



INTEGRATED ACTION PLAN



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1. Context and Process

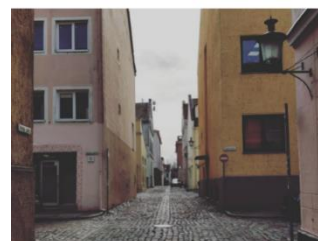
1.1. City context and definition of the initial problem



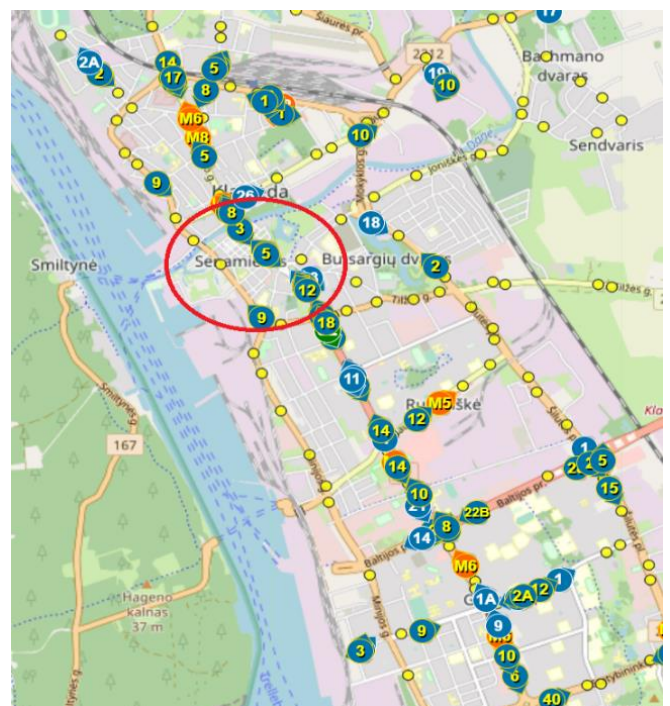
Klaipeda – the third largest Lithuanian city in terms of size and population, with a total of more than 149 thousand residents, of which a little over 1 thousand live in the old town (Data of the Department of Statistics of the Republic of Lithuania, 2021).

Klaipeda Old Town stands out from all other Lithuanian Old Towns with its unique fachwerk architectural style typical of German cities and the planned street structure. Its streets are geometrically configured very correctly, and the angle of intersection is always straight. In general, the structure of Klaipeda is characterized by a unique linear form, parallelly extending to the coast, in the middle part of which is located the charismatic old town, where you can find buildings from 13th - 18th century.

In the Klaipeda Old Town there are still many pre-war buildings, standing side-by-side with new buildings. Among the more interesting are the various port warehouses situated in the banks of Dane river and now transformed into different hotels, restaurants; Meridianas – the symbol of Klaipeda. A training sailing ship, now transformed to the restaurant. Strolling on the straight narrow Old Town streets may be as rewarding as seeking specific landmarks.



Public transportation in Klaipeda Old Town is quite convenient. The buses and minibuses are frequently running through the Old Town - from 4:00 till 22:50 (till 23:30 on weekends and public holidays). There are plenty of possibilities to rent an electric scooter (Bolt), bicycles (from City Bee or other private companies) and to ride them freely. It is easy to reach Smiltyne (the seaside) by using a pedestrian ferry. All the sightseeing places are reachable on foot, also (Meridianas, Castle site and museum, Sea Museum and Dolphinarium, Central Post office, etc.)



A couple of Tripadvisor comments about Klaipeda Old Town:



A walk through history

Oct 2021 • Business

Klaipeda old town is a very pleasant stay with lot if history in it
The two bridges are a great place to walk
The cakes are excellent



germanic-baltic fusion

Jan 2020

Klaipeda , like Lithuania's other two bigger cities is unique in it's dominant architecture style. While Vilnius is Baroque and Kaunas is Art Deco, Klaipeda is Germanic and Scandinavian. A beautiful, walkable Old Town delights tourists from abroad and Lithuania every summer as the hordes descent to the warm stone streets and sandy beaches. Bars, restaurants, shopping, and culture is abundant and still more affordable than in the the largest cities. It's easy to imagine the past when walking the streets of Old Memel, our lovely Klaipeda.

Although, visitors of the city see the Klaipeda Old City charming and unique, there are too little people spending their free time there, especially when the cold season begins. During the summer season there are quite many people in the Old Town and its public spaces, in the autumn or winter evening you may not meet any person at all.

Also, though the most convenient and cheapest way (avoiding parking fees) to visit the Old Town is by using one of the public transportation options, people are still using their cars – spend money for parking fees, cause air and sound pollution, and are anxious about not finding place to park.

The problem of seasonality in the Old Town

Even though the Old Town has excellent, cozy urban spaces, a lot of infrastructure and public area redevelopments are being carried out, but this area is not attracting people. Usually, local people are not choosing this place as their meeting point. In the warm season, the Old Town is popular with both locals and guests, but in the autumn and winter evenings the Old Town becomes empty and boring.

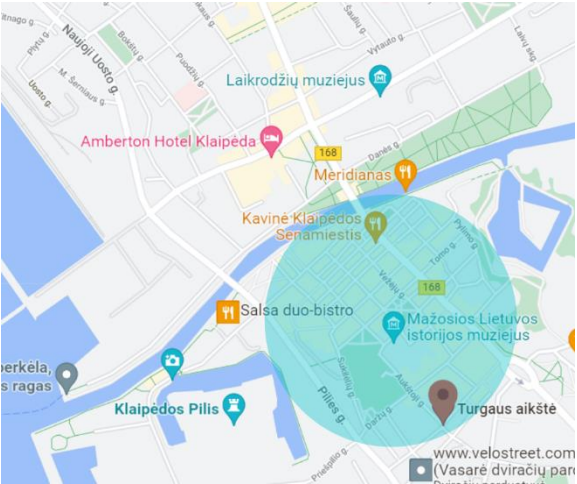
There are a few **reasons why people do not choose an Old Town as the place to spend their free time (later confirmed by ULG members):**

1. The weather in cold season usually is not nice. It is dark and wet quite often and being outdoors is just unpleasant;
2. There is nothing to do in the Old Town. There are just cafés and restaurants, and nothing else to do there (except when festivals or other events are taking place);
3. The people in Klaipeda and Lithuania in general do not have a tradition to spend their freetime in the city (this mindset is gradually changing in the capital). They are gathering at homes, saunas - out of the city.

A lively, active Old Town is also an indicator of the city's viability. Vibrant Old Town is more attractive for business, residents, and visitors. Possible solutions to the problem of seasonality in

Klaipeda Old Town have been sought for many years. Various interested groups are discussing the need to revitalize the Old Town and attract local people and tourists. Business entities, city community and Municipal Administration is trying to solve the problem of seasonality by organizing and initiating various celebrations and events, which intend to pull Klaipeda residents out of their homes. Initiatives such as the Pumpkin Lights Festival, the Christmas Period and its markets, the Festival of Lights bring citizens and city guests together, but long-term and sustainable solutions to the problem of seasonality are still not being found.

1.2. Presentation of the intervention area and key challenges



Intervention area – Klaipeda Old Town with the focus on encouraging people to use sustainable transport and increase Old Town viability.

As mentioned above, Klaipeda Old Town is a busy place only on a summer season, when the weather is warmer and the people from Kaunas, Vilnius and other cities and / or countries are having their holidays or tending to work from distance, using the “workation opportunities” in Klaipeda. The idea of workation packages in Klaipeda were born during the previous URBACT Project – [Gen Y City](#).

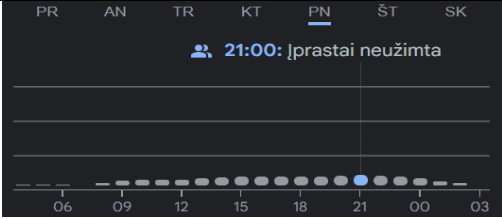

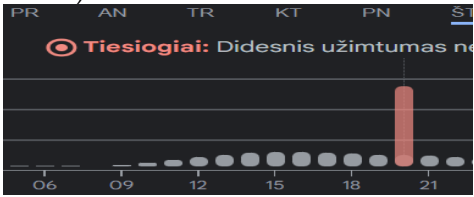

Key challenges

Although, Klaipeda and its Old Town, its businesses and institutions have a few more challenges, which do not help them to make Klaipeda Old Town more vibrant, Local Action Group prioritized and decided to work on these main challenges:

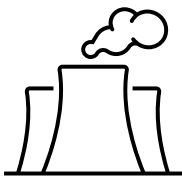
- Absence of people spending their time in the Old Town (Seasonality)
- Air and noise pollution in the Old Town area
- Accessibility issues and inconvenience of an infrastructure



Absence of people spending their free time in the Old Town or issue of seasonality. Together with the other cities situated near the sea, Klaipeda is having a challenge of attracting people in the Old Town area. People are spending their free-time in the shopping malls, where everything – shops, restaurants, entertainment areas - are in one place and the quality of service, convenience do not depend on the weather.

<p>Busyness of the Old Town (2021.12.10)</p>  <p>Source: Google statistics</p>	<p>Busyness of the Akropolis - one of the most popular places to spend free time. (2021.12.10)</p>  <p>Source: Google statistics</p>
<p>In comparison. The data is showing an unusual busyness in the Old Town due to the event. (Date - 2021.12.11)</p>  <p>Source: Google statistics</p>	<p>Akropolis.</p>  <p>Source: Google statistics</p>

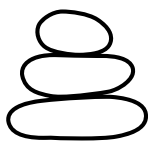
The data shows that the Old Town becomes more vibrant when some sort of events is happening there.



Air and noise pollution in the Old Town area. Due to intensive traffic, big number of cars in the Old Town and nearby streets, unsuitable and inconvenient pavement of the streets, the Old Town residents and visitors face not only accessibility issues, but the air and noise pollution problems as well.

According to the developers of [sustainable urban mobility plan for Klaipeda](#), in the central part of the city and in the Old Town pollution limit values are occasionally exceeded during peak hours. Urban traffic causes 50-62% of air pollution in the streets. Increasing pollution is associated with increasing traffic and number of cars in the Old Town and nearby streets. With the highest concentration of jobs, services, companies, institutions, heritage, cultural objects and with the increase in motorization in the city, Old Town suffer the most from car traffic, vibrations, occupancy, air and noise pollution.

In the [Klaipeda City Strategic Development Plan for 2021-2030](#) stone pavement and traffic using stone-paved streets is considered as one of the biggest noise sources in the Old Town.



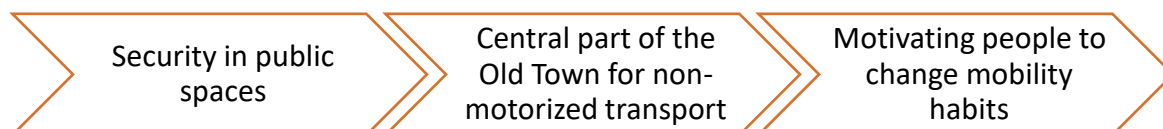
Accessibility issues and inconvenience of an infrastructure. This challenge should be divided in two parts - accessibility and inconvenient infrastructure.

- *Accessibility.* Klaipeda Old Town is considered as not suitable for people with disabilities (there are no ramps, the pavement is not suitable). Most of the Old Town streets are paved with stone and it is difficult for people having mobility impairment or sitting in the wheelchairs (“the gaps between the stones and the wheels of the wheelchairs are too big, the sidewalks and the street have not been levelled, so in some places they are just non-functional”). Also, families are complaining that they are having difficulties when entering the Old Town with baby strollers. (Source: <https://www.atviraklaipeda.lt/2019/05/24/senamiescio-grindiniai-patogus-vaiksciojimas-ne-uz-kalnu/>)

- *Inconvenience of infrastructure.* Even though Klaipeda have more than 100 km of bike paths in the city people are still lacking convenient and safe bicycle paths, especially in the Old Town area. Also, Dane river is flowing through the city and the river is not used as one of the public transport links. People see it as a missed opportunity and a desired way of transport. (Source: Urban Mobility plan of Klaipeda City and surveys made while preparing the document).

1.3. Focus and Vision

Klaipeda City Municipality decided to join URBACT III project “Thriving Streets” because of the project aims and objectives, which corresponds to the sustainable urban mobility plan for Klaipeda (approved on 13 September 2018). The purpose of joining this project was to show the economic and social benefits of sustainable mobility. In the initial stage, Klaipeda City Municipality planned to **focus** on the analysis of the issues in the three main areas and the implementation of possible measures (including small-scale actions).



Later an ULG action group decided that the security in the public spaces is in line with the restriction of traffic in the Old Town area and there is no need to have a separate focus on the street security due to intense traffic, at least at this moment.

Also, ULG group members reached the conclusions that the infrastructural changes and hard investments only will not change the situation of lacking the people spending time in the Old Town and making the city more vibrant. On the contrary, by restricting the traffic the Old Town might become even less popular. Thus, the soft investments should come in place – to give people the motivation to visit the Old Town.

1.3.1. Focus

By participating in URBACT project “Thriving Streets” Klaipeda City Municipality seeks **(A)** to think of and practically test measures for closing Old Town streets for traffic to find ways for **(B)** turning Klaipeda Old Town into a good example of a prosperous local economy.

Pilot small scale actions (i.e. street closures on weekends) **seek answers** to the following questions:

- What value can car traffic closures create for stakeholders (residents, businesses, municipalities)?
- How will the growing flow of pedestrians contribute to the viability of the old town?
- Will the closure of streets contribute to the growing turnover of businesses located in the Old Town?
- Is it possible to transfer an analogous model (i.e. street closure) to other urban areas?

Closure, control or restriction of car traffic, sustainable mobility, improvement of public areas, emergence of pedestrian areas creates benefits. The following benefits of sustainable mobility measures are highlighted:¹

- **Financial perspective:** In pedestrian streets, where shops are located, sales revenue grows and the value of real estate rises;
- **Environmental perspective:** The urban environment is improving, traffic in central areas is decreasing, air and noise pollution are decreasing accordingly;
- **Social perspective:** Reduced traffic levels can lead to the creation or improvement of ‘street life’, (e.g. through community activities and events such as street parties or other street events). More people using streets, and interacting with neighbours and other pedestrians

¹ Shergold, I. Parkhurst, G. 2016. The Economic Benefits of Sustainable Urban Mobility Measures. Independent Review of Evidence: Summaries.

can help create greater social cohesion within a community, in itself reinforcing the more communal street environment.

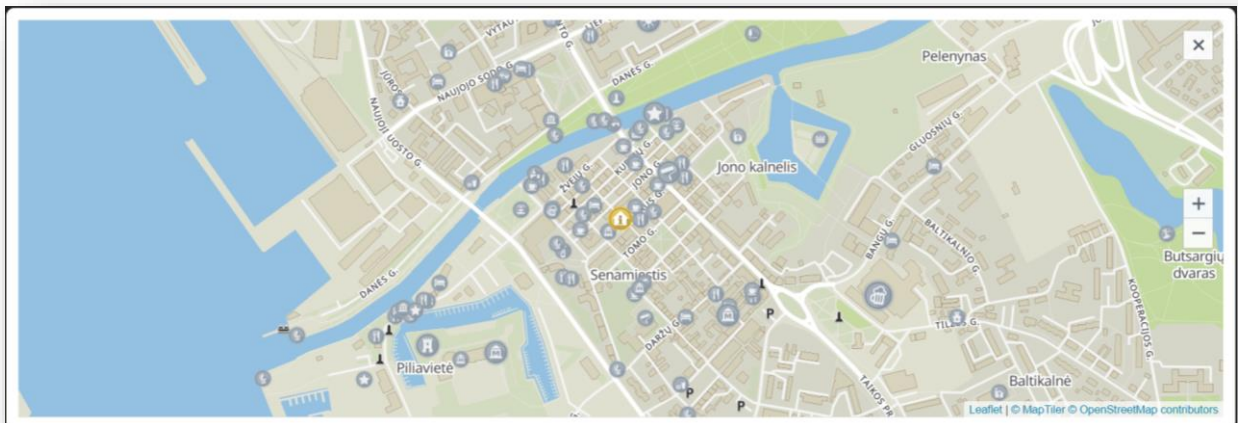
(A) PROMOTING SUSTAINABLE MOBILITY

Urban development challenges and trends determine urban transport challenges. Over the past 30 years, after Lithuania regained its independence and opened to a market economy, Klaipeda experienced rapid and unplanned suburbanization. Suburb life is often associated with a better quality of life, a more favourable environment for family life. With the increase of urban development and suburbanization, the use of cars has increased, the use of public transport has decreased, the public spaces of the historic Old Town and residential areas have shrunk, and the habit of walking or cycling has decreased.

Due to the dominant mild northern climate, smooth relief surface, compactness of the city, Klaipeda is a favourable city to popularize and promote sustainable mobility and mobility by bicycle. A lot of money and attention is being paid to the development of cycling infrastructure. In 2020, there were more than **100 km** of **bike paths** in the city and the length of the paths are still expanding.

(B) VIABILITY OF THE OLD TOWN

Despite the relatively small population of the Old Town (they make up only 0.6% of the total city population), more **than 60 cafés and restaurants, 15 hotels** and guest houses, and several cultural and educational institutions are located and operate in the Old Town. Almost all these institutions seek the attention and visit of local, regional, national and international people.



1.3.2. The strategic importance of revitalizing the Old Town area and promoting sustainable mobility

Attention to Klaipeda Old Town and promotion of sustainable mobility can be seen in various strategic documents of Klaipeda City Municipality. They focus on the comfort and attractiveness of the Old Town. The main documents and plans prepared by Klaipeda City Municipality are discussed below:

[Master plan of Klaipeda City](#) – a document outlining guidelines for urban development for a decade. The plan helps to rationally use the potential of the urban areas, contributes to the development and expansion of the city. One of the main objectives of the master plan is to form the principles of image and cultural identity of the city and its individual objects (Castle site, Old Town and its accesses, Defensive fortifications, historical center and other historical sites). The document states that Klaipeda Old Town lacks vitality, heritage objects are often not used and abandoned. Therefore, the *regeneration*

of the Old Town is one of the priority directions. The plan also addresses the challenge of parking areas that will be faced in the transition to more sustainable transport and expansion of pedestrian areas. In the future, the city of Klaipeda will contribute to: ▫ formation of functional and spatial connections between the Town (Old Town and New Town) and Curonian Lagoon area; ▫ creation of spaces by the water; ▫ ensuring public spaces and functional connections between nearby territories and the historical part of the city; ▫ development of new bicycle and pedestrian paths; ▫ changes of Old Town streets; restrictions of traffic in the Old Town and the central part of the city.

[Sustainable urban mobility plan for Klaipeda](#). The main objectives of this document are: ▫ to ensure various mobility opportunities for Klaipeda residents; ▫ to increase the accessibility of the most important places of the city by various modes of transport; ▫ to ensure overall safety and safety of the roads; ▫ to reduce pollution and energy demand in Klaipeda; ▫ to improve the urban environment; ▫ to increase social and economic efficiency.

The document discusses several problems related to the Old Town, which in the current or future periods may affect the attractiveness of the Old Town:

- In the central part of the city and in the Old Town the pollution limit values are occasionally exceeded during peak hours. Urban transport causes 50-62% of air pollution in the Old Town streets.
- It is considered to relocate public transport routes from the Old Town to less densely populated and unattractive areas for passengers, i.e. through the planned construction of the Bastion Bridge. It is believed that such a solution will have a deterrent effect when a part of the population, who have so far travelled to the city's Old Town by public transport, switch to private cars or choose other places to spend time. This would have another undesirable effect: even less people spending their free time in the city's Old Town.
- Klaipeda 's Old Town is not adjusted for people with disabilities (there are no ramps, the pavement is not suitable).
- The historical part of Klaipeda - is the main attraction center of the city, with the largest concentration of jobs, services, companies, institutions, heritage, and cultural objects. With the increase in motorization in the city, these historic parts of the city suffer the most due to car traffic, vibrations, occupancy, air and noise pollution.

The document also emphasizes the need to expand pedestrian areas and bike sharing systems in the Old Town and residential areas. To increase the attractiveness of the Old Town and reduce car pollution, it is expedient to promote the use of non-motorized and clean transport in the center of Klaipeda. This can be achieved by defining the historic part of the city as a zero CO2 zone, which belongs to the pedestrians, cyclists, public transport, and electric cars.

Global practice shows that one of the most successful ways to improve the environment in the historic urban environment is the creation of attractive public spaces, squares, parks, and development of pedestrian areas. Although public spaces in Klaipeda city center are renovated or are being renovated, there is a clear lack of pedestrian areas. The development of pedestrian areas means the reduction or prohibition of car traffic, less parking spaces. While this change brings long-term benefits to the quality of the spaces in the historic center, it may initially be viewed negatively by the public. Therefore, pedestrian areas need to be expanded gradually through information, consultation and public involvement.

[Klaipeda City Strategic Development Plan for 2021-2030](#). This is a long-term strategic planning document of Klaipeda City Municipality. The document is developed by considering long-term planning documents and the conclusions of the environmental analysis. The document consists of the analysis, vision of the city, strategic goals, objectives, measures, and indicators.

The strategic development plan highlights several problems of Klaipeda Old Town:

- Noise level caused by stone paving
- Lack of vitality of the Old Town.

- Old Town cultural and art institutions do not use opportunities of nearby public spaces. (“<...> services provided by cultural and artistic institutions do not cover near public spaces.”)



The strategic plan emphasizes the importance of cooperation in solving the problem of revitalization of the Old Town - synergistic activities of independent cultural and artistic creators, cultural institutions, NGOs and business would lead to new high-quality spaces in the city center, adjustment of unused and abandoned places.

[Klaipeda Economic Development Strategy 2030](#) – The document referring to the agreement of the city's key stakeholders on the city's economic development directions reveals the revitalization of the Old Town as one of the priority areas. One of the aims is to make Klaipeda City attractive, inclusive, and accessible regional centre. The document points to the need to revive the old town by creating an integrated communication plan for the Old Town and businesses, by converting abandoned territories, consolidating cultural objects into exclusive buildings, etc.

1.3.3. Initiatives that promote sustainable mobility and revitalize the old town

To a certain extent, the city of Klaipeda has already tried to close the main streets of the Old Town both during the summer and cold seasons.

Usually, car traffic on the main streets of the Old Town is closed during two representative events of the city - during the Sea Festival and the Klaipeda Lights Festival. It should be noted that the closure of the streets and the related changes in the traffic schedule are necessary both due to the high-quality implementation of the large-scale programme of events and due to the extremely high flow of visitors (i.e. from 200 thousand to more than 0.5 million).

SEA FESTIVAL	KLAIPEDA LIGHTS FESTIVAL
<p>The Sea Festival usually starts at the end of July and lasts for 3 days. During the festival, many cultural, sports and entertainment events take place in the city. The streets of the Old Town are closed to pedestrians as fairs and performances of various performers take place in the streets. Typically, the festival is attended by over 0.5 million visitors, with more than 800 traders conducting outdoor trade in public spaces. During this celebration, the accommodation services are fully booked and catering services are working in full capacity.</p> 	<p>It is the largest and one of the most popular winter events in Klaipeda. The festival has been organized since 2015. Typically, the festival programme lasts for three days and invites citizens and city guests to get to know a different Old Town, which is transformed by unexpected solutions, colours, and shapes. During the festival days, the movement of vehicles on one of the main streets is restricted. According to the statistics provided by the organizers, over 200 thousand festival visitors from all over Lithuania and abroad visit the event, the city hotels are filled to the maximum scale.</p> 

These are some of the examples that there are ways to attract citizens and guests in both the warm and cold seasons, but the organization of events of this scale also involves a significant financial burden for both the city and the organizers. The economic value for the city during these events is created by maximally occupied accommodation places, a very large flow of visitors and fully occupied cafés and

restaurants. According to some businesses, a more acceptable and convenient option for them would be a balanced occupancy, meaning smaller flows of people, but more frequent events (not twice per year). According to them, this would help to ensure the provision of quality accommodation and catering services.

Among the initiatives to promote sustainable mobility is **European Mobility Week**. Every year Public Institution “Klaipėdos keleivinis transportas” (Eng. Klaipėda transport) together with Klaipėda University (KU) Students' Union organizes sustainable mobility races. The race checks which vehicle allows you to cross the city the fastest. Participating vehicles - city bus, shuttle taxi, electric car, ordinary car, bicycle, electric scooter. Also, one person is running through the city without using any transport. Statistics show that electric scooters, bicycles, and electric cars (using lanes for buses and electric cars) are the most likely to win the race. And while traffic is not closed during the European Mobility Week race, it contributes to the awareness and encouragement of citizens to choose environmentally friendly vehicles and to walk more.

1.3.4. Vision

Klaipėda City Municipality and its citizens would like to create an attractive Old Town for citizens, guests and businesses, full of experiences and activities. All the places in the Old Town and beyond should be accessible for all the citizens and visitors. The city should not be empty and boring at any season of the year.



Safe, clean, and pedestrian accessible Klaipėda Old Town, full of activities and culture – a reason to be in the Old Town.

Vision

Integrated Action Plan (IAP) priorities / values

- Community focus and involvement in the implementation of small-scale actions;
- Promoting sustainable mobility in the city;
- Economic value of the carried-out activities (for the old town businesses).



Another measure, which was raised during one of the first local action group meetings, which may help to create a more attractive Old Town and corresponds to [URBACT methods](#) – it is community involvement and their meaningful participation in the process. Without the involvement of the

community (people, businesses), the result would be difficult to achieve, if possible, at all. It is important that the Old Town community see a common goal and benefits, will contribute to attracting people to the Old Town, inviting, and attracting city residents and guests to spend time in the Old Town and create value for their businesses (growing flows of people, increasing turnovers).

Planned changes after the implementation of the actions

CITY	BUSINESS AND NGOs
<ul style="list-style-type: none"> ▪ Growing attractiveness of the Old Town and city (more events / activities) ▪ Active Old Town (higher flow of people) ▪ Growing community spirit ▪ Growing quality of activities due to increasing competition between businesses / NGOs (encourage businesses / NGOs to search for new forms of activities / entertainment) ▪ Solving seasonality problems 	<ul style="list-style-type: none"> ▪ Increasing turnovers ▪ An environment of trust and community spirit ▪ The growing relationship between business and Municipality ▪ Growing flows of people (customers)
CITIZENS	
<ul style="list-style-type: none"> ▪ Growing number of activities in the Old Town ▪ Safer old town ▪ Cleaner air ▪ Less noisy environment ▪ Improved quality of life ▪ Growth of community spirit ▪ Accessible and more convenient infrastructure of the Old Town 	

1.4. Description of the planning process

1.4.1. Presentation of the ULG

In order to hear different practices and experiences, thoughts and ideas on how to contribute to the revitalization of Klaipeda Old Town, representatives of different divisions and institutions, business and cultural organization representatives and other relevant stakeholders were invited to the URBACT Local Action Group.

Composition of the URBACT Local Action Group:

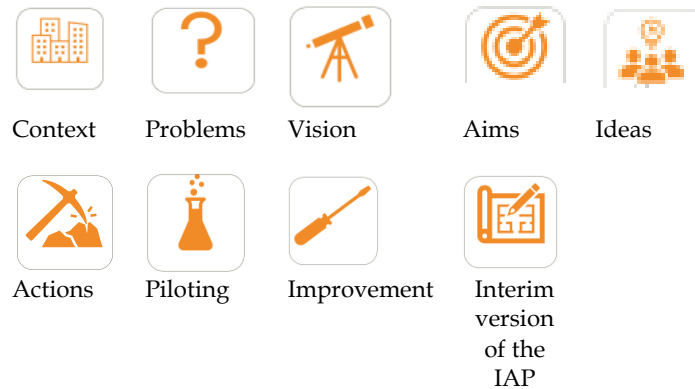


URBACT Local Action Group was involved not only for the purpose to listen their views and the need to revitalize the Old Town, but also, they were invited to actively participate when planning and organizing small-scale actions and developing the Integrated Action plan.

Participatory approach

The involvement and participation of the URBACT Local Action Group in the project was based on a roadmap, but due to the pandemic situation both in Lithuania and around the world, the schedule and forms of implementation had to be adjusted (e.g., meetings were organized virtually instead of physical).

Representatives of the Local Action Group were involved in the different stages of project implementation and preparation of the Integrated Action Plan:



In total, 11 Local Action Group meetings were organized during the project implementation period. The meetings were divided into smaller ones (without inviting 27 people at once) to discuss thematic / problem areas. The meetings included:

- Identification of the main issues, which were addressed in the preparation of the Integrated Action Plan and in the implementation of pilot small-scale actions in the Old Town.
- Research on statistical information about Klaipeda and the Old Town.
- An overview of Klaipeda City Municipality strategic documents and links with the issues raised in the project.
- IAP vision.
- IAP objectives.
- Possible ideas for IAP and pilot small-scale actions (events in the Old Town).
- Possible solutions to the identified challenges.
- Implementation of pilot small-scale actions (closing of streets and organization of events in the Old Town)
- Discussion of pilot small-scale action results, evaluation of economic and social benefits, identification of possible new solutions.
- Presentation and discussion of the prepared interim version of the IAP with Local Action Group members.



The meetings were held in various spaces, based on the people invited in the meeting. The places included municipality administration offices, virtual environments, cafés, restaurants, informal meetings in the city, etc.

For example, on 26th August 2021 the meeting was held in one of the restaurants ('10 tiltu') run by one of the most active members of ULG group – Ausra Paceviciute. The participants of the meeting consisted of the representatives of municipality representatives, representatives of various cultural organizations, cafés, restaurants, union of entrepreneurs operating in the Old Town, community representatives.

During the meeting invited people discussed ways and forms of the events or measures needed to make the city center more vibrant and fuller of people. Later, some of the ideas were implemented during SSA activities.

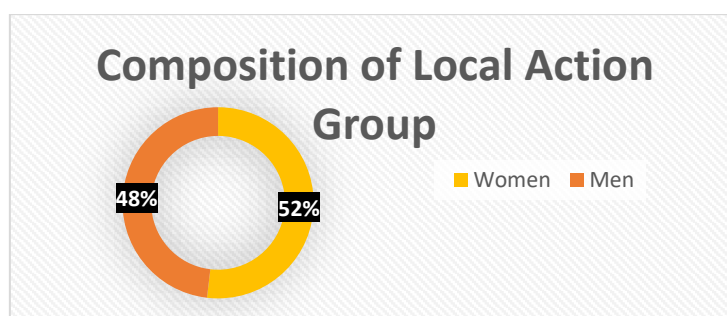
Meetings in the municipality were more focused on the thematic areas – e.g., meetings with the transport division were related to the transport areas, new measures, which may be installed. Most of the members from municipality were not actively involved in SSA, but their ideas and knowledge were used during the meetings, events and were involved in the planned actions.

One of the most valuable added values of this project and the meetings - the dialogue between municipal representatives, business representatives and ordinary people. Even if not all the municipality representatives included in the ULG group participated in the meetings with the community and business representatives, the ideas were listened and transferred to responsible people. Though not all the involved people were eager to be actively engaged and contribute to the revitalization of the Old Town, a small group of 5 motivated people now decided to cooperate and to build the community around them by showing the example of being active and initiative. This legacy will remain after the project as well, as ULG members already are planning to implement small scale activities for the revitalization of the Old Town.

The consensus of what measures had to be included in the Integrated Action Plan was not an immediate action. The ULG group was constructed from different people, from different backgrounds and levels of decision making, thus the measures and perceptions of what could be achieved varied. Community members, culture institutions, tourism sector representatives firstly thought about only “soft” investments and cosmetic changes of the Old Town and its environment (i.e., flowers, various small scale initiatives), but the involvement of different members from the Municipality changed the perspective and allowed to strengthen the plan with the “hard” investments and infrastructure.

Gender equality perspective

Throughout the project “Thriving Streets” the principles of gender equality were observed, both in the formation of the Local Action Group and in the planning, organization of small-scale and further actions.



The Local Action Group and other stakeholders involved included 27 individuals, 14 of whom were women and 13 men.

The people responsible for the public transport, planning of the city were asked to pay attention and be sure their decisions are linked to the principles of gender equality, so that all the people feel safe in the city. A good example to pursue is the Swedish city of [Umeå](#) and the planning principles of this city.

Small-scale actions	Short description	Result(s)
<p>Event "GYVOS GATVĖS. Kino savaitgalis Meridiano skvere"</p> <p>(Eng. "Thriving Streets. Cinema weekend in Meridianas square")</p> <p>Date: 25 SEPTEMBER 2021</p>	<p>A weekend dedicated for outdoor cinema. Citizens of Klaipeda City and guests were invited to watch various short films and feature movies in Meridianas square.</p>	<p>It was not possible to assess the economic and social benefits of this event. The permission to close the main Turgaus str. for car traffic was not given. Instead of closing the main street, the permission was given to close nearby streets of Kurpių and Kepėjų and to implement event in Meridianas square. The main challenges of the event:</p> <ul style="list-style-type: none"> • Obstacles to get a permit to hold the event on the main street - Turgaus Street (the permit was not issued due to repair works in Sukilėlių Street.); • Lack of communication, and lack of community involvement and focus; • Communication of the event started too late; • Adverse weather conditions on scheduled event dates.
<p>Event „Gyva gatvė: ir viena diena jie sugalvojo uždaryti savo gatvele...“</p> <p>(Eng. "Thriving Streets: and one day they decided to close their street ...")</p> <p>Date: 8 OCTOBER 2021 AT 18:00 – 9 OCTOBER 2021 AT 21:00</p>	<p>During the event, Bažnyčių Street in the Old Town was closed. Citizens and city guests were invited to remember last summer, emotions they experienced and to cheerfully celebrate the harvest festival.</p> <p>On Friday a vinyl disco was organized.</p> <p>On Saturday citizens and city guests were invited to taste an antivirus hotchpotch, to listen to music, to chat with others, to get acquainted with science and try out physical and chemical experiments. In the evening, the participants were invited to observe the sculptures of Klaipeda Old Town, which reborn in the sand projections.</p>	<p>The weather for this event was more favorable than the first event. The second event attracted more participants than the first event, although the flows were not too big.</p> <p>The event lacked communication, it started too late.</p> <p>Moments from the event:</p> <p>Creators76/videos/604114654289861/</p>
<p>Event „Gyva gatvė: Jonas ponas skamba“</p>	<p>Citizens and guests of the city were invited to contribute to restoration of St. John's</p>	<p>The weather conditions during the preparation for this event were not favourable, which could have influenced the lower flow of people. There was no rain during the event, but there were fewer people than expected.</p>

<p>(Eng. "Thriving Streets: Mr. John sounds")</p> <p>Date: 15 OCTOBER 2021 AT 18:00 - 16 OCTOBER 2021 AT 21:00</p>	<p>Church. The highlight of the event - auction of Klaipeda 's artists' works.</p> <p>People, who are interested in restoration of St. John's Church had the opportunity to get acquainted with archaeological research and its results, to see the exposition of the latest archaeological discoveries.</p> <p>People were also amazed with the concert of Klaipeda University choir „Aukuras“and soloist Beata Ignatavičiūtė.</p> <p>During the event people were introduced with the book of St. Johns, where all the benefactors will be highlighted. People may volunteer, give money, or just spread the word about initiative to rebuild the church.</p>	<p>The communication strategy comparing with first two events was much better - videos have been prepared, the event has been announced on social networks in advance.</p>
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By assessing small scale activities of the project “Thriving Streets” and involvement of Old Town entrepreneurs, cultural institutions, the municipality, and its subordinate institutions, it can be stated that active role of Municipality and initiation of the events did not pay off. Although during the meetings of Local Action Group it was repeatedly emphasized that entrepreneurs and municipal institutions are waiting for Municipality help, directions and funding opportunities, there were too few people willing to contribute to the more vibrant streets of the Old Town and organization of small-scale actions.

Despite the fact that the events organized within the framework of this project attracted too few entrepreneurs and cultural representatives who wanted to get involved, a team of 5 people was formed in the city, which is ready to contribute to various initiatives and events in the future.

As previously mentioned, the problem of seasonality is extremely pronounced in Klaipeda Old Town (compared to other Old Towns of the biggest Lithuanian cities). Seasonality led to a limited flow of visitors in the events. In summary, it can be said that the events carried out did not achieve the desired change, due to:

- 1) Passive involvement of stakeholders (businesses in the Old Town, cultural and other institutions) in the planning and organization processes;
- 2) Passive and delayed communication informing both stakeholders and potential visitors;
- 3) Limited budget for the events (as mentioned in the previous paragraphs, it is possible to attract large flows of people even during the cold season, but the content offered and the incentive to visit the old town must be of a relevant size);
- 4) Poor weather conditions, which determine the visitors' decision to stay at home or choose to spend their free time indoors.
- 5) Due to the repair works of the surrounding streets and the need to ensure the connection for residents and businesses, permits to close the entire Turgaus Street were not issued.

As the desire to create an attractive, lively, and active Old Town remains even after the end of the project "Thriving Streets", the **planned activities and measures related to an increase of viability of the Old Town and sustainable mobility** are presented below (in the table of actions). The planned activities have been discussed with various Municipality departments, stakeholders, and external experts, including citizens of Klaipeda.

How did the small-scale actions inform the Action plan?

Although, small-scale actions implemented during the project were evaluated as not very successful, the actions planned gave an opportunity to test the idea of closing the streets. Though small-scale actions lack community spirit and people were not too willing to take the lead, Municipality will continue its focus on community involvement and promotion of initiatives in the Old Town area.

Also, Municipality will test other measures, which might encourage people to choose spending their free time in the Old Town area (e.g. evaluating possibilities and building an object of attraction in the Old Town area). The urban planners want to improve infrastructure and to expand public transport routes and modes to make the city center more attractive and greener.

1.4.2. Role and impact of transnational learning

URBACT project “Thriving Streets” created preconditions for the Municipality to expand the circle of international partners, allowed to get acquainted with the good practices of other cities, to hear the attitudes of international partners, provided a broader approach to urban planning, led to a desire to consider the needs of businesses, organizations, residents and city visitors for planning of public spaces. It is a pity that the project meetings due to the COVID-19 pandemic have been moved to the virtual space. It is likely that the impact and results of the project would be much bigger if the meetings were held physically, (i.e., visiting cities physically).

Most of the project partner meetings were held virtually and URBACT partners lost the opportunity to physically travel to the cities, get acquainted with the situation, to smell and feel the atmosphere of the partner cities. When you are visiting cities, you often see things that locals don’t appreciate or places that aren’t sufficiently exploited. In the virtual meetings people get acquainted with the city based on the words of the representatives of the partners, their point of views and the evaluation of the city and you lose an opportunity to get your own feelings and experiences in and about the city.


Good experiences from the meetings – we were able to learn about the best practices, the history, and the approach to urban planning processes in different countries and cities. During the Peer review, we got the chance to hear the ideas and comments how to improve our Integrated Action Plan, to look to our own city with different eyes and point of views. The project coordinators and partners are competent, project-oriented people with whom it was interesting to discuss various issues, hear their views and ideas on urban planning and the involvement of citizens and thus to broaden our knowledge and to open our minds for new experiences.

2. Action Plan

The URBACT project is directly in line with other city documents and strategies aimed at revitalizing the Old Town. Thus, “Thriving Streets” is a great opportunity to test ideas to increase viability of the Old Town and may lay the foundations for the future projects and ideas.

2.1. Specific objectives and strategy

Summary table of specific objectives

Specific objective	Result indicator	Baseline value	Target value	Source of information
SO1: To improve economic environment and vibrancy of the Old Town by expansion of attraction places and activities	Increase of time people spends in the Old Town	45 minutes	2 hours	Google statistics: Anikes square
	Increased busyness of the Old Town area		Increase by 30%	
	Number of attraction places in the Old Town	2	4	https://klaipedatravel.lt/en/cat/places-to-see/
	Number of events happening in the Old Town	12	24	https://www.klaipeda.lt/
SO2: To improve the infrastructure of the Old Town for sustainable mobility and accessibility	Better air quality in the Old Town	Traffic causes 50-62% of air pollution on the streets of the Old Town.	CO2 neutral Old Town	Sustainable urban mobility plan for Klaipeda
	Less cars in the Old Town (fewer parking permissions)	Permits issued – 985 (2020)	Permits issued – 0, letting just to cross the Old Town when needed	Information from Klaipeda City Municipality Administration
	Increased number of bicycles crossing the Old Town	538 per day (Data from 2020 y.)	1 000 per day	News portal Data of installed bicycle flow calculator
	Increase of people using public transport and getting in / out the buses in Old Town area	Turgaus st and Senamiescio st stations are in the top 3 stations, where people are getting in	Turgaus st and Senamiescio st are No. 1 stations, where people are getting in /out	Statistics: Klaipeda transport

2.2. Proposed actions

SO1: To improve economic environment and vibrancy of the Old Town by expansion of attraction places and activities					
Actions	Main executor	Short description	Value of the project / measure (EUR)	Execution period	Source of funding
Old Town Business Support and Community Activation Initiatives	Klaipeda City Municipality, Economic Development Group, Heritage Division	The measure is intended to support businesses and community through activation initiatives in the Old Town.	55 000,00 Eur. Annually In total: 495 000	2021-2030 y.	Funds of Klaipeda City Municipality
Provision of non-financial assistance measures (e.g., to assist with procedural steps) for Old Town businesses	Klaipeda City Municipality, Economic Development Group, Heritage Division	The measure is intended to support business with their daily life and / or in extreme situations. To make work easier.	N/A	2021-2030 y.	Funds of Klaipeda City Municipality
Co-financing tenders for initiatives implemented in the Old Town and its public spaces	Klaipeda City Municipality, Culture Division	The measure is intended to support organizations, which are willing to organize cultural and other events in the Old Town area.	Under the quotas provided for in the co-financing invitation regulations, quotas are set each year	2021-2022 y.	Funds of Klaipeda City Municipality
Reconstruction of the market square, adjusting to the needs of business, tourism, community	Klaipeda City Municipality- Projects Division, Construction and Infrastructure Development Division	The measure is intended to modernize the infrastructure of the Old Town in order to increase activity. The territory will be adapted to the needs of business and the community.	6 088 400	2021-2025 y.	Funds of Klaipeda City Municipality
Lighting of the architectural heritage objects of the Old Town	Klaipeda City Municipality, City Maintenance Division	The measure is intended to modernize the infrastructure of the Old Town to increase viability of the city.	N/A	2021-2024 y.	Funds of Klaipeda City Municipality
Creating a connection between the Klaipeda castle site and the Old Town	Klaipeda City Municipality	This measure emphasizes the outline of the bastion fortifications surrounding the Old Town. Klaipeda Old Town lacks vitality, and heritage objects are often not used and abandoned. Therefore, the regeneration of the Old Town is one of the	100 000 000	2021-2030 y.	Funds of Klaipeda City Municipality, State budget funds of the Republic of Lithuania, EU funding programs

		<p>priority directions of heritage protection.</p> <p>This measure strengthens the core of the city. The Old Town is being regenerated, the attractiveness of the public spaces of the main center is being increased by creating favourable conditions for the living environment and the development of small business. Functional and spatial connections of the Old Town and New Town with the water area of the Curonian Lagoon are formed, spaces by the water are created, public spaces and functional connections between these territories and the historical part of the city are ensured.</p>			
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SO2: To improve the infrastructure of the Old Town for sustainable mobility and accessibility					
Actions	Main executor	Short description	Value of the project / measure (EUR)	Execution period	Source of funding
Restriction of traffic in the old town and the central part of the city (Installation of parking lots around the Old Town - preparation of technical projects for parking lots in Bangų str., Pilies str., Under Atgimimo Square, Priešpilio str. 4 technical projects)	Klaipeda City Municipality, City Maintenance Division	<p>The measure aims to reduce traffic in the Old Town by changing the organization of traffic, reducing the number of parking spaces, increasing the cost of parking and raising parking spaces near the rings of the Old Town and the city center.</p> <p>Possible exceptions: to allow service transport in the territory of the Old Town for limited hours, if there is no possibility to find another duplicating access to the existing buildings.</p>	50 000	2025-2030 y.	Funds of Klaipeda City Municipality, State budget funds of the Republic of Lithuania, EU funding programs

Installation of traffic restriction infrastructure around the Old Town (signs, road barriers, surveillance cameras)	Klaipeda City Municipality- Public transport, City Maintenance, Civil Registry Office divisions	Measure to close areas for car traffic to reduce carbon dioxide concentration in the Old Town.	10 000	2025-2030 y.	Funds of Klaipeda City Municipality, State budget funds of the Republic of Lithuania, EU funding programs
Apply the principles of universal design by renovating the pavement of the Old Town (to implement the project "Renovation of the Old Town Pavement and Adaptation of Universal Design")	Klaipeda City Municipality- Projects Department, Construction, and Infrastructure Development Division	The measure is intended to modernize the infrastructure of the Old Town considering the needs of disabled to increase accessibility and viability of the city.	3 067 500	2021-2025 y.	Funds of Klaipeda City Municipality, EU funding programs
Installation of new bicycle / pedestrian paths and expansion of public transport routes by forming the Old Town Transport Ring	Klaipeda City Municipality	<p>New routes in the central part of the city:</p> <ol style="list-style-type: none"> 1. To install pedestrian and bicycle paths in Minijos str. from Baltijos Ave., Pilies St., Naujoji Uosto St., at the same time ensuring connections with Naujoji Smiltynė ferry; 2. To install a bicycle and pedestrian path in the territory of the Dane River Valley from Klaipėdos str. bridge to the city border (along the Danė River from Klaipėdos St. to the border of Klaipėda city territory - Liepojos St.) (in cooperation with Klaipėda District Municipality) 3. Bicycle path Sausio 15-os st. between Minija and Taikos ave. <p>The formation of the Old Town Ring allows to choose various scenarios for the organization of pedestrian and public transport traffic, depending on the needs of</p>	<ol style="list-style-type: none"> 1) 2 000 000 2) 1 243 200 3) 900 000 <p>In total: 4 143 200</p>	2021-2030 y.	Funds of Klaipeda City Municipality, State budget funds of the Republic of Lithuania, EU funding programs

		the population. If Tiltų Street is designated for pedestrian and bicycle traffic, public transport would be diverted to Bastionu and Danes streets.			
Anticipation and development of waterway infrastructure (i.e., water buses in Dane river)	Klaipeda City Municipality- Public City Maintenance divisions	The measure is intended to create a new public transport system. Adaptation of the Dane River to navigation and installation of a water bus route. 1) Preparation of technical design 2) Compensation to the carrier for loss-making water bus routes on the Dane river	1) 300 000; 2) 2022 y. - 32 000; 2023-2030 y. - 55 000 annually. In total: 772 000	1) 2021-2022 y. 2) From 2022 till 2030 y.	Funds of Klaipeda City Municipality, State budget funds of the Republic of Lithuania, EU funding programs
Installation of new parking spaces near the Old Town (i.e., Park & Ride or in walking distance areas)	Klaipeda City Municipality	The main parking spaces within the city's historic center are proposed to be installed and operated close to the historic city center and the old town's transport ring links.	100 000	2021-2030 y.	Funds of Klaipeda City Municipality, State budget funds of the Republic of Lithuania, EU funding programs
Free / cheaper public transport by applying discount programs (compensating for loss-making routes, the purchase of green vehicles, etc.)	Klaipeda City Municipality	The main focus is on increasing the attractiveness of public transport and ensuring the functioning of a convenient public transport system.	3 823 400	2022 -2030 y.	Funds of Klaipeda City Municipality
Communication initiatives on the need for change and awareness raising program	Klaipeda City Municipality	The focus is on reducing tensions, informing why one or another solution is needed, how it will contribute to sustainable urban development.	50 000	2022-2030 y.	Funds of Klaipeda City Municipality

2.3. Summary Gantt Chart

Actions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
SO1: Old Town Business Support and Community Activation Initiatives										
SO1: Provision of non-financial assistance measures (e.g. to assist with procedural steps) for Old Town businesses										
SO1: Co-financing tenders for initiatives being implemented in the Old Town and its public spaces										
SO1: Reconstruction of the market square, adjusting to the needs of business, tourism, community										
SO1: Lighting of the architectural heritage objects of the Old Town										
SO1: Creating a connection between the Klaipeda castle site and the Old Town										
SO2: Installation of traffic restriction infrastructure around the Old Town (signs, road barriers, surveillance cameras)										
SO2: Restriction of traffic in the old town and the central part of the city										
SO2: Apply the principles of universal design by renovating the pavement of the Old Town.										
SO2: Installation of new bicycle / pedestrian paths and expansion of public transport routes by forming the Old Town Transport Ring										
SO2: Anticipation and development of waterway infrastructure										
SO2: Installation of new parking spaces near the Old Town (i.e. Park & Ride or in walking distance areas)										
SO2: Free / cheaper public transport by applying discount programs										
SO2: Communication initiatives on the need for change and awareness raising program										

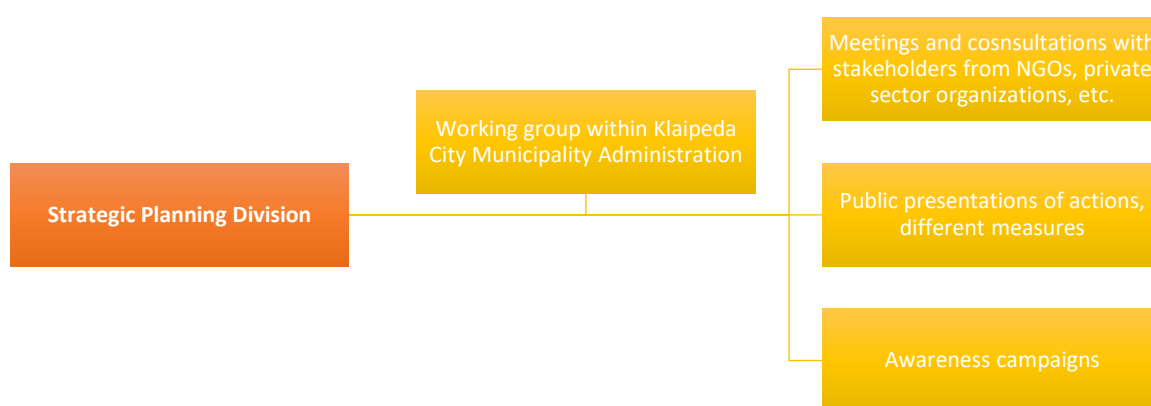
* Infrastructure projects in Klaipeda City Municipality and generally in Lithuania are planned in longer periods, thus the measures are shown on an annual basis planning.

3. Implementation framework

3.1. Framework for the delivery of the IAP

The implementation and monitoring of the progress of the Integrated Action Plan will be coordinated by the Klaipeda City Municipality Administration, but most of the actions, especially “soft” investments (based on the nature and scope) included in the plan will be implemented in cooperation with the URBACT Local Action Group, the city community, and other relevant stakeholders. Each activity is assigned to the relevant municipal divisions or departments (e.g., Project Division, Construction, and Infrastructure Development Division).

The governance of the implementation:



This plan was developed together with Klaipeda City Municipality administration representatives, most of the measures in this plan are already involved or are being involved in the plans of Municipality and no higher-level approval is required (e.g. Government, Parliament). The infrastructure and infrastructural changes are the responsibility of the Municipality; thus the lead role is assigned to the Klaipeda City Municipality Administration. The only case, when higher-level approval is needed is related with the cultural heritage objects.

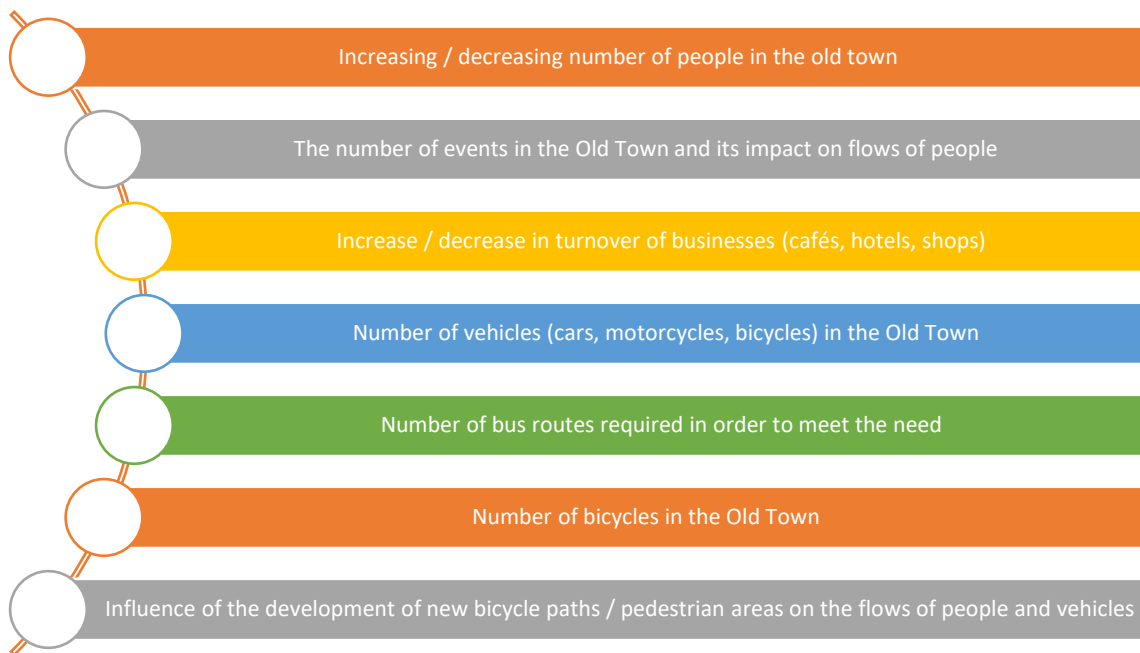
The lead role in the Municipality will be assigned to Strategic Planning Division. This Division is responsible for organizing the implementation of approved programs and / or measures; analysing the need for investment and non-investment projects, preparing and submitting applications for the initiation of investment projects; initiating and planning of infrastructure and including these plans into strategic development plan of Klaipeda City Municipality.

The supporting working group will consist of different Divisions within Klaipeda City Municipality Administration – Deputy Director of the Municipal Administration, Economic Development Group, Urbanism and Architecture Division, Transport Division, etc.

The important part will be also given to different stakeholders from the city – NGOs, private and municipal organizations, other interested parties. Different stakeholders will be invited to share their opinions, ideas before implementing planned actions. Working methods – meetings, presentations, surveys, etc. In order to reduce the risk of dissatisfaction of people, awareness campaigns will be organized. People should be informed why one or another action is needed, what benefits proposed actions might bring.

Indicators that will be used to monitor progress are developed in the line with [URBACT guide](#). The purpose of the project “Thriving Streets” is to liven up the Old Town of Klaipeda, to pull people out of shopping centers and to encourage them to spend their free time in the city center. Therefore, the focus will be on monitoring whether the number of visitors is growing, what events or activities are attracting people to the Old Town. To find out if stakeholders noticed any economic and / or social benefits after closing the streets during small-scale actions, discussions with the businesses, cultural community, representatives of tourism institutions will be carried out.

Indicators, which will be monitored:



The changes in air quality and noise in the Old Town and nearby streets will be also measured, in order to know if the restricted traffic and sustainable ways of transport had an impact for the cleaner and safer Old Town environment.

The monitored indicators may change as the situation and environmental factors are volatile. The collected monitoring information will allow to analyse what influences the flow of people in the Old Town and, if necessary, to adjust activities, to apply measures and programmes initiated by the Municipality.

3.2. Resourcing and funding

Most of the funds for the implementation of measures are already provided in the city and national budgets. Klaipeda City Municipality is consistently looking for the additional funding in various funds and programs.

The implementation of the measures set out in the Integrated Action Plan is based on various sources of funding (these are also indicated in the table (section 3)):

- Funds of Klaipeda City Municipality;
- State budget funds of the Republic of Lithuania;
- Various European Union programme funds, structural funds;
- Other project funding.

In addition, depending on the measures envisaged, the following possible sources of funding are identified:

[EU cohesion policy](#) and other strategy papers foresee a significant amount of funding for Member States to move towards more sustainable, greener urban solutions. The aim is to a greener, low-carbon transitioning towards a net zero carbon economy. Therefore, the European Union's programmes should not lack funds for the creation of a greener, pedestrian-friendly city.

[Research and innovation funding programme “Horizon Europe”](#) (2021-2027) with a budget of €95.5 billion. The main areas of activities - (1) „Excellent science“(ERC, MCSA, „Research infrastructures“); (2) „Global challenges & European Industrial Competitiveness“; (3) „Innovative Europe“ (EIC, „European Innovation Council“, „European Institute of Innovation & Technology“), see the scheme below:



* The European Institute of Innovation & Technology (EIT) is not part of the Specific Programme

In accordance with the measures provided for in the Integrated Action Plan, the most relevant calls for their implementation are provided in the field of activity – “Global challenges & European Industrial Competitiveness “, specifically – 2, 5 and 6 actions groups („Culture, Creativity & Inclusive Society“, „Food , Bioeconomy, Natural Resources, Agriculture & Environment“ and „Climate, Energy & Mobility“). In general, all measures of the **Horizon Europe** (2021-2027) programme focus on the fight against climate change, the pursuit of the United Nations Sustainable Development Goals and the EU's competitiveness and enlargement.

To attract external funding for the implementation of the measures provided in the Integrated Action Plan INTERREG programmes for the financial period 2021-2027 will be analysed. The total

resources available for cross-border cooperation for the period 2021-2027, through the EU Interreg instrument, are set at 8 billion euros.

Programme	PRIORITIES
 <p>Interreg Europe European Union European Regional Development Fund</p>	<p>Interreg Europe program area – 27 EU Member States, Norway and Switzerland. It is planned to allocate 379 482 670 euros of European Union funds to finance the Interreg Europe program. Aim of Interreg Europe programme– to help regional and local governments across Europe to develop and deliver better policy (including economic growth and job creation programmes), promoting the exchange of experience, innovative solutions, and capacity building.</p> <p>Priorities in line with the Integrated Action Plan: III. Low-carbon economy IV. Environment and resource efficiency</p> <p>More information: https://www.interregeurope.eu/about-us/2021-2027/</p>
 <p>Interreg Latvija-Lietuva European Regional Development Fund</p>	<p>The eligible programme territories are Klaipeda, Telšiai, Šiauliai, Penevėžys, Utena and Kaunas counties in Lithuania and Kurzeme, Zemgale, Latgale regions in Latvia. Programme contributes to the sustainable and cohesive socio-economic development of the Programme regions by helping to make them competitive and attractive for living, working, and visiting.</p> <p>Priorities in line with the Integrated Action Plan:</p> <ul style="list-style-type: none"> • Green, resilient and sustainable development • Economic potential of tourism and heritage <p>More information: https://latlit.eu/</p>
 <p>Interreg South Baltic</p>  <p>EUROPEAN UNION</p>	<p>The Interreg South Baltic Programme aims at unlocking South Baltic’s potential for blue and green growth through cross-border cooperation between local and regional actors from Denmark, Germany, Lithuania, Poland, and Sweden. Consultations on the approval of the 2021-2027 program are still ongoing, but the tentative priorities and measures are in line with the measures of the Integrated Action Plan:</p> <ul style="list-style-type: none"> • – Innovative, Sustainable, Attractive and Active South Baltic– development of the blue and green economy (promotion of sustainable water use; support for more efficient use of resources and circular economy); • Attractive South Baltic – strengthening tourism and cultural potential (development of sustainable, resilient, and innovative tourism) <p>More information: https://southbaltic.eu/</p>
  <p>Co-funded by the European Union</p>	<p>The Programme is an agreement between EU member states Denmark, Estonia, Finland, Latvia, Lithuania, Poland, Sweden and the northern parts of Germany as well as partner countries Norway and the northwest regions of Russia, Belarus. It is planned to allocate 249 246 776 euros of European Union funds to finance the Baltic Sea Region Program. Interreg Baltic Sea Region programme creates an environment for public and private partners to work together across borders on their smart ideas.</p> <p>Priorities in line with the Integrated Action Plan: PRIORITY No. 2. Water-smart societies; PRIORITY No. 3. Climate-neutral society; More information: https://interreg-baltic.eu/get-funding/programme-2021-2027/</p>

3.3. Overview and analysis of risks

The table below discusses the potential risks and mitigation plan for the actions, which were set out in the Integrated Action Plan:

Risk	Description of Risk	Probability	Mitigation plan
Delays in planned activities or works	Despite all the commitments and the action plan, the actions for a specific activity may not be completed within the set time frame.	HIGH	Adjustment / reorganization of planned activities to ensure that tasks are completed by the deadline.
Lack of funding	Lack of financing or necessity for additional finances to implement activities. It could cause a delay in the implementation process.	MEDIUM	Ensuring proper level of execution of the actions and other committed activities by compensating lack of finances using other funding programmes and/or inner funds of the implementing institution
Insufficient human resources	Changes in personnel or shifting responsibilities could cause the interruption in plan's implementation process.	MEDIUM	In the absence of human resources, the aim is to purchase quality external services.
Changes in the government and / or its programme	Changes at the highest level of city or country management can cause the rejection of actions.	MEDIUM	Quality cooperation with city and national politicians in planning and implementing planned measures.
Lack of a culture of trust and cooperation	To successfully implement ideas, soft activities and build infrastructural objects, it is necessary to grow public trust and cooperation with the municipality and other public authorities. Encourage the culture of working together by cooperating rather than competing. Lack of trust can hamper the quality of implementation of activities and initiatives.	HIGH	<p>Finding and facilitating community intermediaries to act, to create a connection between communities and Municipality and other state institutions.</p> <p>Ensuring municipal incentives / measures for the functioning of communities, constant communication about the help and support provided by the Municipality.</p> <p>Organization of discussions / joint workshops in planning activities, infrastructure objects.</p>
Lack of communication	Information provided by the municipality or other institutions does not reach the city community, businesses, cultural institutions, which affects non-communication, anger, and uncertainty of the ongoing processes.	HIGH	<p>Ensuring timely communication through partners, community members.</p> <p>Organization of communication (info) events.</p> <p>Quality cooperation with the media.</p> <p>Communication tools and channels tailored to specific target audiences.</p>
Geopolitical conflicts	Now then the aggression from Russian side became a fact rather than just words, it became necessary to be aware of a risk of being attacked. The money in the worst-case scenario would be redirected to the conflict and defence. Infrastructural and different changes will be postponed.	LOW	To prepare the plan of how to resume work after the conflict and to comply with the standards of sustainable infrastructure.

4. Contact details

For more information on Klaipeda's Integrated Action Plan, please contact:

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For more information about Klaipeda, please visit: <https://www.klaipeda.lt/>

Project website: [Thriving Streets | URBACT](#)

Klaipeda is one of nine cities connected to the URBACT action planning network and working together to improve sustainable mobility in urban areas from an economic and social perspective.

As an Action Planning Network, the project "Thriving Streets" aims to improve sustainable local policies through integrated action planning and an organised process of exchange and learning among cities across Europe.

Thriving Streets is a URBACT III project co-financed by the European Regional Development Fund. Project leader and key partner the city of Parma (Italy). Cities in the project network: Antwerp (Belgium), Nova Gorica (Slovenia), Igoumenitsa (Greece), Santo Tirso (Portugal), Oradea (Romania), Debrecen (Hungary), London Borough Of Southwark (United Kingdom).

