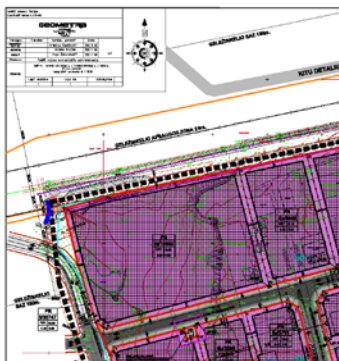
The Master plan of the city of Telšiai, approved by Telšiai district municipality council on September 2008

For the regeneration of the former military base the Telšiai district municipality administration prepared and approved the correction of the Master Plan of the city of Telšiai. The correction was approved in 29-11-2016 by Telšiai district municipality council.



The detailed plan of military territory, approved by Telšiai district municipality council on June 2014

Fulfilling the detailed plan of the territory there were formed eight separated land parcels. They if needed can be divided into smaller parcels. One of the land parcels is used by Police department; two are formed for parking lots three for commercial and two for manufacturing and industry purposes.



Possible detailed plan of military territory after improvement of the Master plan of the city of Telšiai



The development of this territory corresponds to a two priorities within the Telšiai District Strategic Development Plan 2004-2020, in particular:

1. Stimulate investments by developing the attractive infrastructure for business;
2. Reconstruct and manage public spaces of Telšiai town and district.

In 2014 this territory was included into Telšiai District Strategic Action Plan 2014-2016, then in 2015-2017, 2016-2018 and now in 2017-2019. In 2014 it was confirmed in the Integrated Territorial Development Programme of Telšiai Region.

Due to a military presence some sectors of the area cannot be used due to the presence of soil pollution. In 2017 there was prepared a management plan for the solution of this problem in agreement with the Environmental agency.

Due to a military presence, some sectors of the area cannot be used due to the presence of soil pollution. In 2017 it was developed a management plan, for the solution of this problem, in agreement with the Environmental agency.

The Telšiai district municipality administration has prepared the detailed plan and the investment plan for the purpose to change the “former military town” in a place for business and commercial purposes.

Telšiai District Strategic Development Plan 2004-2020

Approved by Telšiai district municipality council on 25th of November 2010.

There were formed 5 priorities that have their own tasks and the tasks have their own actions. The main priority is enhancing the economic environment welcome to business and investment. The tasks of this Strategic Development plan priority related to the former military area would be: promote the development and availability of services for business in the area; strengthening economic potential and increasing employment and income of the population. And the actions to fulfill the tasks are: reconstruct the infrastructure of the abandoned area between Karaliaus Mindaugas Street and the railway Šiauliai-Klaipėda; to prepare special and detailed plans of individual districts of the municipality.

Other task, that can be related to the former military area – promote the development and availability of services for business in the area; improve the communication system between society, non-state organizations, state institutions; modernize and develop water supply, drainage systems and ensure ecological balance; modernize the energy system.

Telšiai District Strategic Action Plan 2017-2019

Approved by Telšiai district municipality council on 29th of January 2015

There were formed 7 programs that have their own goals. Only three of them are related to actions, that have to be made for former military area. First one – municipality management program (management and use of property owned by the municipality, preparation and implementation of planning documents). Second program – secure environment protection program (road, lighting, public space management, other infrastructure management, etc.). Fifth program – development of economics and business promotion. And



the main goal of these programs is to create favorable conditions for attracting investments into the region and for developing the entrepreneurship of the population.

2.3. Stakeholders

In 2015 there was established the Association of Telšiai Town Local Acting Group. This Association is made up of equal parts from Telšiai District Municipality Administration (3 persons), Telšiai NGOs (3 persons), Association of Telšiai Small Businessmen as a private sector (3 persons). From 2016 February 12th the team of the Telšiai Town Local Acting Group consists of the following members:

Name	Profile
Laima Jurytė - Zakarauskienė	A member of Telšiai district municipality council
Rimantas Žebrauskas	Deputy director of Telšiai district municipality administration
Kazys Lečkauskas	Telšiai town sub district head
Stefa Naujokienė	Chairwoman of NVO "Akvalina"
Valeriją Sungailienė	Member of NVO "Akvalina"
Nijolė Tamulionienė	Member of NVO "Akvalina"
Tomas Zykas	Member of SME association
Dainius Preimontas	Member of SME association
Vladas Murašovas	Member of SME association
Stefa Naujokienė	Chairwoman of Association of Telšiai Town Local Acting Group

The Association of Telšiai Town Local Acting Group has prepared the Strategy for the development of Telšiai town. This strategy is waiting for the possibility to be financed. Starting from the existing of this team the Municipality of Telsiai has identified this group as the local stakeholders to become the ULG for the development of the Integrated Action Plan. This group has participated in the development of the Strategic Plan for the city of Telsiai "Telsiai 2016/2022".

2.4. Vision

The first vision, finalized to the development of the IAP (Integrated Action Plan), is related to the development a strong interaction between the Master Plan, the Strategic Plan of the city of Telšiai and the regeneration of the former military area, to encourage the transformation of this former military asset in a place able to attract external (foreign investors) and strengthen the local resources (traditional retail system, small light industries, cultural association, association on inhabitants, local cultures, etc.). In this contest, the IAP will become the useful tool to identify the strategy for the creation of a "new addition" of the city, in coherency with the local needs, the local tradition and the necessity of the development of a sustainable district. We want to develop a part of city that become a model of development where "urban creativity" becomes an engine to strengthen the local culture, the needs of new businesses (local and foreign) and the quality of the life of people (inhabitants, city users, tourist, etc.) who decide to live Telsiai.



A letter from the future²

...Time has gone by in our Lithuanian partner city, where an old lady walks with her granddaughter around the modern business and leisure district built in Telsiai, telling the child how the same appeared was ten years earlier. Just as in a less than amusing fairy-tale, the grandmother describes a precinct having no streets nor wider roads, no gardens nor attractive playgrounds, but full of old buildings.

“When I was a little girl like you – the old lady recalls – the only means of transport were horses. And this place was no more than a compound for soldiers and tanks”. Suddenly, she points her finger at the small red electric car passing by, marveled by its efficiency: “Isn’t this wonderful! You can go from one end to the other without moving a single muscle. I couldn’t have imagined all this seventy years ago, but smart business companies are producing all we need for a better life”.

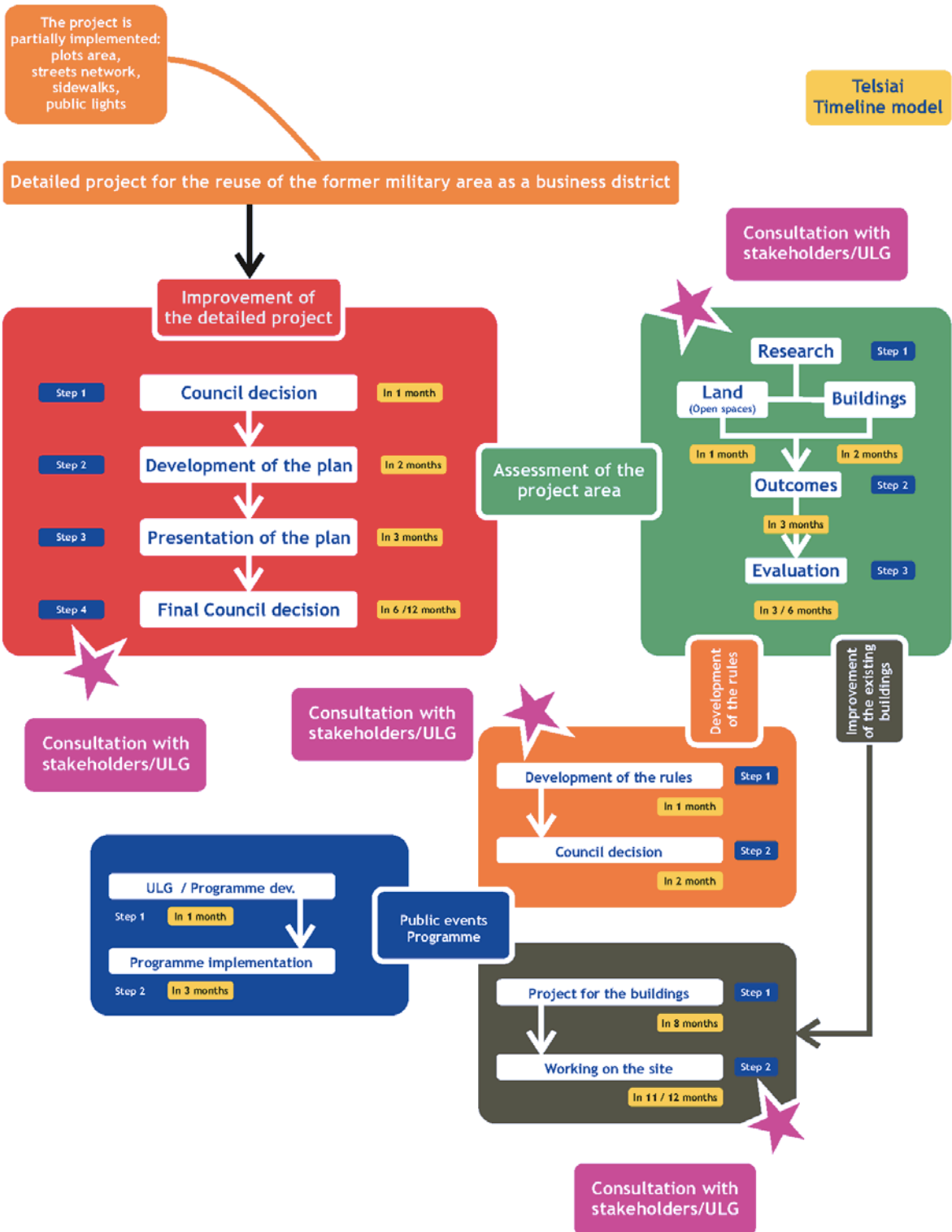
Holding hands, two generations representing the past and the future are the symbol of renewal and urban regeneration in the former military quarters of Telsiai, historically set as a base for the Soviet army before Lithuania’s independence, now busy drawing its new identity on the premises of the URBACT Integrated Action Plan...

Chapter 3 / Actions

3.1. General introduction to the actions

There were generated 5 actions to proceed from the point Telšiai Municipality District is in now to the main goal of the project – to make abandoned and unused military territory usable both residents and investors (future stakeholders).

² This text is the result of an exercise carried out during one of the international meetings of the MAPS URBACT project.



Actions / framework

3.2. Action table

Main objective / Development of a strong interaction between the Master Plan, the Strategic Plan of the city of Telšiai and the regeneration of the former military area, to encourage the transformation of this former military asset in a place able to attract external (local or foreign investors) and strengthen the local resources (traditional retail system, small light industries, cultural association, association on inhabitants, local cultures, etc.).					
<u>Action name</u>	<u>Intended result</u>	<u>Resources, Assets</u>	<u>Lead agency</u>	<u>Key partner</u>	<u>Timescale</u>
Improvement of the detail plan	Decision, what can be done in this territory in terms of inhabitants, functions, infrastructure and etc.	Financial and human	Telšiai district municipality	Businessman association, inhabitants, public institutions (internal and external)	1 month for Telšiai municipality district council decision 7 months for development of the plan 2 months for presentation of the plan 2 months for Telšiai municipality district council decision
Assessment of the project area	Find open spaces	Financial and human	Telšiai district municipality	External expertise	1 month for assessment 3 months for outcomes 2 months for evaluation
Assessment of the project area	Researching and improvement of the buildings	Financial and human	Telšiai district municipality	Public communities Public institutions Private stakeholders	2 months for assessment 3 months for outcomes 2 months for evaluation 10/11 months for improvement
Preparation of the rules to use the land and buildings	Easier way in paper work to hand over the property. Precisely defined use of the transferred	Human	Telšiai district municipality	Public communities Business associations	2 months for development of the rules 1 month for Telšiai municipality district council



	assets				decision
Public events / program	Actively used community space with a year round calendar of events to attract people to Military town	Financial and human	Telšiai municipality district council decision	Public communities Public institutions Private stakeholders Schools and etc.	1 month for ULG / program development 2 months for program implementation

3.3. Implementation of the actions in the Strategy for the development of Telšiai town

Telsiai Urban Local Group and Telsiai District Municipality Administration will coordinate the delivery of the Local Action Plan and monitor progress. However, the majority of the actions included in this Local Action Plan will be delivered in partnership with the relevant stakeholders. For example, some actions on skills development will be delivered by a partnership bringing together education providers, businesses, employment agency and an education and business charity.

Chapter 4 / Funding scheme

4.1 Sources (EU funds, ERDF and ESF operating programmes, local funds)

Some funding has been used to fund some actions:

- Investment Project was financed through the Lithuanian State Planning from EU Structural funds (ERDF), Lithuanian State budget and Telsiai District Municipality budget;
- Telsiai town General plan was financed through the Lithuanian State Planning from EU Structural funds (ERDF), Lithuanian State budget and Telsiai District Municipality budget;
- Technical project was financed through the Lithuanian State Planning from EU Structural funds (ERDF), Lithuanian State budget and Telsiai District Municipality budget;
- Reconstruction works according the Project was financed through the Lithuanian State Planning from 2014-2020 European Union Structural funds (ERDF), Lithuanian State budget and Telsiai District Municipality budget;
- Public event “Bijunizacija” organized by Telsiai Town Urban Local Group was financed through the URBACT programme by 2014-2020 European Union Structural funds, Lithuanian State budget and Telsiai District Municipality budget (from Project MAPS budget).

Two years in springs there were organized event “Darom” for cleaning wastes from that polluted territory. People gathered to clean this territory voluntary.

The cleaning of soil that is polluted with oil and gas is going to be financed through the 2014-2020 Interreg V-A Latvia-Lithuania cross-border cooperation programme by EU Structural funds (ERDF), Lithuanian State budget and Telsiai District Municipality budget.



Funding for the implementation of the Local Action Plan will be identified on a case by case basis. Further funding will be sought including through:

- the European Social Fund to support some of the actions on skills development;
- the European Regional Development Fund to support some of the actions on infrastructural development;
- Different EU Structural funds;
- Lithuanian State budget;
- Telsiai District Municipality budget;
- Different EU programmes such as 2014-2020 Interreg V-A Latvia-Lithuania cross-border cooperation programme, 2014-2020 Interreg South Baltic cross-border cooperation programme, URBACT programme, Horizon 2020 and etc.;
- Cultural programme of Telsiai District Municipality;
- Small and Medium Enterprise Development Programme of Telsiai District Municipality;
- Unemployed people Employment Programme of Telsiai District Municipality and etc.

4.2. Innovative mechanism for funding

This Military town is going to be announced as an Economical park for business and economy. For that it is necessary to prepare the Investment Plan and Feasibility Study – that is going to be financed by Telsiai District Municipality budget. The position of Economical park lets for business companies to rent land without any competitions and Municipality can reduce the taxes for the land and premises rent.

The territory will become more attractive for new business. Because of that it is foreseen the Partnership funding both from the public and private sector for the different activities in this territory, Partnership funding and sponsorship for the organization of different events and etc.

Chapter 5 / Risks analysis (impacts)

Planning (IAP preparation) quality risk

Detailing the risk

As the implementation of IAP includes quite a large number of institutions and they are of the different profile planning for the implementation of IAP activities may not cover all the circumstances affecting the quality of the IAP and due to the abundance of the activities the implementation of IAP may be jeopardized in accordance with the intended original description.

Risk management tools

In order to ensure the quality and well-timed implementation of IAP activities the responsibility of the project manager will include continuous monitoring of IAP progress and support information for other agencies and, if necessary, the initiation (according to the possible) of certain IAP adjustments in order to achieve IAP implementation under the planned IAP.

Quality risk of purchased (performed) services

Detailing the risk

Taking into account the fact that Telsiai ULG will not perform itself, but will buy certain services or products there is always a risk of not having the quality or having a poor quality of services and products because they cannot be provided timely or inefficiently, do not meet or only partially meet the customer's expectations.

Risk management tools



In order to minimize the risk of the quality of purchased services or products, during the procurement the requirements for suppliers must be specified as far as possible depending on the specifics of the services or products purchased. The Telšiai ULG experience in working with suppliers will also be appreciated and service contracts will include requirements for service or product quality.

Passivity risk of Telšiai city residents

Detailing the risk

Insufficient involvement of Telšiai ULG participants and Telšiai city residents in IAP activities. The risk of involvement of IAP participants and active participation in IAP activities is noted too. Lack of involvement of ULG representatives in the planned IAP activities, decisions, not made in time, can have an impact on the quality and timing of the activities envisaged.

Risk management tools

In order to avoid the risk it is envisaged to actively communicate and organize regular meetings with Telšiai ULG representatives for the supervision of the IAP process. The meetings will review the current situation and make the necessary decisions that affect the scope, quality and the terms of the services. Each stakeholder will be asked to nominate and identify the contact within their competence that would be responsible for carrying out the planned activities and complying with the deadlines. Concerning the submission/receipt of the information specific deadlines are set for all parties, the agreed meeting plan is respected.

Lack of funding risk

Detailing the risk

Lack of funding for the implementation of the IAP's activities can prevent some or even all activities from being implemented. Funding, received later than the one provided for in the IAP, may result implementation of IAP activities beyond the timeline.

Risk management tools

Telšiai ULG representatives actively and in advance will be interested in funding opportunities, will receive information about the measures and programs financed by the European Union Structural Funds, they will write projects themselves or buy project preparation services, will closely cooperate with the stakeholders and various institutions of Telšiai.

Chapter 6 / Monitoring system and Governance

The IAP Management group, composed of representatives of ULG, local authorities, business people and NGOs, is responsible for coordinating and monitoring the implementation of IAP. The IAP Management group is set up on the ULG initiative.

The monitoring of IAP implementation is carried out continuously: by March 1st of the current year filling in the data on the implementation of the last year's IAP in the form (Annex 1).

The brief assessment of the changes in the description of the factors described in the plan „General data“ is presented, the main changes and main tendencies of the legal and political, economic, social and cultural, natural geographic and environmental, technological environment of Telšiai city are presented.

The measures for informing the public about the IAP are described (specified the nature of the information published, the periodic of the publication, the source of publication, the need of funds for public awareness and sources of funding).



The evaluation criteria must be show the quantitative expression of the results of the implementation of the plan. Quantitative evaluation criteria measure what can be counted, they are determined on the basis of the quantitative information, i.e. facts, figures, statistical, institutional or other data. These criteria represent the contribution (for example financial) or the quantitative volume of the final product or result. Evaluating the implementation of the IAP and demonstrating benefits that are received not only by the direct beneficiaries, but also by the general public. The evaluation criteria could be assessed as „very good“, „good“, „satisfactory“ or „poor“.

An IAP „Monitoring system“ project (in the form of an annex) is being prepared, defining the evaluation criteria for the actions. The IAP Management group reviews the report and makes suggestions for adjusting the Action Plan and IAP. The IAP Management group, with the approval of the proposed amendments to the IAP, prepares an amendment to the IAP and places it to its website for the opinion of the residents of Telšiai. After 2 weeks from the posting on the website, the revised IAP is confirmed by the decision of the IAP Management group.