

INTEGRATED ACTION PLAN

REVITALIZING
**UKMERGE
OLD TOWN**
BY GIVING THE
**VOICE TO
THE LOCAL
COMMUNITY**

HERITAGE AS URBAN REGENERATION



kairós

καιρός (n.) Greek

is a word in ancient Greek meaning the right time for moving into action.

Kairós is an URBACT Action Planning Network led by Mula (ES) and joined by Šibenik (HR) Ukmergė (LT) Cesena (IT) Heraklion (EL) Belene (BG) and Malbork (PL). It has focused on expanding the role of cultural heritage as a driver for sustainable urban development and regeneration. Kairós has worked at two levels. Locally, each network city has co-produced an Integrated Action Plan along with a group of selected stakeholders. Internationally, a learning and exchange itinerary was rolled out, including baseline study, thematic workshops, study visits and peer-reviews.

URBACT is a European programme promoting sustainable urban development. URBACT's mission is to enable cities to work together to develop solutions to major urban challenges, reaffirming their key role in facing increasingly complex societal changes.

MAYOR OF UKMERGĖ ROLANDAS JANICKAS



The Kairós network of URBACT cities is a turning point in our approach, revealing the Old Town not only as an additional budget line, but as an opportunity with added value. After all, certain type of activities is suitable to be organized only in the historical part of the city - e.g., art performances, chamber yard concerts, which in turn bring together the community and interested guests.

Time has shown that renovated public spaces and streets pay for themselves through the establishment of new businesses, renovation of buildings, etc. Imagine if, before the start of any planned “hard” type investment, soft measures would always be involved in the process - then the result would have a much larger context - inclusion of communities, individual social groups would have an impact for the more attractive city, etc. (bottom-up approach) The Integrated Action Plan is one of the examples.

These two and a half years in the project have allowed us to practically test the theoretical challenge of “how to involve the community in decision-making”. Moreover, it was a comprehensive process rather than just one discussion. Community inclusion and the whole project helped us to look in the processes through different lenses and to grow together with the community members.



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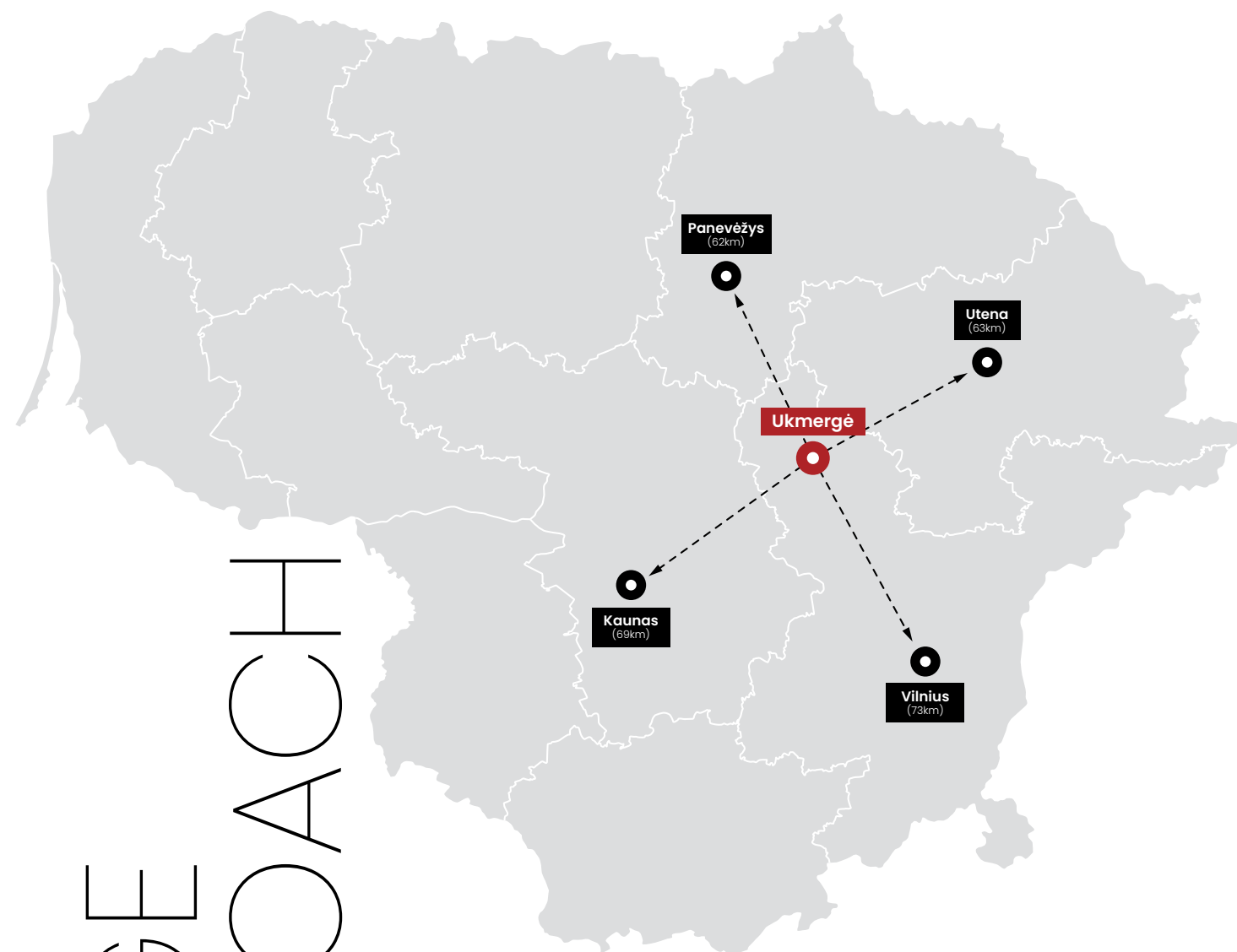
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PART I CHALLENGE AND APPROACH



THE CONTEXT OF UKMERGĖ OLD TOWN

Ukmergė has been known since the 14th century and can be considered one of the oldest cities in Lithuania. The city is situated in the east-north part of Lithuania in a convenient location. Ukmergė is relatively easy to be reached by plane, as it is situated about 60–70 kilometres from two international airports – Vilnius (VNO) and Kaunas (KUN). The city has a population of less than **21,000** inhabitants and the number of citizens is still shrinking. However, the shrinking population is common among other Lithuanian cities, except the biggest ones – Vilnius and Kaunas.



THE SPECIFICS OF THE UKMERGĖ OLD TOWN

Ukmergė's Old Town is one of the **seven** extant Old Towns in Lithuania, along with Vilnius, Kaunas, Klaipėda, Telšiai, Trakai and Kėdainiai. Many recognize that out of these seven Old Towns, only Ukmergė still presents a problem of abandonment and neglect. Ukmergė's Old Town is closely related to the Jewish urban culture and heritage. Since the Holocaust, where about 10 thousand Jewish citizens were killed,

the Old Town has not been brought back to normal life. The Municipality is a member of institution "Jewish Heritage Lithuania", which is part of the European Association for the Preservation and Promotion of Jewish Culture and Heritage (AEPJ). The Old Town of Ukmergė basically consists of detached single-family wooden dwellings, two churches, ethnographic museum, parks, and other interesting sites like the Mound, which is related to Gediminas dynasty.



BUSINESS ENVIRONMENT IN UKMERGĖ

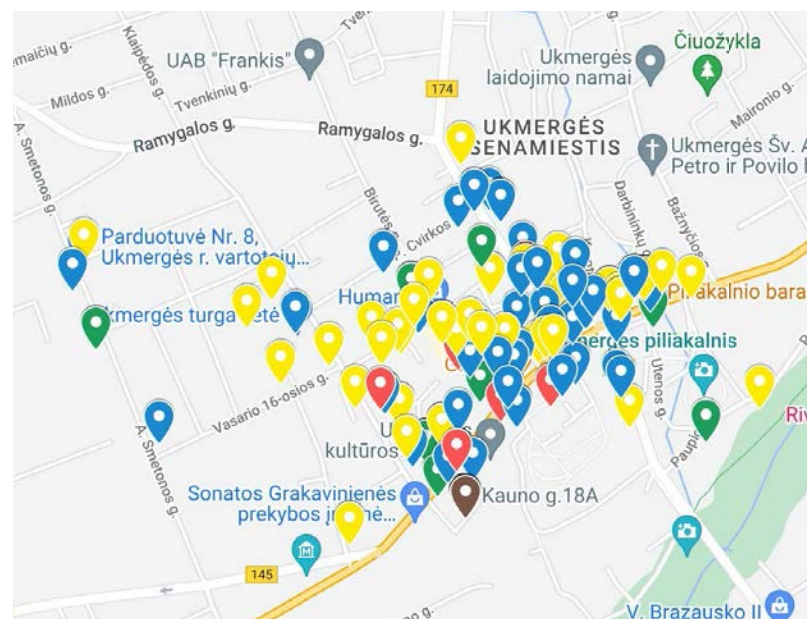
There are 813 registered companies in Ukmergė (**78%** in Ukmergė and its district; **22%** in the Old Town). To the number of registered companies – businesses of individuals are also included.

Majority of companies situated in the Old Town are operating in **service sector** (89 subjects, mainly catering, beauty salons, financial services, dentistry and medical services, legal services) and **sales** (65 subjects, mainly equipment and food stores), the other field of activities of subjects are NGOs (12 subjects), institutions (8 subjects), manufacturing (5 subjects).

67% of businesses agree that the increasing flow of people in the Old Town would be important for them. It means

that companies agree that increasing number of customers would have a positive impact for their businesses and prosperity.

Also, the number of people working and acting in the Old Town might have a huge impact for the revitalization and the more active vibe in the Old Town. In total about **2000 people** are working in the Old Town area.



THE INVESTMENTS TO THE REVITALIZATION OF THE OLD TOWN

Over the past few years, the priority to invest in the Old Town of Ukmergė has grown. A few projects have been promoted so far:

Refurbishment of streets, sidewalks, and pedestrian-bicycle paths in Maironio St., Vienuolyno St. and Kestucio Sq. Period: 2009–2012. EUR 1.2 million invested.

Refurbishment of the former Jewish school building and establishment of a civic “Tolerance Centre”– hosting a variety of educational and cultural activities and events. Period: 2015–2018. EUR 388,127 invested.





Reconstruction of the historical site of Ukmergė Mound and surroundings. This outstanding architectural landscape project has created a new public space for recreation and events, which is also a magnet for many visitors.

Period: 2016–2019. EUR 338.171 invested.

Refurbishment of Kęstučio Square, Friendship Square and Pilies Park and its surroundings, including parking lots, viewing areas, children's playground, family leisure area, information pavilion and video surveillance system. Period: 2018–2021. EUR 3.5 million investment. Also, Municipality together with the Ministry of Culture manages the programme dedicated to preservation and renovation of the facades.

Above-mentioned projects were a turning point for the revitalisation of Ukmergė's historic city centre. However, this type

of urban investment projects should be framed into a strategic framework aimed at a more ambitious and systematic regeneration of the Old Town. – it is expected that it will be an added value of the Kairós Integrated Action Plan.

All the infrastructure projects managed by the Municipality are implemented under the Ukmergė District Strategic Development Plan, which is usually co-funded by the European Structural and Investment Funds (ESIF). However, policy making and delivery processes in Ukmergė often lack solid strategic direction, since the work of municipality is largely conditioned by the day-to-day and short-term tasks.

Quite many projects regarding public matters, culture, or tourism and other small-scale initiatives are waiting for their time, but they are not included into a part of a comprehensive city strategy.



THE KEY CHALLENGES AND FOCUS

Motivation to be part of the Kairós project:

With the help of project partners and colleagues from other countries, Ukmergė aims to develop an Integrated Action Plan for Ukmergė Old Town [about 50 ha]. The aim of the Integrated Action Plan is to seek the **revitalization of the Old Town**. It has a focus for the Old Town to become a prestigious place with lively streets and smart community. The development of Old Town revitalization strategy is

already included in the Strategic activity plan 2021–2027 for the Ukmergė District Municipality. The strategy is planned to be prepared in cooperation with the community – people who spend most of the time in the city and the district.

Key challenges

The most important issue within the framework of Kairós project was to find ways how the Municipality could build up a **participatory approach** and begin the dialogue between citizens and the local government. The collaboration and dialogue was aimed at upgrading the quality of current policymaking in the

city. Before the Kairós project Ukmergė did not have a participatory approach – it was almost inexistent. On the one hand, the Municipality understood and now understands the need to have a credible civic counterpart to discuss and agree with. On the other hand, the local community needed to be motivated and included somehow. The job is not done yet, community still needs to be re-energized and motivated. The URBACT Local Group has paved the way, but more solutions need to be found and loads of work done in order to make civic engagement work at a broader scale. The Kairós project with the subsequent Integrated Action Plan was a great opportunity to learn and see the value of participatory approach, however it is important to continue applying the participatory approach after the project.

The stagnation of Ukmergė's Old Town over the past decades has made this place unattractive to local people. This central area is not a desirable place to live despite of its rich cultural heritage. A too rigid heritage preservation regulatory framework seems to work as an additional barrier which influences how people preserve and cherish the cultural heritage. A comprehensive strategy for the **integrated urban regeneration of the Old Town** is a big challenge for the municipality. Though, the strategy may provide a medium / long term framework to the series of physical rehabilitation projects driven by the Municipality as well as to raise confidence and interest of dwellers, investors, shop owners and

entrepreneurs to invest and use the potential of existing cultural heritage. In the context of the Kairós project the cultural mapping exercise was carried out. The stakeholders, who participated in the activity agreed that the city lacks **commonly agreed vision** for the Old Town, which will suit for the residents, municipality, businesses operating in the Old Town. It was observed that Municipality representatives and residents of the city have different approaches to the brand and the image of the city. Most Municipality representatives see the Mound as a brand of the city, meanwhile the residents mentioned stoned streets, arch, other small architecture elements, etc. A joint vision would still be needed to be agreed on among all the stakeholders.

The meetings with stakeholders, as well as the insights from the cultural mapping exercise confirmed that the Old Town is **not vibrant and usually is completely empty**. Stakeholders and participants from cultural mapping exercise pointed out some possible reasons: the **Old Town is not convenient** for bigger or smaller events (due to lack of proper infrastructure, difficulties to drive because of cobble streets, no place for bigger audiences to gather). Though great amount of physical Old Town regeneration projects has been already implemented, nothing very special, unique, outstanding, or convenient has emerged there. **Tourism** lacks vision and strategy as well. Tourists are usually one-time comers, there is no reason to come back. On the positive side, participants outlined, that

the Old Town has many vacant **spaces**, which could be used as a “resource” filling the Old Town with vibrant life.

While discussing above-mentioned challenges, URBACT Local action group, formed three categories of actions to revitalize Ukmergė's Old Town:

Smart community as a solid participatory and community engagement – where Municipality could have credible civic counterpart to discuss and agree with. This would require further development and application of participatory approach and community engagement models.

Vitality of the area – Developing an approach on urban vibrancy through cultural heritage promotion, through being more active on cultural agenda and consciously promoting Ukmergė's Old Town as the best location for the creative and knowledge economy, inspired by community-led initiatives.

Sense of pride – Narrative building and branding the city with a particular focus on the Old Town, willing to have a direct impact on raising sense of pride and making the historic quarter the most prestigious place in Ukmergė.

Focus of the Integrated Action plan

The main closely interconnected **focus areas** of the Integrated Action Plan are: **Civic empowerment**. Community engagement through experiences, which

were gained during different periods of the project and processes. “Promoting a livelier Old Town by using participatory approaches” in order to build up a platform for civic engagement for co-production of local policies and initiatives for the Old Town.

Awareness raising on the value of cultural heritage. Through the activities foreseen under specific aim of the Integrated Action Plan “Raise awareness of the meaning and scope of urban heritage valorisation in the Old Town”, which aims to promote a change of the mindset among the Municipality, residents and (potential) investors concerning the Old Town and its potential for growth. As well as, awareness raising for the importance and scope of modern heritage management, regarding concepts like urban cultural landscape, heritage valorisation and adaptive reuse.

Branding Ukmergė as a Vital Old Town. Uniqueness of Ukmergė is a fact. The residents really love the city and are keen to be engaged in activities, to use storytelling elements. However, a lot of still needs to be done, to ensure, that there would be one clear brand of Ukmergė. Community engagement to finalize what can be seen as a brand of Ukmergė would have a direct impact on raising a sense of pride and belonging. Building a brand for Ukmergė and participatory approach would help to find Ukmergė's specific features to distinguish the city. This will be done through the support for community-led initiatives.



THE KEY CHALLENGES AND FOCUS

Multi-stakeholder support group.

The fundamental pillar of the URBACT programme is the URBACT Local Groups (ULG). All URBACT partners are required to set up a Local Group composed of the key local stakeholders. The purpose of this group is to work together with

the municipality and to co-create Integrated Action Plans for their own city. The creation of this group, as proven by the URBACT projects experience, is a key component in the design and implementation of efficient urban policies. The creation of ULG was a new process and a learning journey for Ukmergė, previously, the urban policies were developed within the structure of representatives of the Municipality.

The Kairós project was implemented in two phases:

Phase I

2019 09 to
2020 02

A **Baseline study** prepared. The study reflected local situation of the cultural heritage and the historic neighbourhoods, main challenges, the needs for urban regeneration.

The initial **Urbact Local group** established, URBACT Local Group coordinator appointed.

Phase II

2020 05 to
2022 08

An **Integrated Action Plans** co-produced by all project partners.

Small-scale actions implemented to test approaches on revitalization of Ukmergė Old Town.

Transnational exchanges of good practices implemented (following the Kairós five pillar model).

Kairós project partnership consisted of **6 partners**. The Municipality of Mula (Spain) was the lead partner of the project, which supported all other partners and ensured successful project implementation. Besides the municipality of Ukmergė, the partnership included municipalities of Cesena (Italy), Belene (Bulgaria), Heraklion (Greece), Šibenik (Croatia) and Malbork (Poland). Partners all worked together and supported each other in the Kairós journey.

Ukmergė's URBACT Local Group had a couple missions during the project: (1) to influence the quality of local life by participating in the municipal decision-making process; (2) to co-produce an Integrated Action Plan. Ukmergė's ULG consisted of a widely varying group of stakeholders from different backgrounds – district government, municipality departments, representatives from the Old Town businesses and cultural sectors, local community (artists, entrepreneurs, etc.). The ULG group was formed in the Phase I of the project and remained the same during the Phase II. Besides usual ULG group, other stakeholders interested in revitalization of the Old Town of Ukmergė were also invited to participate and share their insights.

The following members comprised the ULG group:

Inga business owner	Vaidotas Old town school
Sonata fashion studio Karalė	Artūras Jewish community
Andrius artist- blacksmith	Rasa Cultural center of Ukmergė
Angelė owner of businesses in the Old Town	Žygimantas municipality representative
Evelina boutique shop Fyfa	Kristina and Jolantas Book shop
Julius artist, representative of art organization	Mindaugas local community
Gintė Pub owner Piliakalnio baras	Paulius café
Deimantė and Svetlana Pramogų korporacija	Kladvija Art school
Ramūnas guide of Ukmergė city	Gintautas architect
Ramoška artist	Saulius architect

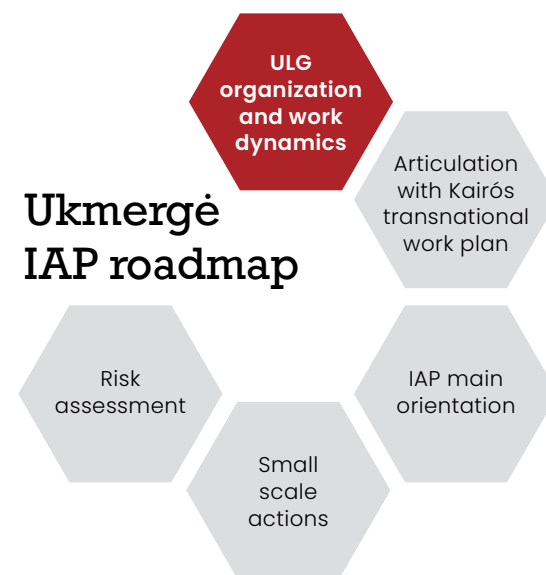
In order to ensure efficient communication and promotion of the project – a Facebook group of “Ukmergė Old Town. URBACT Kairós” – was launched.

Additionally, the **steering group**, which functioned as the coordinating body was established. This group consisted of municipality representatives, responsible for project management and the coordinator of the ULG.

THE ROADMAP FOR INTEGRATED ACTION PLAN

The roadmap for Integrated Action Plan. Integrated Action Plan was developed by following the planning process foreseen in the roadmap. The ULG composed during the Phase I of the project continued to take part in development of Integrated Action Plan. The role of appointed ULG Coordinator was especially important, as the coordinator ensured supportive environment for various discussions, made locals aware of the existing cultural heritage objects in the city.

The ULG meetings began in February 2021 and continued until April, 2022. Thematic ULG meetings were implemented after the transnational thematic meetings of the project. It was done in order to reflect the ideas and inspirations from international meetings. There were 8 ULG meetings in total (different type – discussions, workshops, working sessions). 4 of the meetings were focused on the discussions of the 5 main pillars of Kairós project – Governance, Space, Economy, Attractiveness and Social Cohesion. Other ULG meetings were devoted to drafting and finalising Integrated Action Plan, as well as planning and implementing small-scale actions.



ULG meetings gathered experts / representatives from the institutions related to the specific sub-themes. For example:

Space: Cultural Heritage Department of the Ministry of Culture

Economy: Ministry of Economic Affairs

Attractiveness: Tourism Division of the Ministry of Economic Innovation

Social cohesion: Universal Design Distributors, etc.

Additionally, to ULG meetings, non-formal thematic picnics with different municipality divisions were organized. Meetings helped to discuss different viewpoints and proposals, which were later transferred to the Integrated Action Plan.

ULG meetings. The ULG group discussed various themes that characterize the area (following the 5 pillars that structure the contents of the KAIRÓS project).

The usual structure of ULG meetings were:

Reflections from transnational thematic workshops

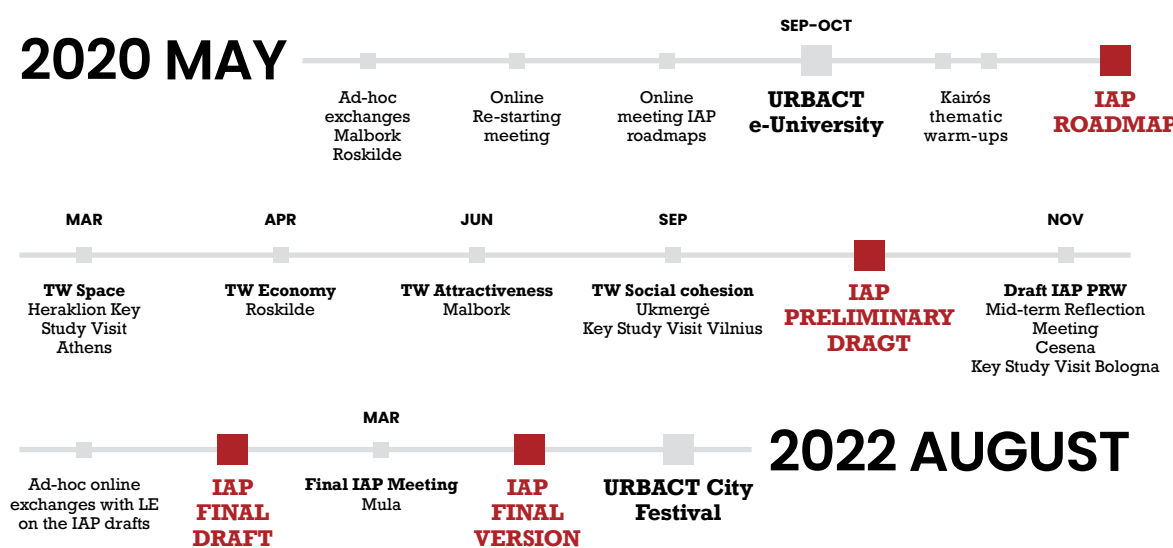
Thematic lecture by the expert(s) related with the topic of the meeting (Space, Attractiveness, Economy, Social cohesion, Governance)

Insights from institutions related to topic of the meeting

Presentation of small-scale survey results related with the topic of the meeting

Discussions, questions, insights

Prior to each of the ULG thematic meetings small-scale resident surveys were launched. Community opinions on these topics were collected: Cultural heritage as an opportunity for sustainable social development; attractiveness of the Old Town of Ukmergė; business opportunities in the Old Town of Ukmergė, etc.



The first thematic ULG meeting, held in February 2021 focused on the Space topic and was attended by 45 participants.

VASARIO 9D. 17:30

17:30 - 17:35	Prisijungimas
17:35 - 17:40	Pasisveikinimas
17:40 - 18:00	"Architektūros paveldas: našta, ar privilegija" J. Butkevičienė
18:00 - 18:20	"Viešųjų erdvių patrauklumo principai" G. Tiškus
18:20 - 18:40	"Pastatų priežiūros Gerosios Praktikos Principų pasiūlymai" D. Vrubliauskas
18:40 - 18:50	Apklausos aptarimas
18:50 - 19:10	Diskusijos grupėse
19:10 - 19:20	Apibendrinimas



3 invited experts helped ULG members to understand the value of cultural heritage, the viability of public spaces and the maintenance of historic buildings:

- Gintautas Tiškus:** Principles of Attractiveness of Public Spaces
- Jolita Butkevičienė:** Cultural heritage - a privilege or a burden?
- Dalius Vrubliauskas:** The potential of cultural heritage for the sustainable development and regeneration of the city's Old Town.

As prior to this meeting the small-scale survey was launched. ULG coordinator presented the main outcomes of the survey. Based on the results, the most important value of Ukmergė Old Town is the architecture of historic buildings. The most acceptable "face" of the Old Town is the architecture of the buildings and tourist routes. The most

gratifying maintenance work is the annual appearance of new sculptures. Additionally, after presentation of results, participants were invited to virtual rooms to discuss the results and provide their feedback on the Old Town values, most acceptable Old Town "face" and gratifying maintenance works.

The second thematic ULG meeting

took place on 18th March 2021 after transnational workshop "Space: Valorisation and Adaptive Reuse in the Heritage City". During this meeting the best practice examples and take-aways from the transnational workshop were presented for ULG members. All members were invited to share their opinions what could be taken from these examples and used in Ukmergė's Integrated Action Plan. Also, as in the first meeting, the survey results of the values of the Old Town of Ukmergė were discussed. Offers from ULG members were included in the Integrated Action Plan (e.g., informational board on culture heritage objects). Additionally, ULG members noticed, that survey results are interesting, and they should be presented publicly, so that everyone could get familiar with them (e.g., using the communication channels of the municipality).

The **third ULG meeting** took place on 21st June, 2021 after the transnational workshop "Economy: Heritage as a driver for innovation, entrepreneurship and job creation". It was done in order to present ULG members how other cities are using heritage as a driver for innovation, entrepreneurship and job creation. Besides sharing best practice examples and take-aways from the transnational workshop, invited guests shared Lithuanian example on business cooperation in Old Town area which helped to bring the vibrancy to the Old Town. Also, during this meeting ULG members discussed the business environment in Ukmergė Old



Town. Additionally, small-scale survey results on "Business in the Old town: current situation, needs and opportunities" were discussed. Survey results shown that **catering, leisure** (cultural institutions) and **shopping** opportunities are the main things, which attract people to the Old Town.

On the 8th September 2021 the **creative workshop with ULG** members was held. It was held after transnational thematic Workshop on "Attractiveness: Re-imagining the heritage city: from local identity to destination marketing". ULG members and other stakeholders were introduced with success stories of two Lithuanian cities – Kaunas and Alytus, discussed the results from small scale survey "Ukmergė Old town brand" and took part in creative workshop, where drafted the **message for Ukmergė Old Town**.



Prior to transnational thematic workshop “Social Cohesion: Accessibility and Inclusiveness at Historic Quarters” on 20th September 2022 cultural mapping exercises with ULG members, other stakeholders, municipality representatives took place. It was done in order to learn how Ukmergė is dealing with its Old Town transformation and what challenges community encounter. This exercise helped to better understand existing challenges and identify possible causes, that might affect the successful implementation of Integrated Action Plan or participatory framework. Collected ideas were also shared with Kairós project partners during transnational thematic workshop on Social Cohesion. Some of the offers, presented during this exercise were transferred to the Integrated Action Plan. Besides these thematic meetings, additional meetings to draft the Integrated Action Plan were organized. During the meetings ULG members discussed the key challenges of Ukmergė

Old Town and ways to overcome them, worked on setting the focus, identifying the aims, objectives, and actions, that would help to revitalize **the Old Town** – with a focus for this area to become a prestigious place with lively streets and a smart and engaged community.

The participatory approach and wide range of different **stakeholders’** helped to develop the Integrated Action Plan, explore the ideas for small-scale actions that would allow to test how to make Ukmergė Old Town more vibrant. Though it also, must be acknowledged that it is not easy to keep the motivation of community to be engaged and sustain participatory frameworks for community / citizens engagement. Community leader and funding for the coordinators position have to be found.

Kairós transnational exchanges, peer-reviews, workshops, regular consultations, as well as exploring what approaches



on community engagement other partners applied were also helpful while drafting Integrated Action Plan. Personal examples and learnings from Šibenik (Croatia), Thessaloniki (Greece), Turin (Italy) confirmed the importance of

community engagement. The success of infrastructure development largely depends on the dialogue with the community. Also, the practice and examples confirmed that time factor is vital for the changes to happen.



PART II ACTION

A TWOFOLD AIM

The overall goal of the IAP – to create a framework for the revitalization of the Old Town – with a focus for this area to become a prestigious place with lively streets, smart and engaged community.

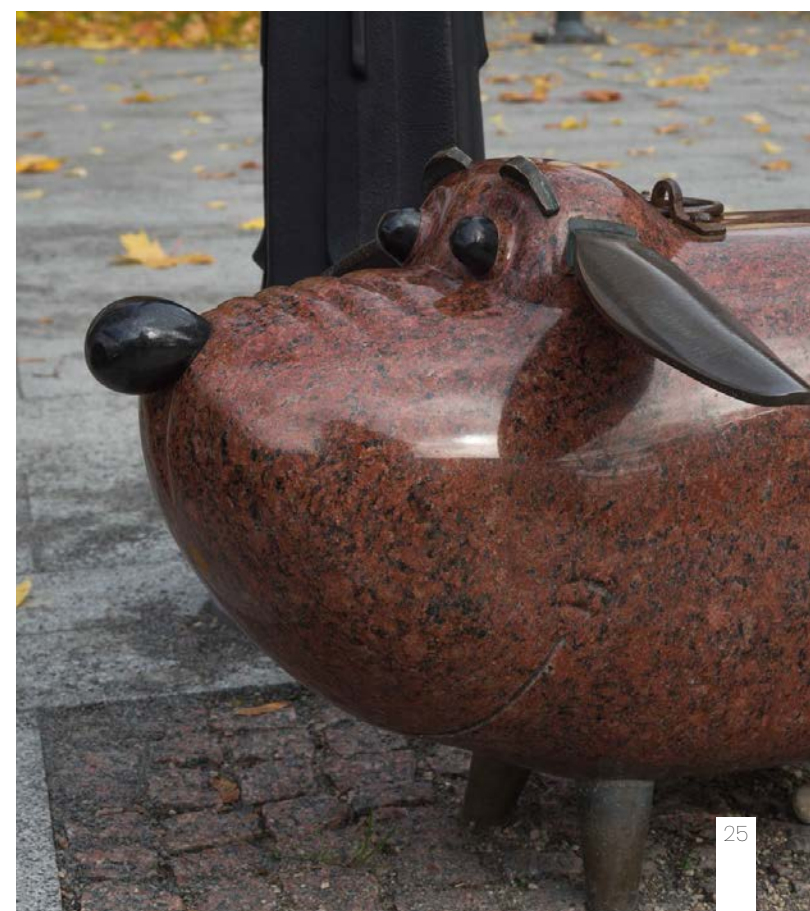
Below a summary table of aims is presented. The summary table include the specific aims of the Integrated Action Plan developed during the Kairós project that also considers Kairós five pillar model and attention to governance, space, economy, attractiveness, and social accessibility.

SPECIFIC AIMS	EXPECTED RESULT	TARGET VALUE	SOURCE OF INFORMATION
SA1 Raise awareness, meaning and scope of urban heritage valorisation in the Old Town	Increasing number of residents willing to refurbish real estate in the Old Town (following the regulations)	At least 10% yearly	Funds distributed
	Increasing number of businesses investing in the refurbishment of the buildings in the Old Town		Implemented renovations/ refurbishments
SA2 Promoting a livelier Old Town by using participatory approaches	More community led activities dedicated for vibrant Old Town	At least one event per month	List of events / participants
	Increasing number of visitors in the Old Town	Growing locals engagement in decision making processes	Surveys
	Increasing number of locals engaged		Number of referrals / recommendations made

During the development phase of the IAP three aims were outlined. After consultations, discussions with ULG members, peer-review workshop, and suggestions by Kairós partners the number of aims were reduced to two. In this way the importance of meaningful community engagement was outlined. The aims now have a purpose to promote livelier / more vibrant Old Town, instead of just creating participatory community engagement framework.

RAISING AWARENESS OF HERITAGE VALORIZATION

The following activities have been identified by ULG members during the meetings, participatory workshops and small-scale surveys. Some ideas were offered by external experts, who were invited as speakers in participatory workshops for ULG members. Some actions have been inspired by the examples of Kairós transnational meetings and initiatives implemented in other European cities.



Specific aim	SA1 RAISE AWARENESS, MEANING AND SCOPE OF URBAN HERITAGE VALORISATION IN THE OLD TOWN		CONNECTION WITH THE KAIRÓS FIVE PILLAR MODEL
Actions	Description of the action	Responsible body and partners	
Objective 1: Campaigns on the value of heritage preservation and valorisation			
Action 1.1. Yearly booklet about Ukmergė architectural-urban values	To constantly raise awareness among residents about the architectural-urbanistic values of Ukmergė a yearly booklet will be developed and promoted (spread free of charge). The booklet using simple and catchy language will present the main Old Town values (wooden architecture, Ukmergė modernism, etc.), as well as (a) natural assemblage; (b) the history of the city; (c) Ukmergė's main urban and architectural formations. Source for inspiration: https://www.visit.kaunas.lt/lt/leidiniai/	Ukmergė Local History Muse-um in coopera-tion with Mu-nicipality herit-age conserva-tionist Local archi-tects/ organi-zations	SPACE ATTRACTIVENESS
Action 1.2. Municipality award for heritage preservation and valorization projects	A yearly contest in cooperation with Chamber of Business Crafts will be organized. This contest will allow to recognize initiatives of heritage preservation and valorization projects. The municipality given award and recognition might serve as a tool to encourage others to implement diverse heritage preservation and valorization projects in Ukmergė. The nomination will be integrated in already existing yearly Ukmergė Entrepreneurs Awards ceremony, organized by Chamber of Business Crafts.	Municipality and Chamber of Business Crafts.	GOVERNANCE SPACE
Action 1.3. Online contests about Ukmergė's Old Town	Virtual contests, seeking to regularly keep the attention on the value of heritage, will be implemented (through most popular Ukmergė groups in social networks). The contest will include facts about the Old Town of Ukmergė, and the winners will be awarded.	Municipality public relations specialist ULG members	ATTRACTIVENESS
Objective 2: Ensure and promote more effective funding mobilisation for heritage preservation and valorization projects			
Action 2.1. Regular updates on local heritage register	Though Ukmergė already has local heritage register, it is important to keep it further functioning and updated	Municipality, municipality architect	GOVERNANCE
Action 2.2. Municipality structure dedicated to strengthening the focus on the maintenance and use of Old Town buildings	To dedicate more attention for maintenance of the buildings in the Old Town (focusing on derelict buildings) an establishment of separate structure (working group, a dedicated person, etc.) is planned. In the long term this structure would be transformed to fully function Agency type structure, that would be responsible for various activities, related with the maintenance of the buildings in the Old Town. This structure also would be responsible for soft investments prior to hard investments, seeking to ensure that planned investments would be oriented to people and not vice versa.	Municipality, municipality architect	GOVERNANCE

Action 2.3. Aligning regular SME's support fund calls with a focus on initiatives in the Old Town	Ukmergė has SME's support fund scheme operating. This action is dedicated to identifying and including priority in already existing scheme for business establishment in Old Town. This practise has been successfully applied in other Lithuanian municipalities and helped to revitalize the Old Town area. Additionally, attention will be dedicated to ensuring wide promotion of SME's support fund calls, seeking to ensure that people know about the initiative and how to apply for it.	City council Municipality public relations specialist	ECONOMY SPACE
Action 2.4. Funding for existing fiscal aid mechanism for heritage preservation and maintenance	Increase and promotion of funding for proper management of buildings, the purchase of materials and elements through partial subsidies to help owners and communities to bear the financial burden.	City Council	GOVERNANCE SPACE
Action 2.5. Promotion of Ukmergė municipality calls for architecture ideas	For the moment Ukmergė municipality announces their calls for architectural ideas in the webpage of Ukmergė mu-nicipality, which does not attract atten-tion of possible specialists and artists. Seeking to increase participation of spe-cialists, artists from Ukmergė who are residing abroad - additional promotion and channels of open calls will be im-plemented (e.g., using social networks).	Municipality public relations specialist	GOVERNANCE ATTRACTIVENESS
Action 2.6. Restoration of the streets in the Old Town	Each year 1-3 Old Town streets will be restored, but before the restoration a formulation of restoration task will be developed together with the community, to reflect the needs of people, who are using the infrastructure.	Municipality, municipality architect Residents	GOVERNANCE SPACE
Action 2.7. Public spaces for the presentation of projects	Inspired by the Bologna digital city example, the establishment of public permanent space (in library, museum, or municipality) is foreseen. This place would serve as a presentation space of current Municipality led projects, where everyone who is interested would be able to get information where the city is standing, what projects are being implemented, what are the plans, etc.	Municipality public relations specialist, municipality architect, Cultural organ-isations	GOVERNANCE
Action 2.8. Development of the platform – city connections	As Ukmergė is facing emigration issue, the establishment of the City connections platform is foreseen. The platform will be used to keep relations with Ukmergė citizens, who went to other cities. This platform would serve as a tool to engage in Ukmergė activities graduates who went to other cities to study. The platform should create opportunities for people to get information what is happening in the city. The main aim of the platform is to keep a connection with those, who left Ukmergė, so that they would know that Ukmergė is striving for their return. In the platform, institutions, companies located in Ukmergė would promote their internship, job, or research-based activities offers, which might help to attract people to come back.	Municipality education division Schools Local business companies	ATTRACTIVENESS

Implementation of above-mentioned actions will lead to community awareness raising on the importance of heritage preservation, as well as understanding of the meaning and value of urban heritage. The municipality will also implement the actions dedicated to ensuring more effective funding mobilisation for heritage preservation and valorization projects, this way outlining the importance not only for heritage preservation, but also of the heritage valorization leading to the revitalization of the Old Town.



PROMOTING VIBRANCY ALONG WITH THE COMMUNITY

Specific aim	SA1 RAISE AWARENESS, MEANING AND SCOPE OF URBAN HERITAGE VALORISATION IN THE OLD TOWN		CONNECTION WITH THE KAIRÓS FIVE PILLAR MODEL
Actions	Description of the action	Responsible body and partners	
Objective 3: Support community-led initiatives with an impact on Ukmergė Old Town´s vibrancy			
Action 3.1. Establishment of the association dedicated to Old Town residents' - a tool for community engagement	Learning from the example of ULG work, the establishment of the Old Town residents' association as a tool for community engagement is foreseen. This body will ensure that residents voice regarding revitalization of the Old Town is heard in the Municipality corridors. Besides that, the Association will function as a tool for initiating activities in the Old Town.	ULG	GOVERNANCE SOCIAL ACCESSIBILITY
Action 3.2. Development and promotion of Yearly events plan	It is planned to develop and promote integrated yearly event plan seeking to ensure that community and Ukmergė guests know about activities, happening in Ukmergė. This plan will include events organized by different organisations. This should contribute to attractiveness and vibrancy of the Old Town, ensuring the uniqueness of Ukmergė would be promoted within municipality channels.	Department of Education, Culture and Sports Culture/artistic organisations Schools Libraries Municipality Public relations specialist	ATTRACTIVENESS SOCIAL ACCESABILITY
Action 3.3. Residency programme for artists with a focus on tangible and intangible heritage valorisation and adaptive reuse	The implementation of residency programme for artists is planned. It will have a focus for implementing cultural activities in the Old Town. This could help to bring new, fresh ideas to Ukmergė, ensuring attractiveness and vibrancy of the Old Town.	Department of Education, Culture and Sports Local creative institutions Music school Museums Local artists	ECONOMY SPACE ATTRACTIVENESS

Action 3.4. Instagram worth site	There are plenty of examples in Lithuania and abroad, that with small investments but creative ideas it is possible to create memorable moments, and it becomes viral in social networks. Therefore, seeking to attract attention and put Ukmergė in the map of visitors the creation of Instagram worth shot object focusing on Ukmergė cultural heritage development is foreseen. This object should help to attract visitors and locals to take a photo and then spread it around social networks mentioning Ukmergė, as a place where the photo was taken.	Youth organisations Youth leisure centre Local artists Museum	ATTRACTIVENESS
Action 3.5. "Reason to return" initiatives	ULG members, as well as other stakeholders confirmed that now Ukmergė is a town, which is visited only once, there is no reason to come back. Therefore, using creative potential of Ukmergė community, the tradition, promoting people to come back, will be created (e.g., each Saturday morning cuckoo comes out from the clock to sing anthem of the city; regular events in slippers factory - fountains, music, light installations).	Department of Education, Culture and Sports Cultural organisations Artists	ATTRACTIVENESS
Action 3.6. Co-creation based artistic objects	Ukmergė is exceptional in using storytelling for Ukmergė branding. This asset will be used seeking to continue the co-creation process of artistic objects for building Old Town attractiveness. Among such - development of co-creation based artistic objects, the history of the city using storytelling. This activity will be implemented through creative workshops where community will work together while creating stories for artistic objects.	Department of Education, Cul-ture and Sports Cultural organ-isations Artists Residents	ATTRACTIVENESS
Action 3.7. Ukmergė's celebrity alley	Ukmergė has plenty of famous people, but not all the locals and especially visitors know about them. This activity will be dedicated to local famous people and their work promotion. Using available resources, cooperating with local business the Ukmergė celebrity alley will be installed, which will also provide opportunities to buy products, created by famous people (e.g. books, paintings).	Local business Cultural organisations Department of Education, Culture and Sports	ECONOMY ATTRACTIVENESS
Action 3.8. Window expositions for local economy promotion	Instalment of exposition of (percussion) instruments in the main street, with information on where to buy them. Ukmergė is famous of international percussion festival implemented by Art school. This asset will be used while implementing activity and ensuring visibility of where people can get things, presented in the exposition.	Art school Local business operating in the Old Town	ECONOMY

These actions are dedicated to community-led initiatives, that will help to increase the vibrancy and liveliness of the Ukmergė Old Town. Above-mentioned activities will be implemented using participatory approach, encouraging people, different organisations, institutions, businesses to cooperate and to make Ukmergė Old Town more attractive not only for visitors, but also for locals. Indirectly, those activities will contribute to the more prosperous environment for local businesses as more people will be spending time in the Old Town.

IGNITING WITH SMALL SCALE ACTIONS

Three different types of small-scale actions allowing to test approaches on revitalization of Ukmergė Old Town were implemented. Inspiration for small-scale actions came from the meetings with ULG members, thematic workshops participants.

First small-scale action focused on raising awareness on importance to preserve cultural heritage in the Old Town. Small-scale surveys implemented within Kairós project revealed that respondents acknowledge which buildings are the most important elements of the Old Town of Ukmergė.

During this action the passports of buildings were created and given to the people, living in cultural heritage buildings. The passports were dedicated for specific part of the Old Town, Vilnius str., Kęstučio sq., Pakalnės str.

The passport of the building included:

- Short description of a space context;
- List of relevant legislation;
- Technical specification of construction work (how to manage with wood, masonry, metal, etc.);
- Historical facts (who lived, when the building was built, exclusiveness).

This small-scale activity helped to change common attitude that nothing can be done in the Old Town. Also, it helped to solve issues identified by ULG members:

- „No more „I don't know“. To make existing / future residents / investors informative about what is allowed to do in historical place. This will eliminate the barrier of uncertainty – when you know what is allowed, you can make plans for that place.
- „I live in an exceptional place“. To raise the feeling of being proud. Historical facts may lead to perception of the exceptional place, in which person lives, works, establishes business.
- The start of detailed inventory. This will help municipality to focus on the priorities of financing renovation of houses.



Though there are 22 objects in Ukmergė included in the register of cultural properties, individualized passports were developed and distributed for all the buildings situated in the indicated area of the Old Town. It was done despite significance level of the buildings. ULG coordinator, together with the representative of municipality individually visited each of the building, met with the residents of these buildings, presented the idea of the passport and the Kairós project.

Capacity building activities for coffee-place workers.

This activity was dedicated to train employees on how to engage with clients and visitors – sharing interesting and engaging facts about Old Town history, objects worth visiting. This type of small-scale action contributed to community building and engagement. With these trainings Ukmergė also focused on solving one of the challenges of working hours, because coffee-places are working longer than Tourism centre, operating also on Sundays.

Sense-based souvenirs.

The idea to combine the taste and the smell of Old Ukmergė was mentioned during the first stakeholders meeting in Ukmergė (1st Phase of the Kairós project), back in 2019 November. With this small-scale action the idea was turned into concrete action, during which sense-based souvenirs were created (e.g., different shape cookies (pigeons, dog “Keksas”, other visible small

architecture objects in Ukmergė). This SSA helped to engage community, as souvenirs were created by pupils during entrepreneurship/technology lessons.

The other souvenir that was developed – a ticket to observation tower which has a seed stuck to the ticket. This not only focused on sustainability and eco-friendly approach, but also remained as a good and valuable memory for observation tower visitors.



During all SSAs the focus was given for awareness raising, capacity building, branding, and promoting Ukmergė through different senses. Very important element of these actions is that they were implemented in co-creation with local community (pupils, entrepreneurs, municipality), which helped to ensure the participative approach.



PART III IMPLEMENTATION FRAMEWORK

IMPROVING GOVERNANCE

Kairós project helped to test how it is possible to use participatory approach and create a dialogue between citizens and the local government while looking for solutions on revitalization of the Old Town. The URBACT Local Group worked throughout the project and helped to deliver this Integrated Action Plan by identifying actions, needed for revitalization of the Old Town using cultural heritage as an asset. The URBACT Local Group also contributed to the delivery of the small-scale actions. In order to continue the application of participatory approach after the end of the project, most active members of ULG group are eager to help implementing foreseen actions.

The execution of the IAP will be mainly coordinated by the Ukmergė Municipality. It will be done with engagement of relevant departments, institutions that are accountable to municipality (e.g. cultural organisations, museum, library, schools, etc.), other institutions, organizations and stakeholders. This engagement will be much easier due to the existing connections with local community, local businesses, individuals operating / living in the Old Town. Additionally, in order to further develop participatory framework, the establishment of dedicated separate structure (working group, a dedicated person, etc.) is planned. Additionally, establishment of Old Town residents' association is foreseen as action 3.1.- to formalize the cooperation model and provide a legal basis for community engagement and their voice in Municipality.

Actions	2022		2023			
	IIIQ	IVQ	IQ	IIQ	IIIQ	IVQ
Objective 1: Campaigns on the value of heritage preservation and valorisation						
1.1. Yearly booklet about Ukmergė architectural-urban values						
1.2. Municipality award for heritage preservation and valorization projects						
1.3. Online contests about Ukmergė's Old Town						
Objective 2: Ensure and promote more effective funding mobilization for heritage preservation and valorization projects						
2.1. Regular updates on local heritage register						
2.2. Municipality structure dedicated to strengthening the focus on the maintenance and use of Old Town buildings						
2.3. Aligning regular SME's support fund calls with a focus on initiatives in the Old Town						
2.4. Funding for existing fiscal aid mechanism for heritage preservation and maintenance						
2.5. Promotion of Ukmergė municipality calls for architecture ideas						
2.6. Restoration of the streets in the Old Town						
2.7. Public space for presentation of ongoing projects						
2.8. Development of the platform – city connections						

RESOURCING AND FUNDING

Majority of the activities foreseen in "Proposed actions" are planned as "soft" investments, some of them require only human resources within already existing municipality job positions. However, clear communication with relevant municipality representatives is needed, seeking to ensure that they would deliver the actions and effectively implement the duties foreseen in their job descriptions.



For IAP actions to be implemented strong community engagement is needed so that they would be willing to engage and would see a meaning of their participation. For this the main inspiration source will be an established ULG group, who is feeling a sense of belonging for Ukmergė and is willing to invest their time to make Ukmergė Old Town more vibrant, active, full of reasons to come back.

Seeking to ensure cost-effectiveness and avoid duplication possibilities to integrate foreseen actions – already existing schemes will be used (such as 1.2. Municipality award for heritage preservation and valorization projects). Ukmergė Chamber of Business Crafts organizes Entrepreneurs Awards where additionally a separate nomination could be established by Municipality. 2.3. action already have allocated budget; therefore, it will require only the new priority in already existing SME’s support scheme, e.g., related to businesses in the Old Town or similar.

Smaller grant schemes have been selected as an additional funding to implement the actions. This choice has been made while evaluating the complexity of the application, and the duration of the evaluation of proposals.



For culture and education related activities implementation potential sources of funding will be attracted using national and international funding instruments:

Local:

Lithuanian Culture council support for cultural activities.

National funding: Support for local NGO organisations to strengthen the capacities of NGO members. This funding would be suitable for establishment and small-

scale activities of planned to establish Old Town residents’ association.

The funds of **Road maintenance and development program** coordinated by the Ministry of Transport and Communications will be dedicated to implement the action – restore the streets of the Old Town.

European structural funds (which will be launched by the end of 2022):

Support for local action groups activity to implement local development strategies. This type of funding is directly related with community engagement to local problem solving.

Support for updating and enhancing cultural heritage while creating sustainable preconditions and incentives to activate cultural heritage values.

European funding:

Erasmus+ programme to implement Partnerships for Cooperation/Cooperation Partnerships and Small-scale Partnerships and together with international partners implemented activities, with educational/

creative content (e.g. creative workshops, youth engagement and empowerment, citizens engagement, participatory models development, etc.).

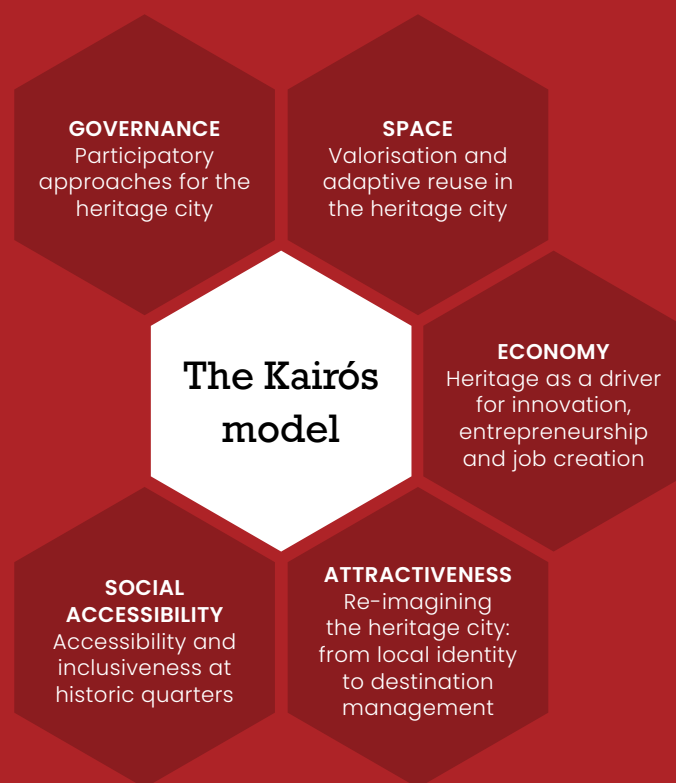
Creative Europe programme seeking to strengthen, and supplement planned activities with international flavour, especially focusing on the Culture strand of the Creative Europe programme which supports a wide range of cultural and creative sectors. Working together with Art school, museum and library application for small-scale cooperation project will be developed.

Norden programme will be used to support Art residency initiative, promote cooperation with artists from Northern European countries in order to implement cultural activities with a focus on cultural heritage preservation.

RISK ASSESSMENT TABLE

RISK	PROBABILITY ¹	IMPACT ²	MITIGATION PLAN
Indifference of the City Council			Members from city council were engaged in ULG meetings, they were given summaries of project stages, ULG meeting results, familiarized with the actions, foreseen in the IAP.
Low community interest and engagement to implement the actions			The IAP was developed in cooperation with ULG group, considering their suggestions and ideas. Relevant organisations, institutions, community members will be engaged depending on the type of action, explaining what value the implementation of the actions will create. Also, mediators who have contacts and could personally invite community to join meetings and discussions will be involved. Usage of personal invitations, promotional means to support participation (e.g. free cup of coffee in local coffee-shop) have been proved as successful, therefore these means will be used further, while implementing the actions.
Lack of funding to implement in IAP foreseen activities			Engage relevant municipality departments dealing with external funding. Engage local stakeholders who would be willing to contribute to foreseen activities implementation financially. Explore different funding mechanism opportunities.

High Medium Low



KAIRÓS, Heritage as Urban Regeneration