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STRATEGIC DEVELOPMENT PLAN OF  
VILNIUS CITY FOR 2021-2030

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## ABBREVIATIONS USED

SPP, Strategic Plan means Vilnius City Strategic Plan for 2021-2030

VCA means Vilnius City Administration

SAP means Strategic Action Plan

Municipality means City of Vilnius

VEPC means Vilnius Education Progress Centre

RE means Real Estate

QSMS means Quality Standard Monitoring System

VPHB means Vilnius City Public Health Bureau

MCCS means Municipal Company Communication services

MP means Master Plan of Vilnius City

WHO means the World Health Organisation

# 1. INTRODUCTION

The strategic development plan of municipality is a long-term (4-10-year) planning document for environmental, social and economic development in the territory of the municipality and is prepared taking into account other planning documents at the strategic and programming level. This is one of the key strategic governance documents for the city, which then be later guided in the preparation of shorter-term strategic planning documents.

Strategic Development Plan of Vilnius City for 2021-2030 (hereinafter - SDP or Strategic Plan) is an integral part of strategic city management which defines the strategic directions of activities of Vilnius City Administration (hereinafter - VCA). The Strategic Plan enshrines the main strategic development directions of Vilnius City, sets the goals and tasks to be achieved, and the main measures to achieve the objectives set as well as a system of indicators that will help to measure the impact and success of the implemented measures in achieving the strategic goals. The SDP will be implemented through the transfer of the actions provided for therein to the Strategic Action Plans (hereinafter - SAP) for each year.

The plan will be reviewed as the urban environment changes, new needs and opportunities emerge. The management and monitoring system of the plan provides opportunities for stakeholders to submit comments and proposals for the inclusion, elimination and adjustment of actions or monitoring indicators.

The Strategic Plan document presents the following relevant information:

- Analysis of the internal and external environment and historical development of Vilnius city;
- Vilnius city vision up to 2030 and ten strategic directions (Environment and Urban Development, Social Protection, Mobility, Culture, Security and Safety, Health, Health Promotion and Sport, Education, Economic Development, Services, Management Excellence and Planning);
- The goals, tasks, key measures and monitoring indicators of the strategic directions;
- Indicative need of funds and sources of funding;
- Framework for the implementation and monitoring of the Strategic Development Plan.

For the coordination of the preparation of the draft Strategic Plan, a working group in the City of Vilnius (hereinafter - the Municipality) on the preparation of Strategic Plan of Vilnius City for 2021-2030 was formed. For the formation of the goals, tasks, measures and evaluation indicators of each of the ten strategic orientations, separate working groups consisting of representatives of VCA and its subordinate enterprises, experts in their fields have been set up. During the period of preparation of the Strategic Plan, regular meetings and discussions of working groups took place.

The results of the internal and external analysis of the city, the findings of the population survey, the insights of experts and the views of other stakeholders were taken into account in the preparation of the SDP.

## 2. ANALYSIS OF THE INTERNAL AND EXTERNAL ENVIRONMENT AND HISTORICAL DEVELOPMENT

During the preparation, the data analysis of strategic planning documents and statistics, discussions with experts in the fields relevant to the city and companies subordinate to City of Vilnius were carried out, as well as analysis of the strengths, weaknesses, opportunities and threats was performed.

### **Analysis of strategic planning documents**

During the analysis of strategic planning documents, strategic planning documents relevant to the city of Vilnius were selected according to 10 thematic areas (economy, tourism, education, mobility, culture, health and health promotion, social protection, security and safety, urban development and planning, environmental protection<sup>1</sup>, the main provisions and objectives of the strategic planning documents and the main indicators reflecting the provisions of the strategic planning documents were identified and structured. This analysis resulted in the identification of the strategic priorities of the city, an assessment of the context of the strategy documents at different levels, and a compilation of an initial list of strategic indicators.

### **Analysis of statistical data**

Based on analysis results of strategic planning documents and expert insights, statistical data for analysis were selected. The development of Vilnius city in 2015-2019 was analysed, a comparison with other Lithuanian cities and/or Lithuania as well as comparable foreign cities was performed. In this way, the trends in the city, strengths and weaknesses of the city observed in the last decade were identified, and it was assessed whether the indicators set in the previous SDP had been achieved.

### **Group discussions, consultations with experts and city-subordinate enterprises**

Thematic discussions were conducted with representatives of VCA, city-subordinate enterprises and other organisations in order to obtain qualitative insights into the progress of the city in various fields and to gain a deeper understanding of statistical results. During this stage, the insights into the strengths, weaknesses, opportunities of the city and threats as well as the reasons for their emergence were gathered and the expectations of stakeholders for the strategy under preparation were identified.

### **SWOT analysis**

The list of strengths, weaknesses, opportunities of the city and threats was formulated after summarising the results of strategic planning documents and statistical data analysis and expert discussions. The analysis of the current situation of the city was completed and the final analysis report on the urban environment and strategic planning documents of the city was prepared.

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<sup>1</sup> Note: The area of administration is analysed at a later stage of the project by performing the analysis of implementation risks and process.

## 2.1. SUMMARIZED PROGRESS OF THE CITY IN THE PERIOD 2010-2020

According to the indicators provided for in the previous SDP drafted in 2010 and the update of this plan (2017), the progress of the city was assessed in individual areas:

- 3 points: More than two-thirds of target indicators have been achieved;
- 2 points: More than one-third but less than two-thirds of target indicators have been achieved;
- 1 point: Less than one-third of target indicators have been achieved;
- 0 points: Sufficient monitoring of target indicators to assess the progress have not been pursued.

The assessment of the implementation of target indicators set out in the previous SDP shows significant progress over the period from 2010 to 2020 in the areas of the economy, culture, protection and safety and environmental protection. Meanwhile, the consistent monitoring of progress in the areas of tourism, mobility, education and health and wellness has not been carried out.

### Generalisation of Vilnius city progress in 2010-2020

AREA	ASSESSMENT OF PROGRESS IN THE AREA	COMMENTS
ECONOMY	3 points	Most of the indicators provided for in the previous SDP have been achieved.
TOURISM	1 point	None of the observed indicator values have been achieved.
EDUCATION	2 points	More than 50 % of the planned performance indicators for state maturation examinations have been achieved. A major part of the other indicators has not been consistently observed and/or the methodology used makes it difficult to calculate on the basis of available data.
MOBILITY	0 points	Most of the target indicators provided for the previous Strategic Plan and its update have not been observed or the methods used to assess indicators have changed.
CULTURE	3 points	Both target indicators provided for in the previous Strategic Development Plan have been achieved.
HEALTH PROMOTION	0 points	Most of the indicators provided for the previous Strategic Development Plan have not been observed or the actual values have no longer been calculated due to changes in the descriptions of the indicators.
SOCIAL PROTECTION	2 points	Less than half of the observed indicators have been achieved.

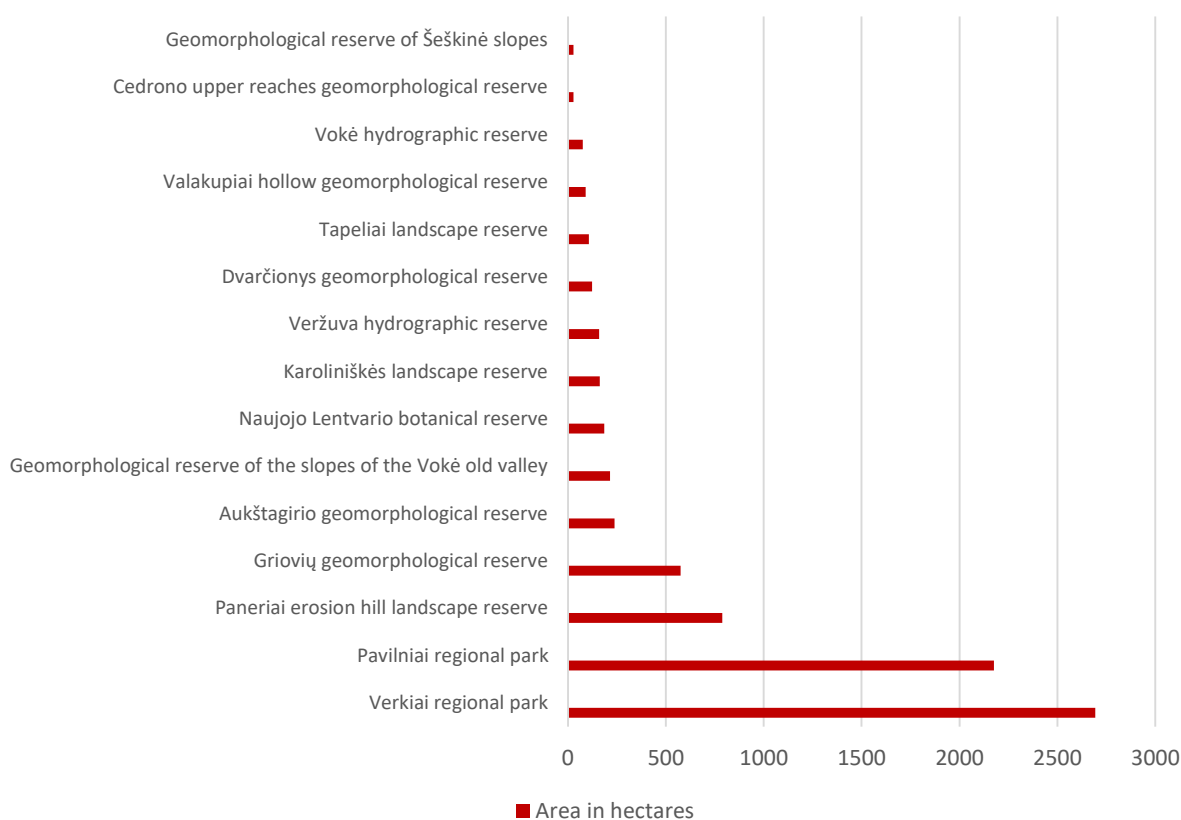
<p><b>SECURITY AND SAFETY</b></p>	<p>3 points</p>	<p>The target indicator set out in the previous Strategic Development Plan has been achieved.</p>
<p><b>URBAN DEVELOPMENT</b></p>	<p>0 points</p>	<p>Indicators have not been observed consistently.</p>
<p><b>ENVIRONMENTAL PROTECTION</b></p>	<p>3 points</p>	<p>All the target indicators set out in the previous Strategic Development Plan have been achieved.</p>

## 2.2. VILNIUS CITY RESOURCES

### 2.2.1. URBAN GREEN TERRITORY

According to the data of the Master Plan of Vilnius City territory, the share of intensively used greenery per capita is 43.4 sq. m. Vilnius, compared to other Lithuanian cities, has a small share of the built-up area — 35 % and the largest share of the forest-covered area — 36 %, while the area is used in low intensity and has significant reserves for city development. Vilnius is also surrounded by numerous reserves and regional parks, the largest of which are the regional parks of Verkiai and Pavilniai.

**Figure 1: Reserves and parks in Vilnius City Municipality**



Source: Master plan of Vilnius City territory

### 2.2.2. ENGINEERING SUPPLY

#### Water

According to the data provided by UAB “Vilniaus vandenys”, the demand for drinking water in Vilnius city in 2019 was 93.3 thousand m<sup>3</sup>/day. This number is planned to increase to 130 thousand m<sup>3</sup>/d by 2030, 112.4 thousand m<sup>3</sup>/day will be needed for the city of Vilnius and 17.6 thousand m<sup>3</sup>/d for the suburbs of Vilnius<sup>2</sup>. Currently, groundwater reserves of Vilnius City approved amount to 580 thousand m<sup>3</sup>/day. Up to 250

<sup>2</sup> Master plan of the territory of Vilnius City Municipality

thousand m<sup>3</sup>/day is possible to supply without significant additional investments, i.e. as much as would be necessary if the city had a population of about one million.

### Domestic sewage

In 2030, the amount of domestic and industrial sewage in the city of Vilnius can increase to 142.2 thousand m<sup>3</sup>/day, of which 123.5 m<sup>3</sup>/day is the share of the city and “Vilniaus vandenys” are responsible for collecting and treating wastewater in Vilnius city. Although the capacity of the existing wastewater treatment plant is 225 thousand m<sup>3</sup>/day, it needs to be reconstructed due to highly deteriorated equipment.<sup>3</sup> According to the data of Statistics Lithuania for 2016, 95 % of the population of Vilnius city is connected to the sewage system and this number is increasing every year.

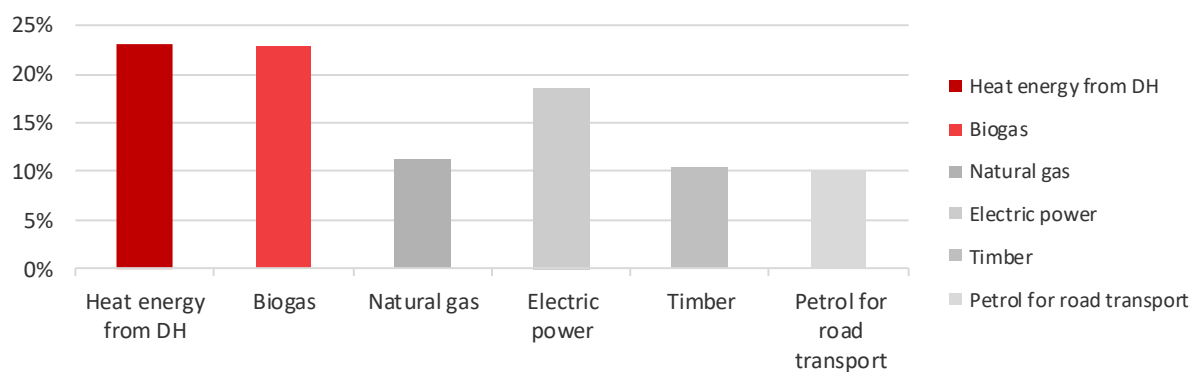
### Electric power

Compared to 2015, electricity input in 2018 increased by around 12 %.<sup>4</sup> The highest electricity consumption in 2018 was in industry, services and transport areas - 71 %, households - 27 %. Electrical power in the city is transmitted through 110 KW voltage lines and distributed through 35-10-6 KW networks. After assessing loads of district substations and the needs of new facilities in Vilnius city, the forecast electrical power demand for 2030 is 525 MW. The largest increase in electrical power demand is expected in the districts of New Centre, Pavilnys and Pilaitė areas, where 6.7 MW, 6.5 MW and 10 MW will contribute to the current load, respectively.

### Heat supply

According to the report on renewable energy sources of Vilnius City Municipality, the consumption of heat energy in Vilnius city increased by 30 % from 2015 to 2018. Assessing the projected population increase in most Vilnius city areas, the standard annual district heating demand for district heating in 2030 is estimated to be around 3000 GWh per year.<sup>5</sup> The projects related to renewable energy sources are planned to be developed, as well as about 100 MW heat capacity biofuel combustion plants in the boiler houses/power plants of the main heat supplier "Vilniaus šilumos tinklai" to be installed.

**Figure 2: Fuel and energy resources used in Vilnius City Municipality in 2018**



Source: Report on renewable energy sources of Vilnius City Municipality

### Natural gas

A well-developed gas pipeline system in Vilnius city allows ensuring all existing and prospective gas supply needs. The aim is to increase the number of gas consumers connected to existing gas pipelines. Natural gas

<sup>3</sup> Master plan of the territory of Vilnius City Municipality

<sup>4</sup> Report on the results of the implementation of the action plan for the development of the use of energy from renewable sources in Vilnius City Municipality

<sup>5</sup> Master plan of the territory of Vilnius City Municipality

consumption increased by 17 % in 2018 compared to 2015<sup>6</sup>, with the highest growth observed in the household and energy sector. This increase was conditioned by the growth in the population number and the development of living space.

### 2.2.3. COMMUNICATION SYSTEM

The network of urban trunk streets in categories A, B and C and existing state roads in the territory of the municipality is formed taking into account the urban development of the city, the internal and external transport links of the city, the planned public transport and cycling route network and the coherence factor of the trunk street network ( $b > 1.5$ ). The indicative planned length of trunk streets and state roads (located in the territory of the city municipality) for 2030 is about 430 km, density - 1.07 km/km<sup>2</sup> (present - 1,01 km/km<sup>2</sup>)<sup>7</sup>. This is the minimum length of trunk streets (roads) satisfying the needs of the development of the public transport route network. The perspective (after 2030) planned length of the trunk streets (roads) in the territory of Vilnius City Municipality would reach 499.3 km, density - 1,25 km/km<sup>2</sup>.

Prospective percentage structure of streets: Category A streets - 6.5 %, category B streets - 24.3 %, category C streets - 64.3 %, state roads - 4.9 %. A prospective network of trunk streets (after 2030) is needed to form an urban structure of the city and a passenger public transport route network and to carry out the land reservation required for communication infrastructure during the preparation of spatial planning projects.

### 2.2.4. CULTURAL HERITAGE

#### Real cultural heritage sites and objects

The explanatory note to the Master Plan of Vilnius City Municipality distinguishes priority objects for the territorial protection of the real cultural treasures of the city of Vilnius: The Old Town is a world heritage site, historical suburbs, complexes of churches and monasteries, manor homesteads and historical green areas, as well as the areas of the dominant wooden architectural heritage.

#### Regulation on the protection of real cultural heritage

In order to preserve the old town of Vilnius, a world heritage site included in the UNESCO list, additional restrictions on morphological change in the Old Town have been established, and control of the visual consequences of the impact of newly constructed and reconstructed buildings has been introduced. On purpose to ensure the protection of the historically formed panoramas and silhouettes of Vilnius Old Town, an analysis of the visual impact of newly constructed and reconstructed buildings on the Old Town is carried out. When these buildings stand out in the immediate vicinity in height or volume, the analysis is performed by presenting images from the view checkpoints of the Old Town.

#### Guidelines on the use of cultural heritage for tourism

The aim is to further develop cultural tourism in the Vilnius Old Town and its protection zone<sup>8</sup>. Clarification of routes, selection of heritage sites to be visited, measures to increase their attractiveness and accessibility to the public are performed. Heritage objects are used for the cultural education of society and recreation of townspeople. The development of applied complex research of buildings and sites (historical, archaeological, architectural, history of art, polychrome, etc.) in order to determine the valuable properties of the objects is planned with the aid of the State. It is necessary to increase the volume of managed heritage protection works, to promote repairs, preservation and restoration works as well as to improve the quality of these works. The creation of a programme for the management (restoration) of historical open spaces, squares, parks, gardens, miniparks is planned.

Source: Data of Vilnius City Municipality

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<sup>6</sup> Report on the results of the implementation of the action plan for the development of the use of energy from renewable sources in Vilnius City Municipality

<sup>7</sup> Master plan of the territory of Vilnius City Municipality

<sup>8</sup> The explanatory note to the Master Plan of Vilnius City

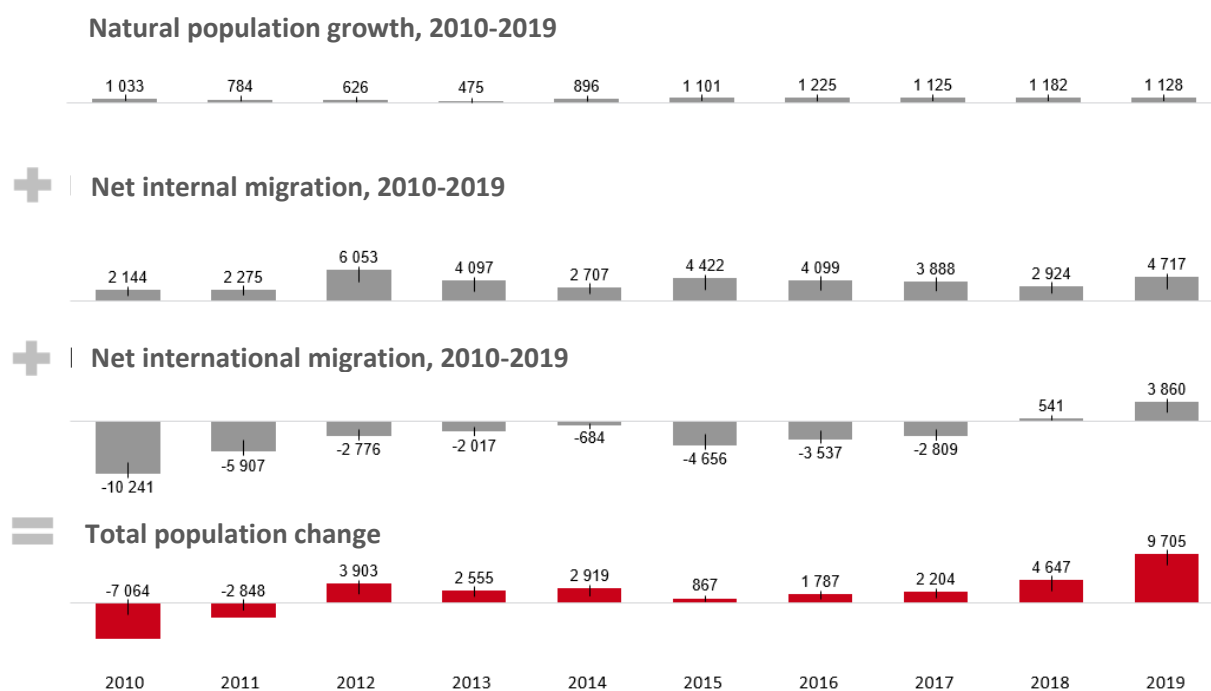
### 2.3. RESIDENTS OF VILNIUS CITY

According to the information provided by the Department of Statistics under the Government of the Republic of Lithuania (hereinafter - the Department of Statistics), on 1 January 2020, the city of Vilnius had 561,8 thousand residents or 20 % of the total population of Lithuania. Over the last decade, the number of residents within the administrative boundaries of the city of Vilnius had been growing steadily, determined by internal and, in recent years, positive external migration. Unlike in other Lithuanian cities Kaunas and Klaipeda, a positive natural augment of the population is also observed in Vilnius.

As in the whole country and in many other European cities, the trend towards an ageing population in Vilnius is observed. However, compared to the capitals of other Baltic states, Vilnius remains a relatively young city: In 2018, it was one person of retirement age per 4 working-age residents (with 3.5 in Tallinn and 3 in Riga per working-age residents).

The analysis of the demographic composition of society shows that the working-age population will decrease in the city of Vilnius in the next decade (11-25-year-old residents in the city are significantly less than 46-60-year-olds).

**Figure 3: Change in the number of residents and constituents of change, persons, 2010-2019**



Source: Department of Statistics of Lithuania

The number of residents in the city is expected to continue to grow over the next few years. Growth rates will depend on the overall socio-economic situation in the country and its internal and external migration policies.

## 2.4. EDUCATION

Education is an integral part of the evolution of cities and countries and the formation of a strong economy. Talents capable of creating high added value are becoming one of the most important resources for which cities and countries compete. It is essential for the city to have educated, creative, civic personalities ready to deal with future challenges, which depends on the ability to transfer knowledge and values to future generations. Consistent progress in education is also necessary to sustain further urban development.

### 2.4.1. IMPLEMENTATION OF THE PREVIOUS STRATEGIC DEVELOPMENT PLAN

The table below shows the target indicators for monitoring progress in the previous SPP (2010) and its update (2017), their target values for 2019 and the current situation.

INDICATOR	TARGET VALUE BY 2019	CURRENT SITUATION IN 2019
THE AVERAGE OF THE NUMBER OF PUPILS IN GENERAL EDUCATION IN CLASS SET	24 (scheduled in the 2017 update of the SPP)	●24.85*
THE SHARE OF GRADUATES WHO RECEIVED A 86-100-POINT ASSESSMENT FROM THE STATE MATURITY EXAMINATIONS		● 7 indicators out of 12 (2020) were achieved **
THE SHARE OF GRADUATES WHO DID NOT PASS THE STATE MATURITY EXAMINATIONS		● 3 indicators out of 8 (2020) were achieved **
THE NUMBER OF SUPPORT SPECIALISTS — SPECIAL EDUCATORS PER 400 PUPILS	0.8 (scheduled in 2017)	●2.2
INTEGRATION OF PUPILS WITH SPECIAL EDUCATIONAL NEEDS	4,100 (scheduled in 2017)	●7811***
PHYSICAL ACTIVITY OF PUPILS IN HOURS PER WEEK	7 (scheduled in 2017)	!N/d
THE SHARE OF 4-6-YEAR-OLD CHILDREN ATTENDING PRE-SCHOOL EDUCATION INSTITUTIONS	99.83 (scheduled in 2017)	●101.9****
THE EDUCATOR AND CHILD RATIO IN PRE-SCHOOL/PRE-PRIMARY EDUCATION INSTITUTIONS	1/10 (scheduled in 2017)	●1/13
INTEGRATION OF CHILDREN WITH SPECIAL EDUCATIONAL NEEDS IN GENERAL PRE-SCHOOL EDUCATION	368 (scheduled in 2017)	●494
NUMBER OF PUPILS AND STUDENTS PER 10000 POPULATION (THOUSAND)	3,114 (scheduled in 2017)	●2880
THE SHARE OF GRADUATES ENTERING IN HIGHER EDUCATION INSTITUTIONS AND VOCATIONAL SCHOOLS (OUT OF ALL THOSE WHO HAVE OBTAINED A MATURITY CERTIFICATE, %)	92% (scheduled in 2017)	!N/d

\*Indicated value: secondary education institutions owned by the municipality. Primary education - 23.01, basic education - 24.44

\*\*The pupils' achievements are detailed in the Annex "Analysis of the current situation in the city — annexes"

\*\*\*From the 2017/2018 school year, students from vocational training institutions are also included in the statistics, therefore the achievement of this indicator cannot be objectively assessed.

\*\*\*\*Value higher than 100 percent indicates a large number of children registered in other municipalities but attending pre-school education institutions in Vilnius. The achievement of this indicator cannot be objectively assessed.

**Conclusion:** More than 50 % of the planned outcome indicators for state maturity examinations have been achieved. A large part of other indicators in the field of education set out in the previous Vilnius City Strategic Plan (its update) were not consistently observed and/or the methodology used makes it difficult to calculate based on the available data, therefore making it difficult to assess the progress in the field.

## 2.4.2. STRATEGIC PLANNING AND MANAGEMENT OF EDUCATION

The city started the preparation of a strategy document "Vilnius Education Policy" in 2020, which envisages a long-term plan of measures for the implementation of the goals set in the field of education. The Master Plan for the Reorganisation of the Network of General Education Schools of Vilnius City Municipality, which is prepared periodically, anticipates a strategy for the reorganisation of general education institutions aimed at creating flexible and efficient network infrastructure. The following strategic planning documents are also relevant for the field of education:

- Strategic Action Plan of Vilnius City
- State Education Strategy
- The concept of a good school

City-relevant documents identify the following key objectives in the field of education: quality and accessible content; creativity, social and emotional competences; a developed infrastructure and a favourable learning environment; emotional and physical health; progressivity of educational institutions.

In 2017, Vilnius Education Progress Centre was established, developing the projects of school progresses and cooperation, the introduction of open creative spaces in schools, and the improvement of the qualification of teachers. Integrated strategic education planning could be one of the essential tasks of this institution in the future, thus likely to improve the quality of strategic management and monitoring of progress in the field.

## 2.4.3. SUMMARY OF EDUCATIONAL TRENDS

At the beginning of the 2020 school year, 117 general education institutions and 125 pre-school educational institutions of the municipality were operating in Vilnius. Although the growth was not stable, compared to 2015, the number of pupils in both general and pre-school education institutions was growing in 2019<sup>9</sup>. In 2019, 63,2 thousand (60.3 thousand in 2015) of pupils learned in them and 26.7 thousand (25.5 thousand in 2015), respectively. The list of the best Lithuanian schools compiled by the magazine "Ratings" in 2020 included 3 Vilnius gymnasiums among the top five Lithuanian gymnasiums<sup>10</sup>.

### Achievements of pupils

During the period 2015-2019, the results of the Lithuanian Language Basic Education Achievement Test (hereinafter - BEAT), assessing the share of students who received the highest marks, in Vilnius were similar to the results in other major cities (Kaunas and Klaipėda). However, a higher proportion of Vilnius pupils received the lowest rating (1-3 points).

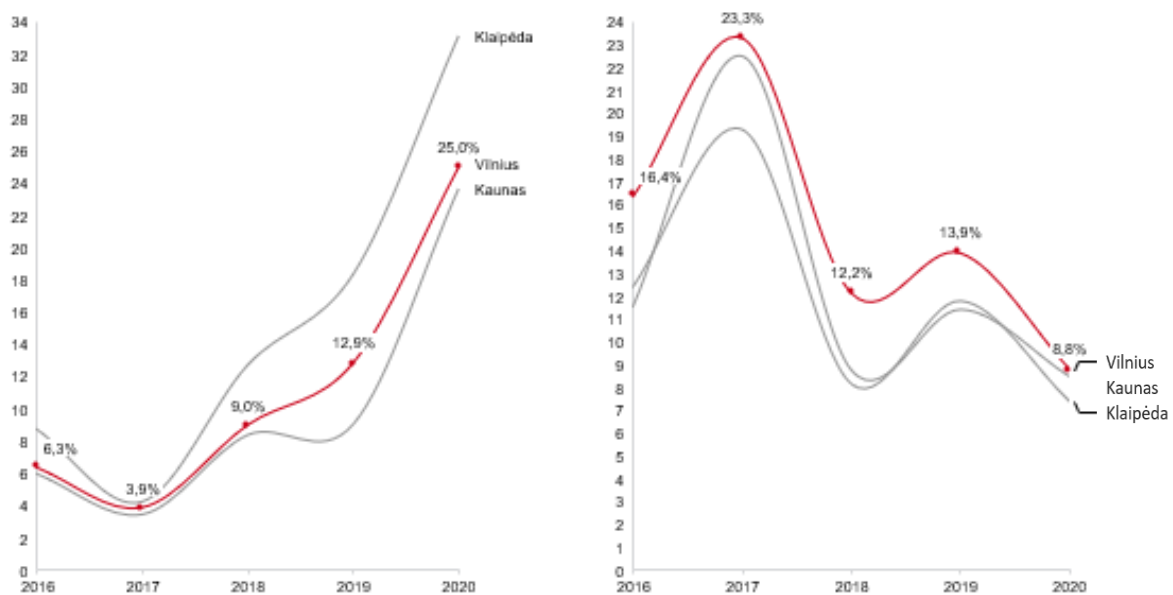
<sup>9</sup> Data provided by the VCMA

<sup>10</sup> The magazine "Ratings"; the gymnasiums performing the selection of pupils were assessed.

In 2019, the share of those who received the highest BEAT mathematics rating (10 points) in Vilnius was slightly higher than in Kaunas, Klaipėda and the whole of Lithuania. The share of those who received the lowest ratings in Vilnius reached as much as 18.1 % (In Klaipėda, an even higher share of pupils received the lowest rating, but in Kaunas, there were fewer pupils who received the lowest rating than in Vilnius).

When assessing the results of state maturity examinations (hereinafter - SME) in the period 2016-2020, the results of mathematics examinations deteriorated the most (this tendency was observed throughout Lithuania). The previous SDP set a target that 23 % of Vilnius residents would pass the mathematics examination with high scores (86-100 %) in 2020, however, in 2020, this figure was only 8.8 %. Meanwhile, the target share of those who did not pass the examination is set at 3.7%, but in 2020, even 25 % of the Vilnius residents who took the examination did not pass it.

**Figure 4: The proportion of those who did not pass the SME mathematics examination (0-16%) (on the left) and the proportion of those who passed it with high scores (86-100%) (on the right), 2016-2020.**



Source: National Examination Centre

Since 2018, also, a decline in the results of the information technology state maturity examinations is noticeable in Vilnius city: in 2018, 40 % passed the examination with the highest scores in Vilnius in 2018, and 20 % in 2020 (other major cities also a trend of worsening results was noticed but to a less significant). In 2020, the share of those who passed the state maturity examination with the highest scores (86-100 %) in Vilnius was 20.1 %, while in Kaunas and Klaipėda this figure amounted to 33.1 % and 37.9 %, respectively.

During the period 2016-2020, the number of students who choose to take the IT and science examinations remained stable but not high (the IT examination is taken annually by about 500 people, by physics around 450, biology - 900).

The results of the Lithuanian language state maturity examination did not change significantly in 2016-2020, and the proportion of those who did not pass the examination in Vilnius was higher than in Kaunas and Klaipėda. In 2020, 11 % of Vilnius residents did not pass this examination (the expected target value is 9.4%).

Like pupils from other cities, Vilnius residents achieved very good results by taking the state English language examination: In 2020, even 49.1 % of those who took this examination in Vilnius city passed it with the highest scores (48 % in Kaunas, 41 % in Klaipėda).

The pupils' achievements in SME and BEAT are detailed in the Annex "Analysis of the current situation in the city - annexes"

### Strategic objectives and reality: self-provision with computer equipment

"Vilnius Education Policy" sets an ambitious goal that every pupil would master at least three languages, one of which is information technology. In order to interest pupils in information technology, Vilnius took the leadership in the project "For all children in Lithuania - the microcomputer each", during which training spaces were installed and innovative training programmes were created. However, computers designed for learning remain a problem for the city. According to the data of 2019, the number of modern computers per 100 pupils designed for learning in Vilnius city municipality was the lowest among all municipalities in Lithuania.<sup>11</sup>

### Educationists

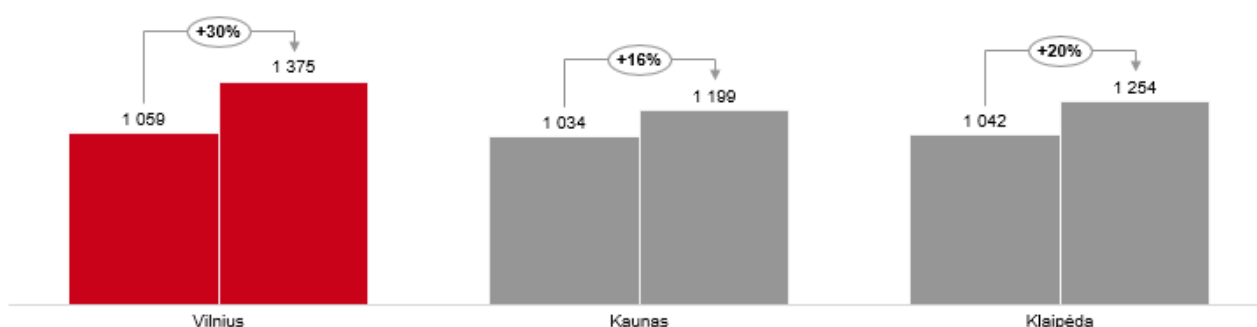
Although it is estimated that the achievements of the pupils of Vilnius city are higher than the national average, as many as 40 % of the pupils of the graduation classes of the city learn extra with their private tutors<sup>12</sup>. One of the biggest challenges in the field of education is the lack of teachers, especially highly qualified ones, in schools. According to the data of 2019, the shortage of more than 160 teachers was recorded in Vilnius, only 28.6 % of educators were methodologists and experts (while this figure was 53.1% in Kaunas, 55.6 % in Klaipėda, 46.7 % in Šiauliai, 64.3 % in Panevėžys)<sup>13</sup>.

One of the factors reducing the popularity of the teaching profession is the low salaries of educators. Although the average salary of the teacher in Vilnius is higher than in Kaunas and Klaipėda, and since 2017 it has grown even by 30%, the teacher's salary amounted to only 92 % of the average salary in Vilnius in

There is a lack of systematic data to assess the gender pay gap between male and female teachers, which makes it impossible to analyse the current situation from the point of view of gender equality.

2019.

**Figure 5: Average teachers' salary, gross, EUR, 2017 and 2019<sup>14</sup>**



Source: GSAC

In Vilnius, the share of young teachers (up to 29 years old) is higher than in Kaunas, Klaipėda and Lithuania as a whole, but this indicator reaches only 8%. and is lower than the European Union average<sup>15</sup>. The strategic planning document "Vilnius Education Policy" notes that increasing the attractiveness of the teaching profession for young people and men remains a sensitive issue.

<sup>11</sup> EMIS

<sup>12</sup> SSMAC 2019

<sup>13</sup> EMIS

<sup>14</sup> The gross salary of 2017 was calculated on the basis of tax changes in 2019 (gross salary of 2017 is multiplied by a factor of 1.289)

<sup>15</sup> EMIS

### The learning environment, health promotion and non-formal education

According to the data of Vilnius City Municipality, in 2017, 11.9 % of general education pupils and 17.8 % of pupils from pre-school and pre-primary education groups had special educational needs<sup>16</sup>. However, at the beginning of 2019, as much as 18.1 % of Vilnius City schools did not have a single education aid specialist<sup>17</sup>, there were 120 free posts for education aid specialists in general education institutions, while in pre-school education institutions this figure was almost 200<sup>18</sup>.

Too little attention is paid to the emotional and physical wellness of pupils in educational institutions: there is no consistent monitoring of pupils' well-being, mental health; according to the data of 2015-2016, half of Vilnius schools did not implement programmes to prevent violence and bullying; the physical activity of schoolchildren is lower than recommended<sup>19</sup>.

Although the supply of non-formal education programmes in Vilnius city is relatively high, the proportion of children involved is lower than in other major cities of Lithuania<sup>20</sup>. According to the data of 2019, the share of pupils using the non-formal education opportunities in Vilnius and elsewhere was 60.6 %, while the Lithuanian average was 66.3 %<sup>21</sup>. The proportion of girls involved in non-formal education in the city is lower than that of boys.<sup>22</sup>

#### 2.4.4. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Achievements of pupils and quality of education	
<p><b>Strengths:</b></p> <p><b>Wide range supply of educational services</b></p> <ul style="list-style-type: none"> <li>• A wide and diverse network of educational institutions (general, vocational and higher education)</li> <li>• Leading institutions of general education in Lithuania, one of the best universities in the country, attracting Lithuanian and foreign students</li> <li>• Establishment of International Baccalaureate programmes</li> </ul> <p><b>A competitive education environment</b></p> <ul style="list-style-type: none"> <li>• Faster growth of the average salary of teachers than in other major Lithuanian cities</li> <li>• Higher share of young teachers than in other major cities of Lithuania</li> </ul>	<p><b>Weaknesses:</b></p> <p><b>Challenges to the quality of education services</b></p> <ul style="list-style-type: none"> <li>• Deteriorating results of maturity examinations (Lithuanian language, mathematics)</li> <li>• Low share of highly qualified teachers</li> </ul> <p><b>Lack of sustainability</b></p> <ul style="list-style-type: none"> <li>• Ageing population of educators, declining number of educators</li> <li>• Low focus on increasing the attractiveness of teachers' profession, low focus on target groups (youth)</li> <li>• Relatively low educators' salaries (compared to the salaries of employees in other fields in Vilnius city)</li> </ul> <p><b>Lack of access to education services</b></p> <ul style="list-style-type: none"> <li>• Low focus on the integration of pupils with special educational needs, lack of education support specialists</li> <li>• Services are not adapted to the needs of incoming foreign professional families</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Expansion of international formats for sharing good practices and cooperation</li> </ul>	<p><b>Threats:</b></p> <p><b>Competitiveness of cities in surrounding countries by attracting talents</b></p>

<sup>16</sup> Vilnius Education Policy

<sup>17</sup> Overview of the condition of education, 2019

<sup>18</sup> Vilnius Education Policy

<sup>19</sup> Vilnius Education Policy

<sup>20</sup> Overview of the condition of education, 2019

<sup>21</sup> EMIS

<sup>22</sup> Department of Statistics of Lithuania, 2019

	<ul style="list-style-type: none"> <li>Higher education institutions located in competing cities in the region, strengthening their position in international rankings, adapted to the needs of foreign students and teaching staff</li> <li>Growing migration of senior school pupils and graduates to foreign higher education institutions</li> </ul>
<b>Infrastructure, learning environment, physical and emotional health</b>	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>Ongoing development of the network of schools and pre-school institutions</li> <li>Development of non-formal education activities</li> </ul>	<b>Weaknesses:</b> <p><b>Uneven network of educational institutions</b></p> <ul style="list-style-type: none"> <li>Overcrowding/non-filling of educational institutions, uneven quality of the services provided and the state of infrastructure</li> </ul> <p><b>Low level of physical and emotional wellness</b></p> <ul style="list-style-type: none"> <li>Worse indicators of the emotional environment of schools than in other major cities of the country</li> <li>Physical activity rate of pupils does not meet the recommendations of health specialists</li> </ul>
<b>Opportunities:</b> <p><b>Application of sustainable principles of urban development</b></p> <ul style="list-style-type: none"> <li>The EU and national priorities for urban development: A focus on reducing stagnation, creating preconditions for more dense accommodations of cities and more efficient planning of the network of educational institutions</li> </ul>	<b>Threats:</b> <p><b>Changing needs of pupils and students</b></p> <ul style="list-style-type: none"> <li>Increase in the need for emotional and other learning assistance triggered by the COVID-19 pandemic (inconsistency with available resources)</li> </ul>
<b>Progressiveness of educational institutions</b>	
<b>Strengths:</b> <p>-</p>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>Lack of individualised approach and application of innovative technologies and educational methods</li> </ul>
<b>Opportunities:</b> <p><b>Increasing the need for innovative teaching methods</b></p> <ul style="list-style-type: none"> <li>Changes in the educational format resulting from the COVID-19 pandemic, making it possible to optimise and improve educational processes and become a city-leader in distance education</li> <li>The growing popularity of the concept of “Lifelong Learning”</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>The growing gap between digitalisation and IT competences of educators and accessible teaching tools</li> </ul>
<b>Planning and management</b>	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>Ongoing cooperation with non-governmental organisations</li> <li>Higher funds per pupil than in other major cities of Lithuania</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>Insufficient integration between the 3 main structural units of the VCMA (education, infrastructure, youth affairs) and the VEPC; agreements on monitoring strategies and</li> </ul>

<ul style="list-style-type: none"> <li>• Establishment of Vilnius Education Progress Centre (VEPC)</li> </ul>	<p>indicators so far cover the field of education only</p> <ul style="list-style-type: none"> <li>• Data on pupils’ achievements are not systematically compiled and analysed</li> <li>• Lack of interdisciplinary strategic planning (lack of integration of education and economy, goals for increasing urban competitiveness)</li> <li>• Low non-growing popularity of STEM disciplines relevant to the urban labour market</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• State attention to the efficiency of the education management system: An opportunity to initiate greater autonomy and empowerment of the municipality</li> <li>• Growing international cooperation among educational institutions</li> </ul>	<p><b>Threats:</b></p> <p>-</p>

## 2.5. SOCIAL SECURITY

The area of social security in Vilnius and throughout Lithuania is undergoing a period of significant change: the transition from institutional care and attendance to the community-based provision of services is implemented. This can be an important constituent with a view to overcoming other social problems.

### 2.5.1. IMPLEMENTATION OF THE PREVIOUS STRATEGIC DEVELOPMENT PLAN

INDICATOR	TARGET VALUE FOR 2019	CURRENT SITUATION IN 2019
<b>CHILDREN UNDER CARE IN FAMILIES</b>	700 (scheduled in the 2017 update of the SPP)	●639 <sup>23</sup>
<b>INTEGRATION OF CHILDREN IN COMMUNITY ORPHANAGES</b>	84.1 (scheduled in 2017)	●42.2
<b>NUMBER OF SOCIAL RISK FAMILIES</b>	649 (scheduled in 2017)	!N/d
<b>ACCESSIBILITY INDEX OF SUPPORT FOR RENTING ACCOMMODATION THROUGH THE PROVISION OF COMPENSATION FOR THE PART OF THE RENTAL OR LEASE PAYMENT</b>	30 (scheduled in 2017)	●48.25
<b>ACCESSIBILITY INDEX OF SUPPORT FOR RENTING ACCOMMODATION BY PROVIDING SOCIAL HOUSING FIRST IN FIRST OUT AND NON-FIRST IN FIRST OUT</b>	10 (scheduled in 2017)	●2
<b>NUMBER OF EMPLOYED POPULATION</b>	306.5 (scheduled in 2017)	●317.3

**Conclusion:** One of the indicators, the number of social risk families, is no longer executed and it is therefore not possible to determine the implementation of this indicator. According to the available data, 2 of the 5 indicators set out in the previous Strategic Development Plan were achieved in Vilnius city.

### 2.5.2. THE CONTEXT OF STRATEGIC PLANNING

The following documents are relevant for the development of social security in Vilnius city:

- Strategic Action Plan of Vilnius City Municipality
- Employment Enhancement Programme of Vilnius City Municipality
- Action Plan for the Reorganisation of the Children Social Care System
- Strategic Action Plan of the Ministry of Social Security and Labour
- Master Plan of Vilnius City
- Action Plan for the Implementation of the National Programme for the Social Integration of Persons with Disabilities
- National Progress Programme

The main provisions reflected in the documents are the exploitation of the potential of human resources, the strengthening of the role of communities and NGOs, and the accessibility of social services and housing.

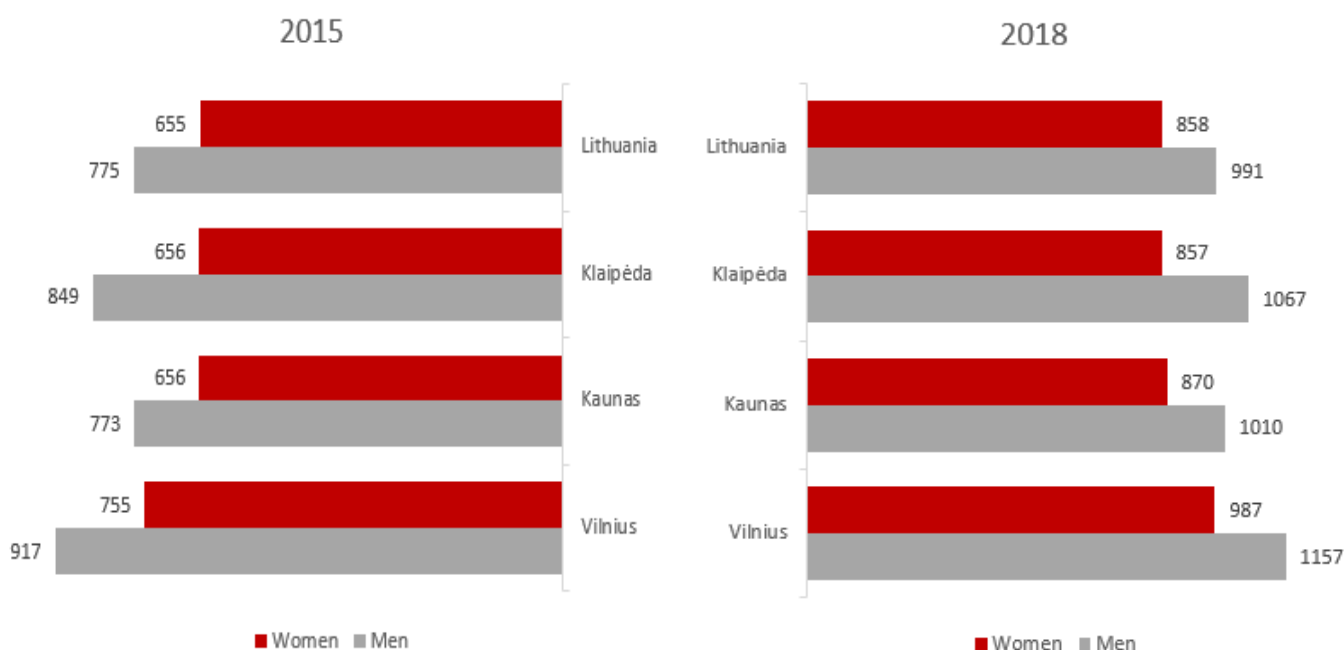
<sup>23</sup> SPIS, Child custody (care) established in the family, total: number of children, <http://vitrinos.spis.lt:8080/vtas.html>

### 2.5.3. SUMMARY OF TRENDS IN SOCIAL PROTECTION

#### The pay gap

According to the data of Statistics Lithuania, the average gross monthly salary in Vilnius City Municipality in 2019 was EUR 1,501.5. The salaries of the residents of the capital city exceeded the Lithuanian average by 16 %. Compared to 2015, the average salary in Vilnius City Municipality increased by 80 %. The differences in the women and men salaries remain: in 2018, women in Vilnius earned 15 % less than men.

**Figure 6: Average GROSS monthly salary by gender, EUR.**



Source: Department of Statistics of Lithuania

#### Employment of the population

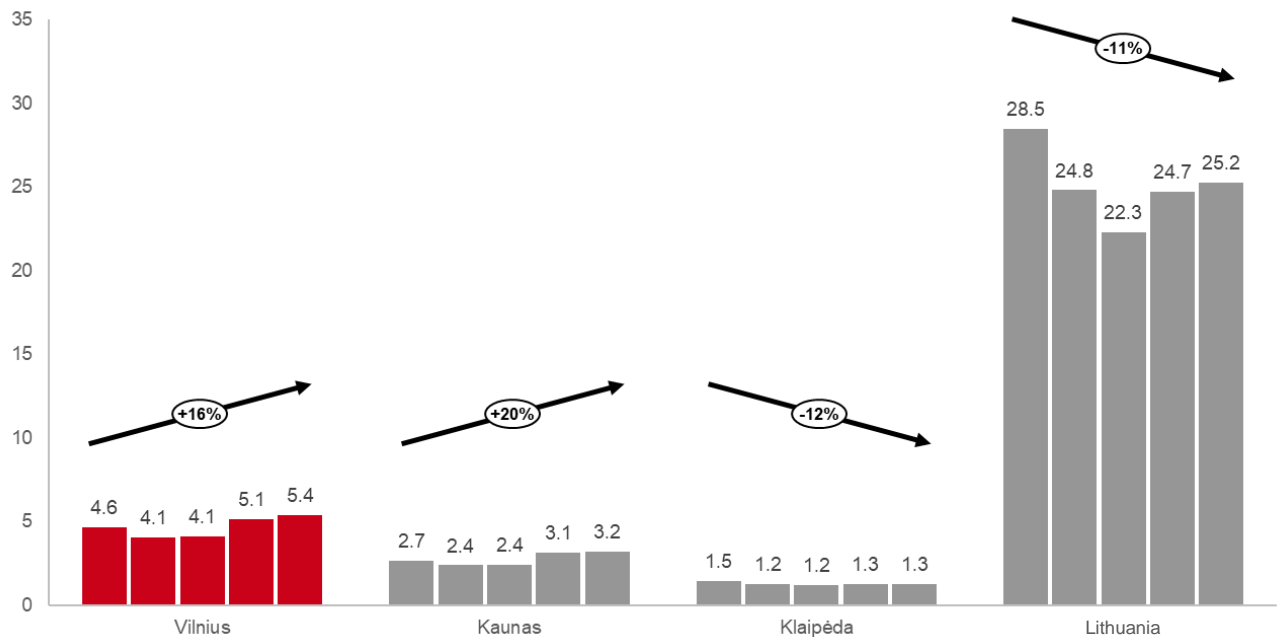
According to the data of Statistics Lithuania, in 2019, the number of working-age residents in Vilnius City Municipality amounted to 351,6 thousand and accounted for 64 % of the total population of the city. The number of working-age residents increased by 0.7 % during the period from 2015 to 2019, while in Lithuania this indicator decreased by 4.9 %, in Kaunas — 5.5 %, in Klaipėda — by 7.6 %. In 2019, women in Vilnius accounted for 54 %, men — 47 % of the total working-age residents.

In 2019, there were 317.3 thousand employed people in Vilnius City Municipality, of which 51% were women, 49 % men. Since 2015, the number of the employed in Vilnius has increased by 13 %. By comparison, the number of employed persons in Lithuania grew by 3 %, in Vilnius county by 11 %, in Kaunas city by 2 %, in Klaipėda decreased by 11 %. In the period from 2015 to 2019, the number of men in employment increased by 20 % and by 6 % for women.

According to the data of Statistics Lithuania, the unemployment registered in Vilnius city in 2019 (the ratio of persons registered with the employment service to people of working age) amounted to 7.2 % and was by 1.2 percentage point lower than the Lithuanian average (8.4 percentage point). In Klaipėda, this indicator amounted to 7.1 %, Vilnius County — 7.6 %, Kaunas city — 8.8 %.

The growth of unemployment among young people is observed. According to the data of the Employment Service, as of 31 December 2019, the average annual number of young unemployed persons (16-29 years old) in Vilnius accounted for 5,366.1 persons. The number of young unemployed has increased by 16 % since 2015. In Kaunas, the number of young unemployed increased by 20 % during the period analysed, in Klaipėda — decreased by 12 %.

**Figure 7: Average number of young unemployed (aged 16-29) in 2015-2019, thous. persons.**



Source: Employment Service

In 2019, young people (16-29 years old) in Vilnius city amounted to 6.3 % of the total working-age population. In the period in 2015-2019, this indicator increased by 1.9 percentage point in Vilnius, 2.2 percentage point in Kaunas and 0.4 percentage point in Klaipėda.

According to the data of the Employment Service, as of 1 January 2020 in Vilnius, unemployed persons aged 16-29 accounted for 21.4 % of all registered unemployed (+1.9 percentage point compared to 1 January 2016), 30-54-year-old unemployed - 57.3 % of all registered unemployed (-3.8 percentage point compared to 0 January 2016), 55-64-year-old - 21.2 % of all registered unemployed (+1.8 percentage point compared to 1 January 2019).

As of 1 January 2020, 7,274 unemployed persons without vocational training were registered in Vilnius (27.3 % of all registered unemployed). Although the number of unskilled unemployed people in Vilnius has increased by 6 % since 1 January 2016, their share in the total structure of unemployed persons decreased by 3.6 percentage point compared to 1 January 2016.

The growing trends of long-term unemployment rates are observed. According to the data of Institute of Hygiene, the long-term unemployment rate in Vilnius City Municipality amounted to 1.4 % in 2019 and has increased by 0.1 percentage points since 2015. Meanwhile, in Lithuania this indicator decreased by 0.6, in Vilnius County and Klaipėda — by 0.3 percentage points. Long-term unemployment grew by 0.6 percentage points in Kaunas city.

According to the employment service data, in 2019, there were 4,68 thousand long-term unemployed in Vilnius. There were 8.4 long-term unemployed per thousand population. During the period of 2015-2019, the number of long-term unemployed persons in Vilnius city increased by 6 %. The number of long-term

unemployed persons in Lithuania decreased by 40 % during the analysis period, in Klaipeda city by 43 % and in Vilnius county by 21 %. The number of long-term unemployed in Kaunas increased by 16 %.

### **The most socially vulnerable population**

The number of people receiving social services is increasing. In 2019, 194 recipients of social services were in Vilnius city per 1000 residents. In the period of 2015-2019, the number of people receiving social services grew more than 2.6-fold.

The number of disabled people of working age is decreasing in Vilnius City Municipality. According to the data of Institute of Hygiene, the number of working-age people recognised as disabled for the first time decreased by 14 % over the period 2015-2019. By comparison, the number of working age disabled people decreased by 13 % in Lithuania, by 14 % in Vilnius County, by 17 % in Klaipeda and by 24 % in Kaunas city.

However, the number of children with disabilities is growing. According to the data of Statistics Lithuania, the number of children with disabilities in Vilnius city increased by 9% in 2015-2019. By comparison, the number of children with disabilities increased by 11 % in Lithuania, by 31 % in Kaunas city municipality and by 18 % in Vilnius County. In Klaipeda City Municipality, the number of children with disabilities decreased by 1 %.

As Vilnius City Municipality implements the reform of children's social home custody, an increasing number of children are placed in families. According to the data of Vilnius City Municipality, in October 2020, 66.7 % of all children living in social care institutions under the authority of the Municipality were accommodated in the community. Since October 2016, this indicator has increased by 49.3 percentage point.

The volumes of child and family assistance services is growing. In the period from July 2018 to 31 December 2018, case management services were provided to 1,403 families, from 1 January 2019 to 31 December 2019 to 1,723 families, from 1 January 2020 to 1,555 families.

### **Social assistance**

In order to achieve cultural and social activeness, according to the data of City of Vilnius, 521 service recipients received socio-cultural services in 2018. The number of recipients of socio-cultural services decreased by 8 % compared to 2015.

In 2018, the share of public services outsourced to the public and private sector accounted for 39.4 % of the total funded social services and was slightly growing (+ 0.3 percentage points) compared to 2015.

In 2019, the Social Services Division of City of Vilnius City implemented 93 projects for the development of social security and the reduction of poverty and social exclusion. Compared to 2015, the number of completed projects increased by more than 1.6 times.

In 2019, 44 projects aimed at strengthening NGOs and community activities were funded by the funds of the Ministry of Social Affairs and Security.

According to Vilnius housing data, 1,804 people (families) in Vilnius waiting to rent social housing were in 2019 (-16 % compared to 2015), 48.3 % of all those on the list for renting housing were provided with living space. In comparison to 2015, the provision of residential area increased by even 46.9 percentage points.

The number of recipients of social benefits and compensations is increasing. According to the data of City of Vilnius, 166.3 thousand residents received social benefits and compensations in 2019. Since 2015, the number of recipients of social benefits and compensations increased more than 1.8 times.

### **Poverty and social security**

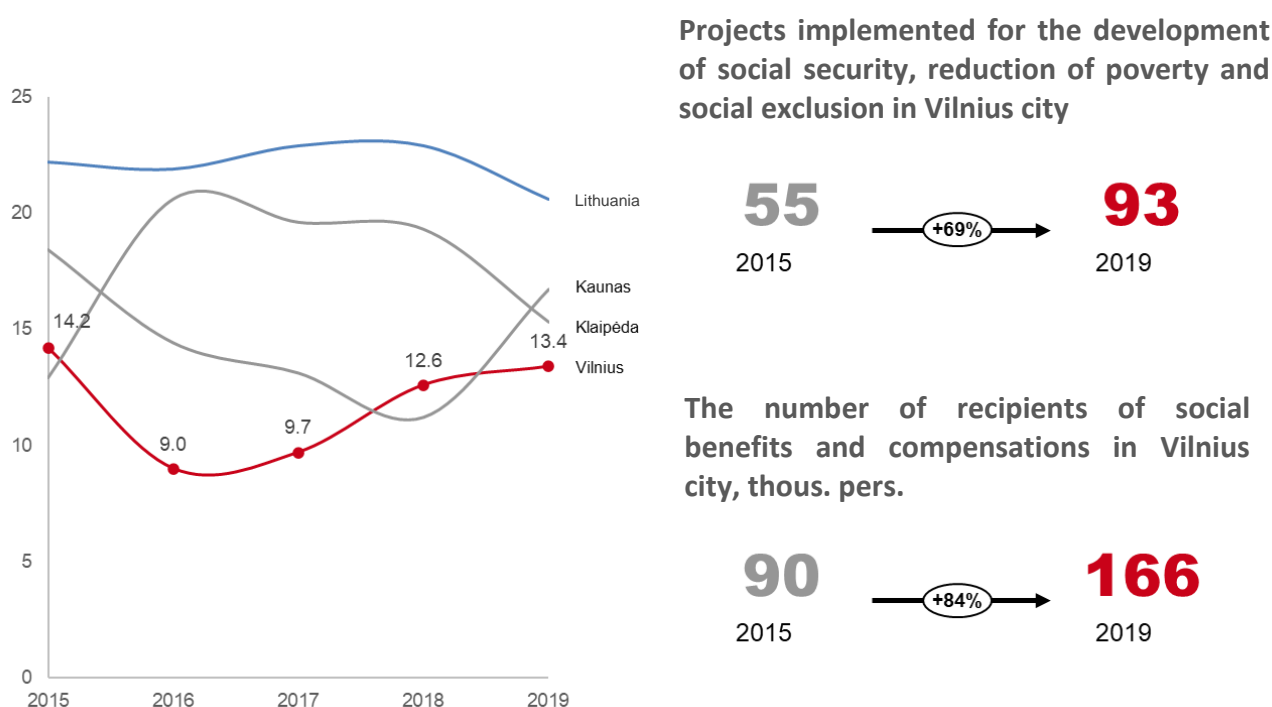
The at-risk-of-poverty rate in Lithuania stood at 20.6 % in 2019 and decreased by 1.6 percentage points

compared to 2015<sup>24</sup>. The at-risk-of-poverty rate would increase to 30.1 % in 2019 after deducting social benefits from disposable income (excluding old-age and widows’ pensions). The impact of social benefits on the at-risk-of-poverty rate increased from 6.4 pps to 9.5 percentage points compared to 2015.

According to the experimental statistics of the Department of Statistics of Lithuania, the at-risk-of-poverty rate in City of Vilnius in 2019 was 7.2 percentage pps lower than the national average and amounted to 13.4 %.

The at-risk-of-poverty rate in City of Vilnius that has decreased by 4.5 pps between 2015 and 2017 and started to grow from 2017. In the period from 2017 to 2019, the at-risk-of-poverty rate in the capital increased by + 3.7 pps.

**Figure 8: At-risk-of-poverty rate, % | Measures to combat poverty**



Source: Department of Statistics of Lithuania | Vilnius City Administration

One of the components of the welfare index of municipalities, which measures the social welfare situation in municipalities, is the Social Security Index<sup>25</sup>. In 2019, according to the Social Security Index, Vilnius, among the three largest cities in Lithuania, took the second position — the value of the city indicator was 4.5 points, Klaipėda — 5.4, Kaunas — 3.3 points. The average of Lithuania amounted to 2.1 points. During the period of 2016-2019, the level of social security in the cities of Vilnius and Kaunas fell by 0.2 points, in Klaipėda — by 0.3 points. The average of Lithuania remained unchanged.

#### 2.5.4. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Exploiting the potential of human resources	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>The growing number of working-age population</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>Rising youth unemployment rate</li> </ul>

<sup>24</sup> Department of Statistics of Lithuania — Experimental statistics

<sup>25</sup> The social security component measures the social welfare situation in municipalities, with an emphasis on integration into the labour market, equal opportunities (the employment ratio between men and women) and coverage of social assistance.

<ul style="list-style-type: none"> <li>Increasing numbers of the employed persons and registered unemployment below national average</li> <li>Decreasing number of disabled working-age persons</li> </ul>	<ul style="list-style-type: none"> <li>Increasing registered unemployment and long-term unemployment rate</li> </ul>
<b>Opportunities:</b> <ul style="list-style-type: none"> <li>Measures to promote investment and industrial development in order to maintain the stability of the economic, political and social environment</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>The consequences of the pandemic and its negative impact on the social situation: rising unemployment, restrictions on running business, costs for managing the pandemic</li> </ul>
<b>Strengthening the role of communities and NGOs</b>	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>Strengthening partnership between municipalities and NGOs and the private sector: the provision of social services is increasingly being transferred to NGOs and the private sector.</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>-</li> </ul>
<b>Opportunities:</b> <ul style="list-style-type: none"> <li>The EU support for the development of social services in the community</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>The impact of migration on labour force volumes and social security</li> </ul>
<b>Accessibility to social services</b>	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>The growing number of recipients of social services suggests that the needs of the population are increasingly being met</li> <li>The network of social services and the diversity of services are being expanded in a targeted manner.</li> <li>The accessibility to social housing is increasing</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>Increasing number of recipients of social benefits and compensations.</li> <li>Growing number of children with disabilities.</li> <li>At-risk-of-poverty growth trends</li> </ul>
<b>Opportunities:</b> <ul style="list-style-type: none"> <li>National policy is focused on supporting and implementing measures in the social field</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>Growing state budget deficit;</li> <li>Potential inflation with a direct impact on the increase in income inequality and at-risk-of-poverty growth</li> </ul>

## 2.6. HEALTH AND HEALTH PROMOTION

Since 2015, the number of deaths due to external causes in Vilnius has decreased by 30 %, but systemic problems due to reduced physical activity, ageing society and lack of epidemiological capacity will continue to be important challenges for Vilnius city in order to ensure an efficient health protection system that meets the needs of the population and to achieve a healthy longer high-quality life expectancy in the city.

### 2.6.1. IMPLEMENTATION OF THE PREVIOUS STRATEGIC DEVELOPMENT PLAN

INDICATOR	TARGET VALUE FOR 2019	CURRENT SITUATION IN 2019
THE SHARE OF CHILDREN DOING IN SPORTS SCHOOLS	8.3 (scheduled in the 2017 update of the SPP)	!N/d
MUNICIPAL CHILDREN'S SWIM TRAINING PROGRAMME	9.2 (scheduled in 2017)	!N/d
OCCUPANCY OF MUNICIPAL SCHOOLS SPORTS FACILITIES DURING PUPILS' SUMMER HOLIDAYS	70 (scheduled in 2017)	!N/d
NATURAL CHANGE IN POPULATION	1375 (scheduled in 2017)	● 1128
ADULT MORBIDITY	780.0 (scheduled in 2017)	● 795.57 <sup>26</sup>
MORBIDITY IN CHILDREN (UNDER 17 YEARS OF AGE)	915.6 (scheduled in 2017)	● 919.13 <sup>27</sup>
STANDARD SUICIDE MORTALITY RATE	12 (scheduled in 2017)	● 12.39
EFFECTIVENESS OF THE PROVISION OF PRIMARY OUTPATIENT PERSONAL HEALTH CARE	85 (scheduled in 2017)	!N/d
EFFECTIVENESS OF THE PROVISION OF SPECIALISED OUTPATIENT PERSONAL HEALTH CARE SERVICES	95 (scheduled in 2017)	!N/d

\*After the change in the description of the indicator from 2020 onwards, the actual values for 2019 have not been calculated.

**Conclusion:** The part of indicators provided for the previous Strategic Development Plan have not been observed or the actual values have no longer been calculated due to changes in the descriptions of the indicators. According to the available data, Vilnius city did not achieve any of the 4 target indicators.

### 2.6.2. THE CONTEXT OF STRATEGIC PLANNING

The following documents are relevant for the development of health protection in Vilnius city:

- Vilnius City Strategy for the Development of Physical Education and Sports
- Strategic Action Plan of City of Vilnius
- Strategic Action Plan of the Department of Physical Education and Sports under the Government of the Republic of Lithuania
- Lithuanian Health Programme
- Strategic Action Plan of the Ministry of Health
- Action Plan for Reducing Health Inequalities in Lithuania

<sup>26</sup> Institute of hygiene, number of sick persons, age 18+

<sup>27</sup> Institute of hygiene, number of sick persons, age 0-17

- Master Plan of Vilnius City
- National Progress Programme

The main provisions reflected in the documents are a healthy and physically active society, a health-friendly environment and high-quality and efficient health care. It should be noted that health strategies or action plans are not compiled at the Vilnius city level.

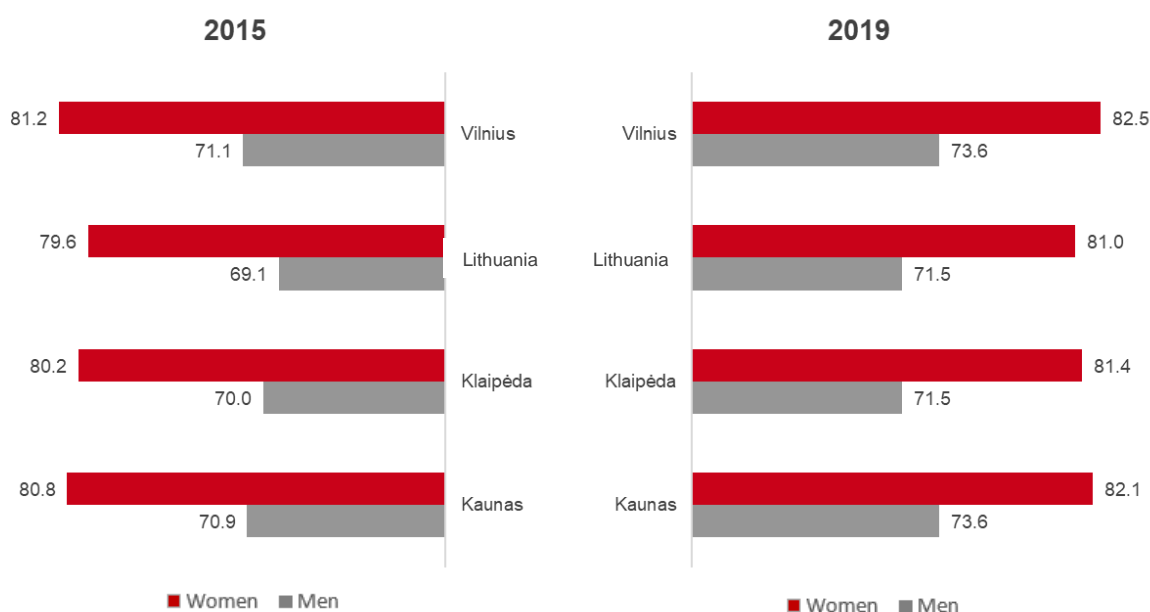
### 2.6.3. SUMMARY OF HEALTH, WELLNESS, SPORTS TRENDS

#### Lifespan

According to data from Statistics Lithuania, in 2019, life expectancy in Vilnius was above the national average of 77.13 years and reached 78.46 years. In both Lithuania and Vilnius city, the average life expectancy is increasing, and in 2015-2019, it increased by 1.89 in Vilnius, 2.07 in Kaunas, 1.92 in Vilnius County, 1.29 in Klaipėda, and 1.96 total in Lithuania.

There is still a significant gender gap, although a slight decrease has been observed: since 2015, the average life expectancy of men in Vilnius has increased by 2.47 in years to reach 73.58 years in 2019; for women by 1.25 in years and amounted to 82.48 years. In 2019, women lived in Vilnius on average 8.9 years longer than men (10.12 years in 2015).

**Figure 9: Average likely lifespan by gender, years**



Source: Department of Statistics of Lithuania

#### Accessibility to health services

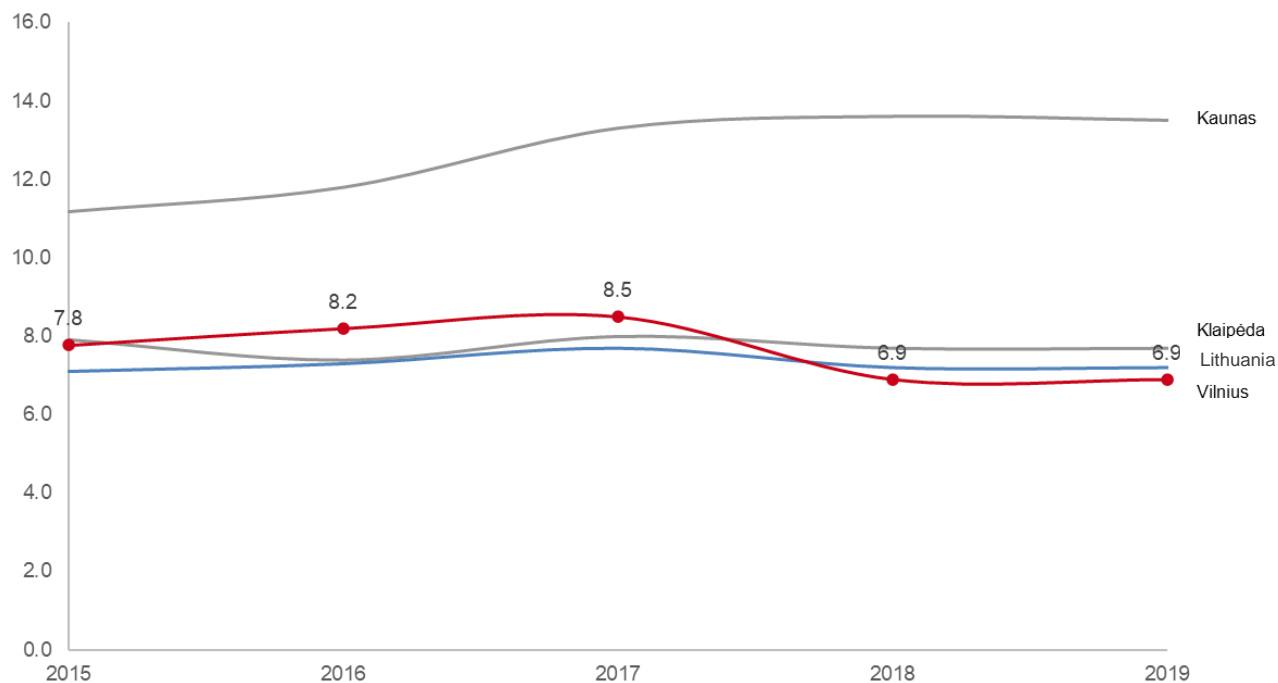
In 2019, there were 17 health care institutions under the subordination of the City of Vilnius<sup>28</sup>: 7 polyclinics (outpatient health care facilities), 4 hospitals, 1 Ambulance Service, 1 public health bureau, 4 — other types.

Based on the data of the Institute of Hygiene, since 2015, the number of family physicians in Vilnius city has decreased by 11 % and in 2019, there were 6.9 family physicians per 10 thousand residents, therefore, the

<sup>28</sup> Vilnius City Health Care Institutions: <https://vilnius.lt/lt/savivaldybe/sveikata-ir-socialiniai-reikalai/sveikata/vilniaus-miesto-sveikatos-prieziuros-istaigos/>

activity of health care institutions is intensifying. In the same year, there were 13.5 family physicians per 10 thousand residents in Kaunas, in Klaipeda - 7.7.

**Figure 10: The number of family physicians per 10 thousand residents**



Source: Institute of Hygiene

According to the data of the Department of Statistics of Lithuania<sup>29</sup>, the number of in-patient beds in Vilnius has decreased by 17.7 % since 2015 and in 2019, there were 79,5 beds in the hospital per 10 thousand residents (without nursing beds). This is the biggest change compared to other major cities in Lithuania. In Klaipeda, the number of beds in hospitals decreased by 4.9 %, in Kaunas — by 6.1 %.

According to the data of the Institute of Hygiene, an average of 41 patients lay in one in-patient bed (without nursing beds) in Vilnius city in 2019. With the decrease in the number of in-patient beds, the turnover of a bed in Vilnius city increased by only 4% in the period of 2015-2019. This is the smallest change compared to the cities of Kaunas and Klaipeda. In Kaunas, the turnover of a bed grew by 12 %, in Klaipeda — by 8 %.

### Health promotion of the population

The indicators of morbidity are growing in Vilnius city, although marginally. The number of sick people has increased by 5% since 2015. And in 2019, there were 819.51 sick people per 1000 residents. Compared to other major Lithuanian cities, this indicator in Vilnius grew the slowest. In Kaunas, the number of sick persons increased by 3 % during the period analysed, and by 7 % in Klaipeda.

In Vilnius city, the largest increase in the number of sick persons is observed in the age group of people aged 65 and over. According to the data of Institute of Hygiene, in 2019, there were 991,01 sick persons aged 65 and over per 1000 residents in Vilnius city<sup>30</sup>. During the period from 2015 to 2019, this indicator increased by 2.7 % for this age group and 1.23 % for the 45-65 age group. Meanwhile, the number of sick

<sup>29</sup> Sector coverage: All personal health care, public health care, health management, health training institutions and companies, regardless of the type of ownership and subordination.

<sup>30</sup> Institute of Hygiene Sick persons (morbidity) means the number of persons with at least one disease or injury from different diseases or groups of diseases (according to ICD codes) in outpatient or inpatient health care establishments.

persons in the 18-44 age group decreased by 0.75 % in the analysis period and by 1.92 % in the 0-17 age group.

Compared to other major cities in Lithuania, the lowest incidence of occupational diseases was recorded in Vilnius in 2019. According to the data of Institute of Hygiene, there were 2.8 cases per 100 thousand of occupied residents, 15.3 cases in Klaipeda, and even 36.6 cases in Kaunas.

In the period of 2015-2019, the number of occupational diseases in Vilnius decreased by 10 %, in Klaipeda by 48%. Meanwhile, the number of cases in Kaunas increased by 51 %.

Since 2015, the number of cases of men's occupational diseases has decreased by 60 % in Vilnius, while women's has increased by 40 %. In 2019, the number of cases of women's occupational diseases was 3.5 times as high as that of men.

According to the data of the City of Vilnius, in 2019, only about 3 % of current health care expenditure was allocated for prevention and public health care. The decrease in the share of expenditure allocated for prevention is due to higher funding received for the Health Protection Programme as a whole, however, the funds for the specific programme for environmental protection have hardly changed over the year:

	2015	2016	2017	2018	2019
<b>THE SHARE OF EXPENDITURE ON PREVENTION AND PUBLIC HEALTH AMONG CURRENT HEALTH CARE EXPENDITURE, % <sup>31</sup></b>	10%	38%	11%	39%	3%

### **Mortality**

Compared to the major cities of Lithuania, Vilnius stands out with the lowest suicide mortality rate. Based on the data of Statistics Lithuania, in 2019, there were 12.39 suicide deaths per 100 thousand residents in Vilnius, 18.85 in Klaipeda, 22.56 in Kaunas and 23.55 in Lithuania.

Compared to 2015, the number of deaths due to suicide in Vilnius decreased by 17 %, in Vilnius County by 28 % and in Lithuania by 24 %. While, the number of suicides in Kaunas and Klaipeda cities has grown (in Kaunas 44 %, in Klaipeda 22 %).

In 2019, the number of men suicides in Vilnius exceeded the women rate by more than 5.7 times - 22.5 men and 4.0 women suicides per 100 thousand residents. The death rate of women due to suicides in Vilnius city decreased by 56 % while the rate of men grew by 1% in the period of 2015-2019.

Compared to Kaunas city, Klaipeda and Vilnius county, Vilnius stands out with the lowest mortality rate for external reasons: according to the data of the Institute of Hygiene, in 2019, there were 63.38 persons who died due to external causes per 100 thousand residents in Vilnius city, in Vilnius county - 78.23, in Kaunas - 75.33, in Klaipeda - 86.87, in Lithuania - 85.72. Since 2015, the number of deaths due to external causes in Vilnius city has decreased by 30 %. By comparison, this rate decreased by 26 % in Vilnius County, by 22 % in Lithuania and by 13 % in Kaunas city. In Klaipeda, mortality due to external causes increased by 5 %.

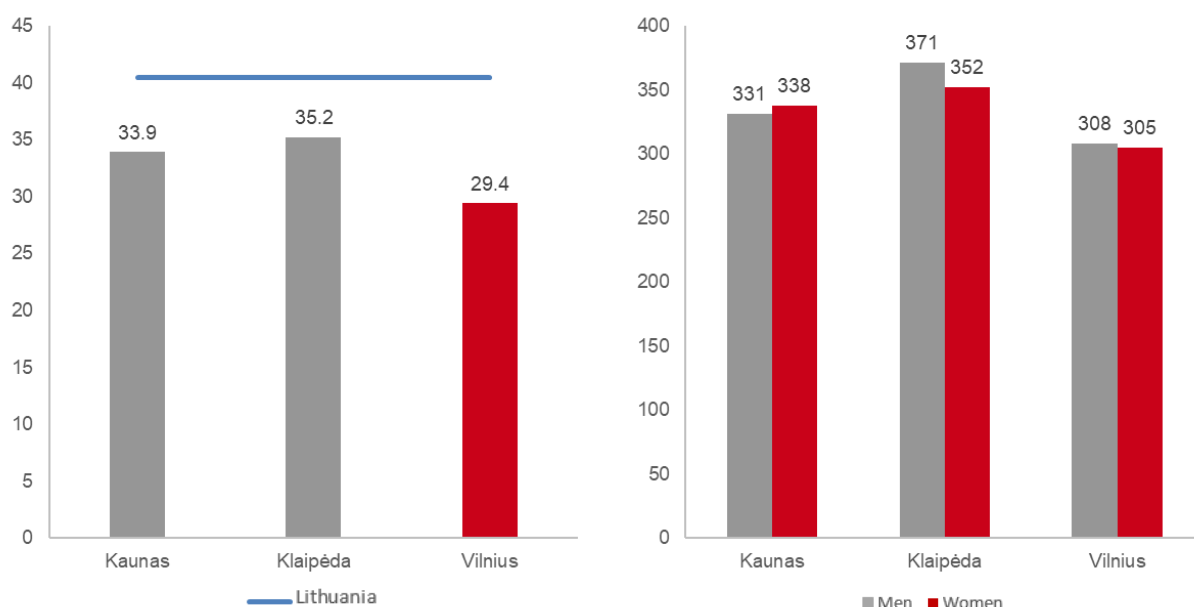
Since 2015, the mortality of men for external reasons has decreased by 32 % and by 26 % of women in Vilnius city. Although the mortality rate of men and women is decreasing, there remains a significant gender gap: in 2019, the mortality of men due to external causes in Vilnius city exceeded the mortality of women almost 2.9 times - 98.4 deaths of men and 34.2 deaths of women due to external causes per 100 thousand residents.

<sup>31</sup> Part of the special program for the support of environmental protection from the funding allocated to the program Health Protection in the current year, data from the City of Vilnius.

### Health promotion of the population

According to the indicators of lifestyle changes and physical activity, Vilnius is significantly lagging behind Kaunas and Klaipėda, especially given the much larger population. According to the data of the Institute of Hygiene, in 2018, lifestyle habits in Vilnius were changed by 2.4 times less persons than in Klaipėda and 1.9 times less than in Kaunas. It is also observed that women are likely to change their lifestyle habits more often than men. According to the rate of adults actively engaged in physical activity, Vilnius is also lagging behind the national average and other municipalities under analysis: in 2018, this rate reached 29.4 %, in Klaipėda 35.2 %, in Kaunas 33.9 %. Men were more active in physical activities than women.

**Figure 11: Level of physical activity, % | The number of persons engaged in physical activities by gender per thousand residents, 2018**



Source: Institute of Hygiene

In addition, residents of Vilnius city are becoming less active. According to the data of Statistics Lithuania, 105.9 thousand residents of Vilnius participated in sports and wellness events in 2018. Since 2015, the number of participants in sports and wellness events has decreased by 51 %. By comparison, the number of participants in Vilnius County decreased by 42 %, in Kaunas — by 3 %, in Klaipėda — the number of participants increased by 2 %.

According to the data of the City of Vilnius, 442 sports and wellness events were held in Vilnius in 2019. The number of sports and health events held, having grown rapidly in the period of 2015-2017 (+ 54 %), has decreased by 33 % in 2017-2019.

In 2019, there were 369 spaces adapted to the wellness needs of the community in Vilnius, as well as 13 sports infrastructure facilities were renovated (5 school sports grounds and renovated infrastructure in 8 public space grounds). The number of renovated sports facilities has decreased by 32 % since 2016.

#### 2.6.4. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Healthy and physically active society	
<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>The development of the network of bicycle tracks; adaptation of parks and grounds; installation of sports grounds, training devices,</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>Increasing life expectancy worsens the health of the population, especially older people</li> <li>Relatively slow changes in lifestyle and low</li> </ul>

<p>walking paths, etc.</p> <ul style="list-style-type: none"> <li>• Implementation of the projects financed by Vilnius City Administration for the acquisition of sports, physical activities and inventory</li> <li>• Increasing private investments in sports and active leisure infrastructure projects</li> <li>• Wide selection of sports and physical activity services in Vilnius (sports clubs, sports schools, swimming pools, stadiums, gyms, etc.)</li> </ul>	<p>physical activity of the population</p> <ul style="list-style-type: none"> <li>• Relatively high and growing number of suicide in men</li> <li>• Physical activity of children and young people is not monitored and controlled</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Increasing (relatively high) incomes of the population ensuring greater opportunities for the population in the fields of sports and physical activity</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• The pandemic resulted in the restriction of the supply of sports, physical activity services, after-school sports and physical activities for children and young people (distance classes)</li> <li>• Impact of epidemiological situations on the health of the population and on the functioning of the health care system</li> </ul>
<b>Creating a health-friendly environment</b>	
<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• The health-friendly environment is improving, mortality due to external causes is going down</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Uneven funding and implementation of preventive measures in the field of personal and public health</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Increasing attention of the state to mental health and enhancement of the access to mental health services</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Effects of ambient air pollution on the health of the population</li> <li>• Impact of migration on the number of health professionals, quality and accessibility of health care</li> </ul>
<b>Development of quality and effective health care</b>	
<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• A well-developed network of in-patient personal health care services</li> <li>• Preparation of a sufficient number of health professionals (doctors, nurses, etc.)</li> <li>• High competence of professionals in health field</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• A decreasing number of family physicians results in non-assurance of the accessibility to primary personal health care</li> <li>• Insufficient accessibility to mental health services for children and adults and diversity of services</li> <li>• Insufficient network of nursing and palliative care services</li> <li>• Insufficient intensities in the use of available state-of-the-art technological devices in the provision of services and ensuring the availability of services</li> <li>• Insufficiently high culture of customer/patient service in health service establishments</li> <li>• Insufficient inter-institutional cooperation in providing personal health services to the population</li> </ul>
<p><b>Opportunities:</b></p>	<p><b>Threats:</b></p>

<ul style="list-style-type: none"><li>• Use of European Union funds intended for various health care system projects</li><li>• Growing attractiveness of the city ensuring the possibility of attracting highly qualified professionals</li></ul>	<ul style="list-style-type: none"><li>• The volatility of the state health policy and ongoing reforms</li><li>• Insufficient state funding in the field of personal and public health</li></ul>
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## 2.7. CULTURE

Entering the third decade of the second millennium, the capital of Lithuania remains a growing city of Lithuania, where young people study, young families are formed, and specialists from foreign countries come to work and live. For both Vilnius residents and tourists visiting the capital every year, green spaces of the city, expressive and diverse urban environment, unique palette of architectural styles in the region, rich cultural life are the main features of Vilnius character, which remain in memory as a unique and unforgettable experience of life or stay in Vilnius. It is no coincidence that population surveys and city tourist reviews emphasise that namely the cultural face of the city and its rich cultural life are among the most important motives that encourage people to live and spread their creative powers in Vilnius.

Vilnius Old Town is listed as a UNESCO World Heritage Site. In 2023, Vilnius will be 700 years old, when Vilnius as a city and capital was first mentioned in the written sources that reached us. The 700th Anniversary is an exceptional opportunity for the present generation to reflect and discuss the role of Vilnius, to give a sense and extend the historical path of Vilnius through creative works.

### 2.7.1. IMPLEMENTATION OF THE PREVIOUS STRATEGIC DEVELOPMENT PLAN

INDICATOR	TARGET VALUE FOR 2019	STATE OF PLAY 2019
<b>NUMBER OF VISITORS TO VILNIUS CITY CULTURAL INSTITUTIONS AND EVENTS ORGANISED BY THEM, THOUSAND PERSONS</b>	3450.0 (scheduled in the 2017 update of the SPP)	●5,024.5 (2019)
<b>THE RATIO OF THE SHARE OF THE BUDGET OF THE CITY OF VILNIUS TO THE NUMBER OF VISITORS TO VILNIUS CITY CULTURAL INSTITUTIONS AND EVENTS ORGANISED BY THEM</b>	0.50 (scheduled in 2017)	●0.51 (2019)

Source: Data of Vilnius City Administration

**Conclusion:** Both target indicators provided for in the previous Strategic Development Plan have been achieved. The city exceeded its target indicator for visitors to cultural institutions and events by 46 %.

### 2.7.2. THE CONTEXT OF STRATEGIC PLANNING

In 2019, one of the most important strategic planning documents in the field of culture, the Culture Policy Strategy of Lithuania “Culture 2030”, which envisages ambitious goals and targets by 2030 was prepared. This strategy aims to ensure the contribution of culture to the creation of a sustainable Lithuanian society. Other relevant strategic planning documents:

- Strategic Guidelines of Cultural Policy of Vilnius City
- Strategic Action Plan of Vilnius City
- Master Plan of Vilnius City
- Strategic Action Plan of the Areas of Management of the Minister of Culture of the Republic of Lithuania

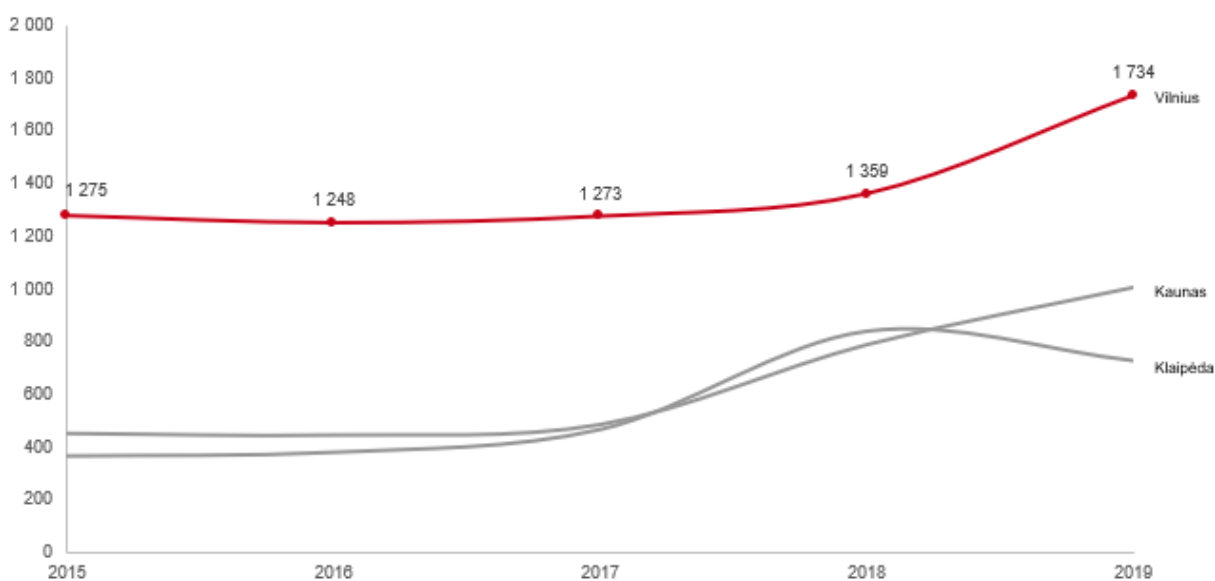
The strategic documents in the field of culture refine the following objectives: Access to culture; internationality; fostering historical memory; investments in value-creating culture; an inclusive community.

### 2.7.3. SUMMARY OF CULTURAL TRENDS

#### Cultural institutions

According to the museum statistics published in the Ministry of Culture of the Republic of Lithuania, in 2019, there were 25 museums in Vilnius (almost one-fifth of all Lithuanian museums), for comparison, in the same year, 11 museums operate in Kaunas and 2 museums in Klaipėda. Vilnius city is also a leader in the number of visitors to museums:

**Figure 12. The number of visitors of museums in 2015-2019, thousand persons**



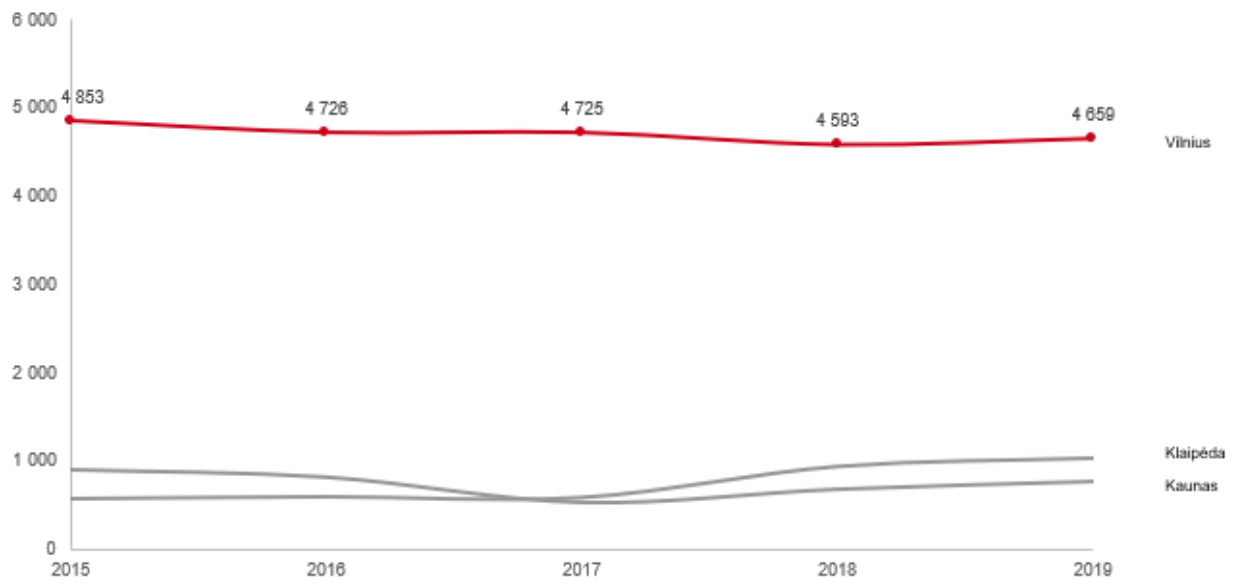
Source: Ministry of Culture of the Republic of Lithuania - Statistics of museums

In 2019, more than 1.7 million people visited Vilnius museums (36 % more than in 2015), while the number of visitors to Kaunas museums was slightly higher than 1 million and Klaipėda 7.3 thousand. In 2019, 58 international exhibitions were held, for comparison, in Kaunas - 23, in Klaipėda - 1. However, internationally, Vilnius museums are not very attractive.

According to the data of the National Library of Lithuania, in 2019, there were 18 public libraries in Vilnius (Kaunas — 21, Klaipėda — 12), where 53.8 thousand users were recorded in the same year (Kaunas — 43.5 thousand, Klaipėda — 24.9 thousand). It is important to note that the number of users of Vilnius libraries has decreased by 4 % over the last five years while in the same period the value of the indicator increased by 3 % in Kaunas and by 4 % in Klaipėda.

Statistics Lithuania announces that in 2019 there were 7 cultural centres in Vilnius, 2 in Kaunas and 5 in Klaipėda. In the same year, the number of participants (4.7 thousand) of the cultural centres in the capital exceeded 6 times the number of participants of Kaunas and 4.5 times Klaipėda cultural centres. Vilnius is also rich in art amateur collectives: in 2019, there were even 115 of them, while in Kaunas — 32, in Klaipėda — 50.

**Figure 13. The number of participants of cultural centres in 2015-2019, thousand persons**



Source: Department of Statistics of Lithuania

More than 50 different theatre institutions can be found in Vilnius, including the Lithuanian National Opera and Ballet Theatre, the Lithuanian National Drama Theatre, other theatre studios for children and adults, which reach wide audiences in their variety of genres. The capital is also rich in concerts and event halls, where not only representatives of Lithuanian but also foreign performing arts appear.

### Cultural events and projects

Every year, lots of events of a wide thematic spectrum are organized in Vilnius. Every year, Vilnius delights with original and unseen innovations, as well as traditional events, such as the Culture Night, the People's Fair, the Capital Days, the Kaziukas Fair, and commemorations of public holidays. During the period 2016-2019, the number of events organised by cultural institutions subordinated to the City of Vilnius<sup>32</sup> amounted to about 5 thousand, with the largest number of them being organised in 2019 - 5,186 events (in 2016 - 5,164). In 2019, more than 5 million people participated in events organised by subordinate institutions of the Municipality, 2.3 times more than in 2016. This illustrates the growth of interest in the cultural life of Vilnius city, the increase in the quality and volume of events. However, the choice of events is mentioned as one of the disadvantages from the point of view of foreign tourists, possibly indicating insufficient efforts to create a steady flow of events, especially during the tourist season.

The City of Vilnius takes care of cultural development in the capital by investing in value-creating culture. The Culture Division of Vilnius City Administration supervises 17 public institutions that are supported by the City of Vilnius (the number of these institutions remained stable in 2015-2019). Since 2016, the City of Vilnius has been announcing annual competitions for projects of cultural support programmes. Over a period of four years, the number of supported projects increased from 96 to 175 and the budget to support projects almost doubled and amounted to EUR 290.7 thousand in 2019. In 2017, a contest for obtaining the name of Vilnius City troupe was launched, the winning performing arts organisations receive support from the City of Vilnius for their activities for a period of 3 years. There were 4 such organisations in the period 2017-2019.

<sup>32</sup> <https://vilnius.lt/lt/savivaldybe/svietimas-kultura-ir-sportas/kultura/kulturos-skyriaus-kuruojamos-biudzetines-ir-viesosios-istaigos/>

The capital is a popular location for film projects. According to Vilnius Film Bureau, close to 100 companies related to film have been registered in Vilnius, while in Kaunas only 2-3, in Klaipeda 1-2. Over the past five years, 157 film projects (feature, TV films, TV series, documentaries, short films, student works) have been applied to the Vilnius Film Bureau, of which 46 were of foreign creators and 19 co-productions. While analysing foreign and co-production projects, TV films and TV mini-series were mainly created in Vilnius.

#### 2.7.4. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

<b>Accessibility to culture</b>	
<p><b>Strengths:</b></p> <p><b>A wide range of cultural activities</b></p> <ul style="list-style-type: none"> <li>• A large number of national and cultural institutions of the City of Vilnius in the city, a large concentration of cultural heritage objects in the city, a unique Old Town of Vilnius.</li> <li>• Active organisations representing various creative industries in the city, a large number of ongoing projects and events in the city.</li> </ul> <p><b>Innovative cultural activities</b></p> <ul style="list-style-type: none"> <li>• New formats of cultural events in the city were conceived and implemented during the COVID-19 pandemic.</li> <li>• Continuity and development of important cultural events in the city conceived during the implementation of the VECC programme.</li> <li>• Effective use of urban public spaces for cultural events.</li> </ul>	<p><b>Weaknesses:</b></p> <p><b>Undeveloped cultural infrastructure of the city</b></p> <ul style="list-style-type: none"> <li>• The undeveloped cultural infrastructure of the city (e.g. concert hall), the cultural infrastructure of the city occupies a relatively small share compared to the infrastructure of national establishments and has fewer resources at its disposal.</li> </ul>
<p><b>Opportunities:</b></p> <p><b>Ambitious targets at national level</b></p> <ul style="list-style-type: none"> <li>• Lithuanian Culture Policy Strategy “Culture 2030” has been prepared, ambitious indicators in the field of culture up to 2030 are envisaged.</li> </ul> <p><b>Formation of the image of the city</b></p> <ul style="list-style-type: none"> <li>• Great potential of Vilnius cultural tourism</li> <li>• The majority of Lithuanian scientific institutions are concentrated in Vilnius</li> </ul>	<p><b>Threats:</b></p> <p><b>Growing competitiveness of European countries</b></p> <ul style="list-style-type: none"> <li>• Lithuania lags behind the average of other European countries in terms of accessibility and uniformity of cultural activities and services</li> </ul>
<b>Involving community and value-creating culture</b>	
<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• A large number of projects supported under cultural support programmes.</li> <li>• Development of traditions of patronage by giving patronage the names to the patrons of the culture, art and science of the city.</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Insufficient number of specialists in cultural management, lack of competences in individual cultural fields.</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Possibilities of using the EU funds for bodies operating in the field of culture.</li> <li>• Favourable demographic and economic trends: growing urban population, relatively higher incomes of the population.</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• There is no tradition of sponsorship (patronage) for cultural institutions, events (or they are formed quickly enough).</li> <li>• Due to the increased pace of life and the flow of information, a lack of cultural engagement and interest in the cultural services of society is</li> </ul>

	observed.
<b>Planning and management</b>	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>• Strategic guidelines for the cultural policy of the city have been drawn up as a basis for a long-term urban cultural strategy.</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>• There is a lack of more active cooperation and effective dialogue between national and urban cultural policy-makers, cultural establishments, and there is no refined model of cooperation.</li> <li>• Competition between national and urban cultural institutions and private cultural organisations operating in the city; there is no clear answer to what and why VCA develops cultural institutions under its control, and in which cases partners are employed or the expertise of national bodies is used.</li> </ul>
<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• Even wider use of projects of Cultural support programmes, maximising the involvement of partners in the implementation of cultural objectives</li> <li>• To commemorate the 700th anniversary of the city, a long-term cultural development programme has been prepared and planned to be implemented, involving urban society, institutions of the City of Vilnius, national and state cultural organisations.</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>• Uncompetitive wages of employees working the field of culture</li> <li>• Decreasing number of employees working in the field of culture</li> <li>• Consequences of the COVID-19 pandemic on cultural life habits of urban populations, tourism</li> </ul>

## 2.8. MOBILITY

At the beginning of 2020, there were 561,8 thousand inhabitants in Vilnius<sup>33</sup>, but due to the abundance of settlements in the city accesses and attraction objects of the city, the real number of people using the infrastructure is higher. Based on the assumption that the real population of the city is close to the number of people registered in the primary health care institutions of Vilnius City Municipality, the infrastructure of the urban communication system is used by about 640 thousand people every day. Vilnius city is the political, business and tourist centre of Lithuania, the city through which transit takes place, so it is important for the city to ensure not only the smoothness of internal communication but also the realisation of external transport links by different means of transport.

### 2.8.1. IMPLEMENTATION OF THE PREVIOUS STRATEGIC DEVELOPMENT PLAN

The table below shows the target indicators for monitoring progress in the previous SPP (2010) and its update (2017), their target values for 2019 and the current situation.

INDICATOR	TARGET VALUE BY 2019	CURRENT SITUATION IN 2019
<b>THE SHARE OF BICYCLES IN THE OVERALL TRAVEL STRUCTURE</b>	5% (Scheduled in SDP in 2010)	!N/d
<b>LEVEL OF IMPLEMENTATION OF THE SPECIAL PLAN FOR BICYCLE TRACKS</b>	65% (scheduled in the 2017 update of the SDP)	!N/d
<b>NUMBER OF FATALITIES IN ROAD ACCIDENTS (PERSONS)</b>	25 (scheduled in 2010)	●21 (2019)
<b>NUMBER OF INJURED IN ROAD ACCIDENTS (PERSONS)</b>	433 (scheduled in 2010)	●672 (2019)
<b>LENGTH OF LANES A (KM)</b>	34 (scheduled in 2017)	●36.4 (2019)
<b>AFFORDABILITY OF PUBLIC TRANSPORT</b>	7.8 (scheduled in 2017)	!N/d
<b>PUBLIC TRANSPORT PUNCTUALITY INDEX</b>	90 (scheduled in 2017)	!N/d
<b>LENGTH OF PAVED STREETS</b>	48 (scheduled in 2017)	!N/d
<b>LENGTH OF BUILT PAVEMENTS</b>	19 (scheduled in 2017)	!N/d
<b>LENGTH OF PAVED GRAVEL ROADS</b>	10 (scheduled in 2017)	!N/d

Source: MC “Vilniaus planas“, MC “Susisiekimo paslaugos“

**Conclusion:** Most of the indicators provided for in the previous Strategic Plan and its update have not been tracked or the methods used to assess indicators have changed, other indicators of the field have obtained importance after the preparation of urban sustainable mobility plan. According to the available data, 2 of the 3 monitored indicators set out in the previous SDP were achieved in Vilnius city. The city managed to reduce the number of road fatalities, but the number of injuries in 2019 was 50 % higher than strived.

### 2.8.2. THE CONTEXT OF STRATEGIC PLANNING

Vilnius has a strong focus on strategic planning in the field of mobility, with comprehensive plans covering most of the mobility fields having been prepared. The Vilnius Sustainable Mobility Plan by 2030 sets out integrated measures to improve human mobility in the city. The Vilnius Master Plan for 2020-2030 provides for the complex development of the network of the infrastructure of territories and roads.

<sup>33</sup> Department of Statistics of Lithuania

Other relevant strategic planning documents:

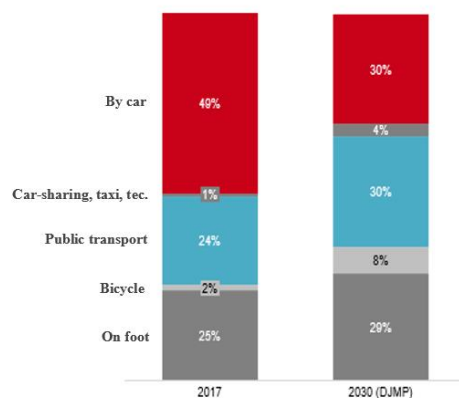
- Master Plan of Vilnius Region
- Strategic Action Plan of Vilnius City
- MCCS Operational Strategy
- State Road Safety Improvement Programme “Vision - Zero”

The strategic planning documents in the field of mobility set out 4 main objectives: improving the quality of travelling; reducing the negative impact of transport; minimising the city load resulting from car traffic; increasing the accessibility of the city.

### 2.8.3. SUMMARY OF THE CITY MOBILITY TRENDS

The current urban mobility policy (set out in the Vilnius City Sustainable Mobility Plan) reflects all the mobility objectives set out in the 4 key strategic documents and is aimed at the part of promoting communication by going on foot, cycling and public transport, by reducing the share of travelling by car. The modal travel distribution diagram illustrates the current and targeted proportions of travelling in the city performed by different means of communication transport:

**Figure 14: Modal travel distribution, current situation (2017) and the goal (2030)**



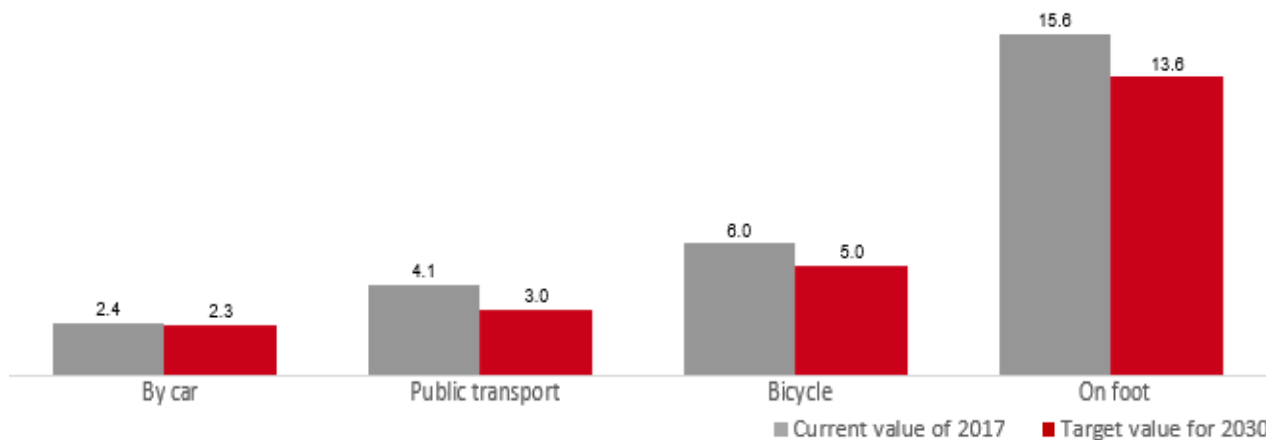
Source: Vilnius City Sustainable Mobility Plan

According to the data of the Vilnius City Sustainable Mobility Plan, in 2017, almost half of the trips in the city were performed by car, while slightly more than 24 % each consisted of trips on foot and by public transport, and a very small part of the trips was carried out by bicycle, car-sharing, etc.

The Vilnius City Sustainable Mobility Plan sets an ambitious target to reduce the share of trips by car to 30 % by 2030. This would mean that around 130,000 car drivers would have to change their habits during their daily trips. The greatest breakthrough is sought in the area of communication by bicycles (which includes rolling means with speeds of up to 25 km/h and a maximum power of 1 kW). 7.5 % of trips by bicycles in the overall travelling structure would mean that the number of bicycle users is expected to grow by around 32 thousand. The Vilnius Sustainable Mobility Plan notes that without taking any measures, the share of car trips would increase to 52 % in the next decade.

In order to increase the number of trips made by public transport, by bicycle and on foot, it is necessary to ensure that the average travel time using these ways of travel is competitive to the communication time when travelling by car. This would contribute to the shortening of one of the main KPI's (travel time) objectives of "Vilnius City Direction in 2030" in the city.

Figure 15: Average time to overcome one km, min.

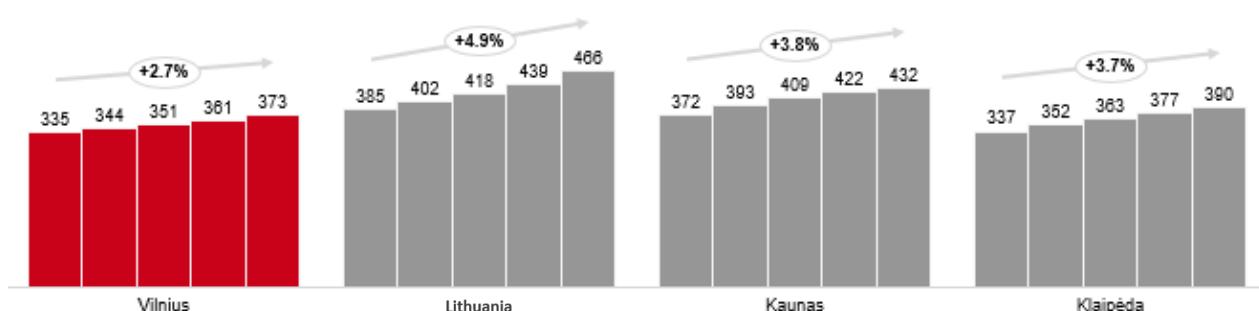


Source: Vilnius City Sustainable Mobility Plan

### City load by cars

The Thematic Analysis on the Transport Area of the Vilnius City Master Plan identifies one of the main mobility problems as a relatively high proportion of passenger cars and a low proportion of public transport in the communication market. Over the last decade, the number of cars per thousand of the population has grown steadily. With the introduction of the new car registration and insurance scheme in 2014, this indicator has fallen significantly due to the de-registration of unused vehicles, but the real number of cars participating in traffic in the city has remained unchanged. Since 2015, an average annual growth rate of 2.7% of cars per thousand inhabitants has been recorded in Vilnius City:

Figure 16: Number of individual passenger cars per thousand inhabitants, 2015-2019



Source: Department of Statistics of Lithuania

In order to reduce the city load by motor transport, significant strategic decisions have been adopted and infrastructure projects have been implemented over the last five years:

- In 2016, stage 3 of Vilnius Western Bypass was opened
- In 2019, the first universal design street project was launched in the city (Giedraičių str.)
- In 2020, loop traffic in the central part of the city was introduced
- In 2020, car traffic in part of the central part of the city was banned

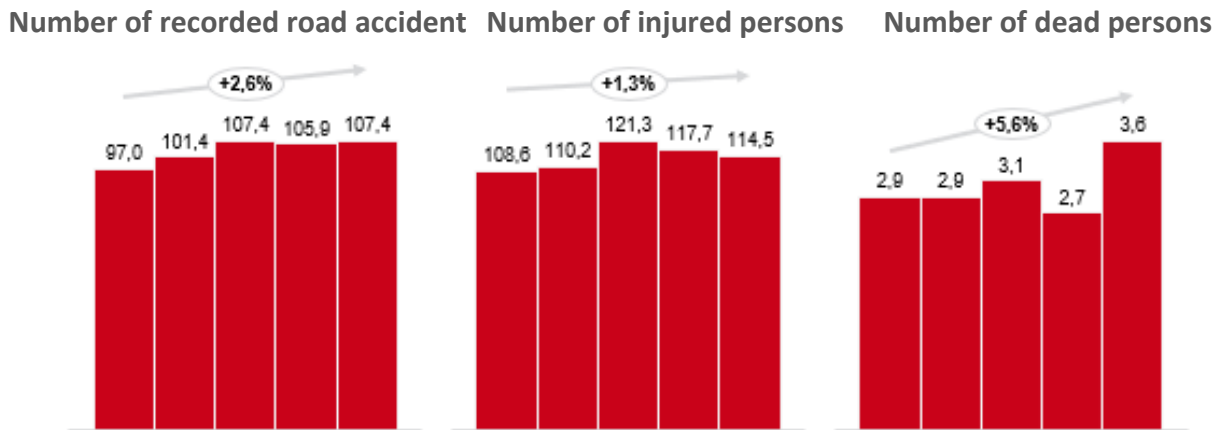
- In 2020, the area of paid parking areas was adjusted

In 2019, there were more than 12 thousand paid parking spaces in Vilnius city, almost 5 thousand more than in 2015. In 2019, the city collected EUR 13.3 million of local toll for parking services.

**Negative effects of transport**

The city load by cars is also associated with another negative aftermath such as car accidents and their consequences. Since 2015, the traffic safety situation in the city has deteriorated. Evaluating the statistics of the number of recorded traffic accidents (events during which a person was killed and/or injured), an average annual growth rate of 2.6 % was observed between 2015 and 2019. The number of fatalities in traffic accidents in Vilnius city fluctuated during the period analysed, reaching 3.6 per hundred thousand inhabitants in 2019 (2.9 in 2015). It is estimated that traffic accidents that caused the lives of citizens in 2019 resulted in damage to the public at EUR 9.9 million<sup>34</sup>.

**Figure 17: Traffic safety statistics per one hundred thousand inhabitants, 2015-2019**



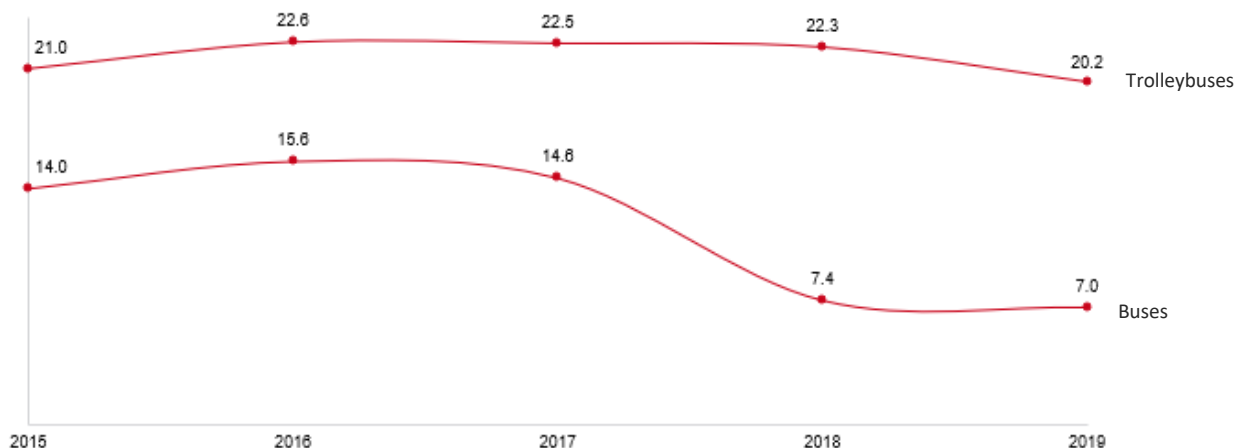
Source: MC “Vilnius planas”

**Quality of travel**

As regards the use of public transport in terms of tickets sold for public transport, the annual decrease in the number of public transport trips between 2015 and 2017 and the annual increase in the number of trips of 1.4 % between 2017 and 2019 was recorded. According to the research carried out by the MC “Susisiekimo paslaugos”, the overall growth of the satisfaction indicator of the population with the quality of Vilnius public transport services was observed between 2016 and 2018 (from 7.4 points in 2016 to 8 points in 2018) was observed. The increase in satisfaction is linked to the renewal of public transport infrastructure and means of transport held in recent years: In 2019, Vilnius city had 36.4 km of bus lanes (5.6 km more than in 2016), the average bus age was 7 years old (2016 - 15.6 years).

<sup>34</sup> Calculated according to CPMA methodology. The value of statistical life in 2019 - EUR 493 thousand

**Figure 18: The average age of Vilnius public transport vehicles, years, 2015-2019**

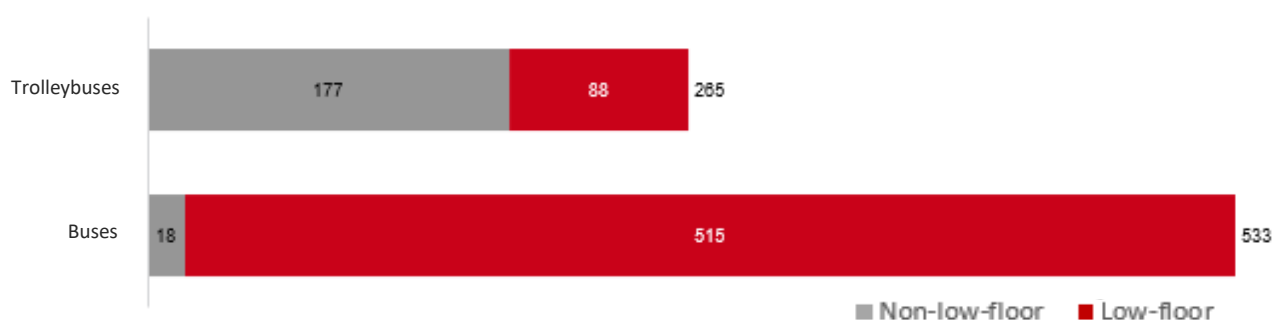


Source: MC “Susisiekimo paslaugos”

Despite the renewal of not only the fleet of buses but also trolleybuses in 2016-2019, there was no significant change, with the average age of trolleybuses in 2019 being 20.2 years. In 2020, the city does not have an approved strategy to address the further development of trolleybus communication in the city.

Further renewal of the public transport fleet as a whole is necessary not only to increase the attractiveness of public transport and reduce the negative environmental impact of transport but also to increase the accessibility of public transport for persons with disabilities. In 2020, as many as 195 public vehicles (of which 177 — trolleybuses) were unsuitable for people with reduced mobility (i.e. non-low floor) in Vilnius city.

**Figure 19: Adaptation of Vilnius bus and trolleybus fleet for people with reduced mobility, 2020**



Source: MC “Susisiekimo paslaugos”

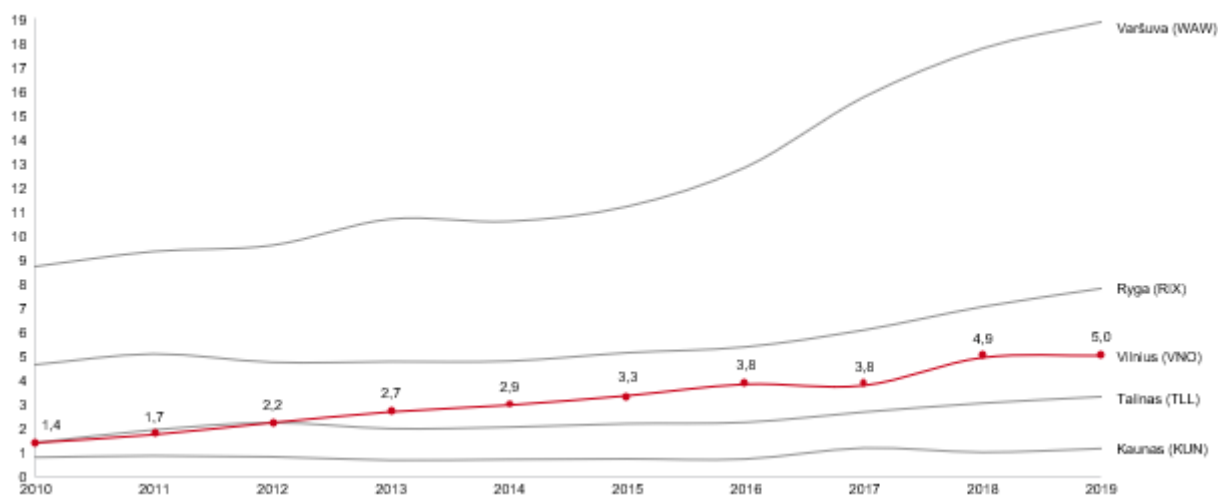
It should be emphasized that low-floor vehicles only meet the needs of people with reduced mobility; people with visual, hearing or other disabilities need the integration of other functionalities in public transport (warning buttons and audio messages outside and inside the vehicle, good visibility of the route number and route direction, etc.). According to the data of 2019, only 55 % of low-floor buses and just 20 % of low-floor trolleybuses were adapted for people with other disabilities.

### Accessibility of the city

Vilnius city contributes to the implementation of the objectives of Lithuania as a transit state and is located on 3 European motorways: E28 Berlin-Minsk, E85 Klaipeda-Bucharest and E272 Vilnius-Klaipeda. The city is

crossed by the Trans European Network (TEN) section of the IXB road and railway corridor Kyiv-Klaipeda, the international bicycle track EuroVelo11, there is an operating international Vilnius Airport and the Vilnius Intermodal Terminal. In recent years, a decision has been adopted on the connection of Vilnius on the European track with Kaunas, preparation works for the renewal of Vilnius city railway station and surrounding areas (“Vilnius Connect” project) are carried out in preparation for the growth of passenger flows. This creates favourable conditions for international tourism, economic and business development, passenger and freight haulage<sup>35</sup>.

**Figure 20: Number of air transport passengers, million persons, 2010-2019**



Source: Eurostat

The development of air transport is important to improve the accessibility of the city. Since 2010, the number of passengers at Vilnius Airport has been steadily increasing, with this indicator Vilnius was catching up with Riga Airport and widened the gap from Tallinn Airport. However, the growth rate of Vilnius city airport was slowed down by the reconstruction of the take-off and landing runway in 2017.

#### 2.8.4. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Accessibility of the city	
<p><b>Strengths:</b>  <b>Developed communication by various modes of transport</b></p> <ul style="list-style-type: none"> <li>Developed communication by air, road and rail transport with other European cities, increasing number of flight destinations, development of international transport projects</li> <li>Developed communication with surrounding urban areas (road network)</li> <li>Developed freight haulage centres</li> </ul>	<p><b>Weaknesses:</b>  <b>Lack of sustainability of the communication by air transport</b></p> <ul style="list-style-type: none"> <li>There is no clear vision for the construction of a new airport with the Vilnius Airport not being able to accept growing flows of passengers</li> <li>Poor accessibility of Vilnius Airport on foot and by bicycle</li> </ul>
<p><b>Opportunities:</b>  <b>National/international infrastructure projects</b></p> <ul style="list-style-type: none"> <li>The European track of Rail Baltic planned will</li> </ul>	<p><b>Threats:</b>  <b>The growing accessibility of cities of region countries</b></p>

<sup>35</sup> MC “Vilniaus planas”

<p>improve connectivity with other cities in Lithuania and Europe</p> <ul style="list-style-type: none"> <li>• The extended Vilnius bypass network can improve the communication of Vilnius city with other cities by creating preconditions for economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Faster growth of accessibility for other cities in the region by air transport</li> </ul> <p><b>The unstable geopolitical situation in neighbouring countries</b></p> <ul style="list-style-type: none"> <li>• The unstable geopolitical situation in Belarus may lead to transit diversion and a decrease in demand for urban transport services</li> </ul>
<p><b>Quality of travel in the city</b></p>	
<p><b>Strengths:</b></p> <p><b>Convenient communication in the city</b></p> <ul style="list-style-type: none"> <li>• A developed network of streets in the city</li> <li>• Developed public transport network, good condition of urban public transport vehicles (buses)</li> <li>• A developed network of vehicle sharing and shuttle services</li> <li>• Developed contact network for substations and trolleybuses, which can be adapted to create infrastructure for electric bus charging stations</li> </ul>	<p><b>Weaknesses:</b></p> <p><b>Lack of attractiveness of public transport</b></p> <ul style="list-style-type: none"> <li>• Outdated trolleybus infrastructure; most trolleybuses are not adapted for passengers with special needs</li> <li>• There is no clear vision for the further development of communication by electric public transport in the city</li> <li>• Inconvenient public transport ticket system, unfavourable pricing for a passenger</li> </ul> <p><b>Infrastructure for cyclists and pedestrians that does not meet the needs</b></p> <ul style="list-style-type: none"> <li>• Existing and newly developed pedestrian and cyclist infrastructure does not meet Construction Technical Requirements (CTR)</li> <li>• The existing network of cyclist tracks is intermittent, there is a lack of network development</li> </ul> <p><b>Depreciation of infrastructure and lack of modernity</b></p> <ul style="list-style-type: none"> <li>• Outdated traffic control system</li> <li>• The city street network does not meet the requirements for streets according to the intended street categories. In reality, the lower-category streets perform the function of transit streets</li> <li>• Lack of monitoring and long-term planning of communication infrastructure quality in assessing the required investments</li> <li>• Communication infrastructure does not comply with the principle of universal design (meeting the needs of different groups of society)</li> </ul>
<p><b>Opportunities:</b></p> <p><b>Increase in population and accommodation density</b></p> <ul style="list-style-type: none"> <li>• The growth in the number of population will make transport infrastructure more efficient in the future</li> </ul>	<p><b>Threats:</b></p> <p><b>Changing travel habits</b></p> <ul style="list-style-type: none"> <li>• Decrease in attractiveness of the use of public transport and travel restrictions conditioned by the COVID-19 pandemic</li> <li>• The negative impact of the COVID-19 pandemic on transport-related business</li> </ul>

<b>The load of the city with cars and mitigation of negative impacts</b>	
<p><b>Strengths:</b> <b>Changing travel habits</b></p> <ul style="list-style-type: none"> <li>• Changing travel habits of the population due to the Covid-19 pandemic, creating preconditions for the reduction of the load on the central parts of the city by cars</li> <li>• Growing awareness of the population to choose more environmentally friendly ways of travelling</li> <li>• The popularity of small logistics boosted by COVID-19, reducing the need for people to travel by their own car</li> </ul>	<p><b>Weaknesses:</b> <b>Control of the negative effects of transport flows</b></p> <ul style="list-style-type: none"> <li>• Growing city load by cars</li> <li>• Deteriorating traffic safety situation in the city</li> <li>• Poor monitoring system for transport-caused pollution and noise</li> <li>• Slow development of electric vehicle infrastructure and low popularity of electric vehicles</li> </ul>
<p><b>Opportunities:</b> <b>Digitalisation</b></p> <ul style="list-style-type: none"> <li>• Digitalisation of various services, reducing the number of necessary trips in the city</li> </ul>	<p><b>Threats:</b> <b>Requirements related to the development of new strategic directions for mobility in the world/EU</b></p> <ul style="list-style-type: none"> <li>• EU requirements for mobility for the execution of which the city is not ready (according to the European White Paper, cities must abandon conventional fuel cars by 2050)</li> <li>• Rapid development of autonomous cars and other future communication technologies for the integration of which the city is not ready</li> </ul>
<b>Planning and management</b>	
<p><b>Strengths:</b> <b>Division of responsibilities between centres of excellence</b></p> <ul style="list-style-type: none"> <li>• Activities carried out by UAB “Grinda” (as a transportation infrastructure quality assurance centre)</li> <li>• Activities carried out by the MC “Susisiekimo paslaugos” (as the Municipal Mobility Competence Centre)</li> </ul> <p><b>Strategic mobility planning and implementation of the planned measures</b></p> <ul style="list-style-type: none"> <li>• A sustainable urban mobility plan has been prepared and a human-centric mobility policy is being implemented</li> </ul>	<p><b>Weaknesses:</b> <b>Lack of inter-domain planning and coordination</b></p> <ul style="list-style-type: none"> <li>• Poor coordination with Vilnius District Municipality on strategic mobility issues</li> <li>• The long-term development of a mobility strategy focused on convenient communication by cars; the habit of townspeople to travel by their own car</li> <li>• Inconsistency of measures implemented by the city with approved strategic plans</li> </ul> <p><b>Management of subordinate organisations</b></p> <ul style="list-style-type: none"> <li>• Unclear areas of competence/responsibilities of municipal bodies</li> <li>• Untapped potential of MCCS as a mobility competence centre</li> </ul>

## 2.9. ECONOMIC DEVELOPMENT

Vilnius region is the main economic centre of Lithuania, where the largest amount of gross domestic product is created. Vilnius attracts the largest share of investment, the city houses the largest number of high value-added creating businesses, thanks to which the average wage in Vilnius is significantly higher than in other Lithuanian cities. Vilnius is home to as many as two-thirds of the talents of the Lithuanian information technology sector<sup>36</sup>, it houses centres of business, financial technologies, information technologies and most higher education institutions of Lithuania.

### 2.9.1. IMPLEMENTATION OF THE PREVIOUS STRATEGIC DEVELOPMENT PLAN

The table below shows the target indicators for monitoring progress in the previous SDP (2010) and its update (2017), their target values (for 2018-2019<sup>37</sup>) and the current situation.

INDICATOR	TARGET VALUE (2018-2019)	STATE OF PLAY (2018-2019)
<b>GDP PER CAPITA, EUR, THOUSAND (COUNTY)</b>	21.4 (scheduled in SDP in 2010)	● 23.4 (2018)
<b>FOREIGN DIRECT INVESTMENT (FDI) PER CAPITA</b>	16.767 (scheduled in SDP in 2010)	● 20,586 (2018)
<b>AVERAGE GROSS MONTHLY WAGE</b>	EUR 1,050, gross → EUR 806 net (scheduled in SDP in 2010)	● 940 net (2019)
<b>AT-RISK-OF-POVERTY RATE (COUNTY)</b>	21.1 (scheduled in SDP in 2017)	● 21.2 (2019)
<b>NUMBER OF EMPLOYED POPULATION</b>	306,500 (scheduled in SDP in 2017)	● 317 300 (2019)
<b>INDEBTEDNESS PER CAPITA</b>	393.8 (scheduled in SDP in 2017)	● 351.9 (2020)
<b>THE NUMBER OF WELL-PAID JOB PLACES, THOUS. PCS.</b>	111 (scheduled in SDP in 2017)	!N/d
<b>AFFORDABILITY OF HOUSING</b>	7.1 (scheduled in SDP in 2017)	!N/d

Source: The Department of Statistics of Lithuania, City of Vilnius

**Conclusion:** Most of the indicators (5 out of 6 observed) foreseen in the previous SDP (updated) were achieved, the growth of GDP and FDI as well as the average monthly wage was significantly faster than expected. 2 indicators were not monitored.

### 2.9.2. THE CONTEXT OF STRATEGIC PLANNING

The following strategic planning documents are relevant for the economic development:

- Master Plan of Vilnius Region
- Master Plan of Vilnius City
- Strategic Action Plan of Vilnius City
- Strategic documents of PE “Go Vilnius”

<sup>36</sup> Invest in Lithuania

<sup>37</sup> Note: Since it was impossible to perform an assessment of the 2020 statistics at the time of the report, the values of indicators planned and achieved for previous years are assessed

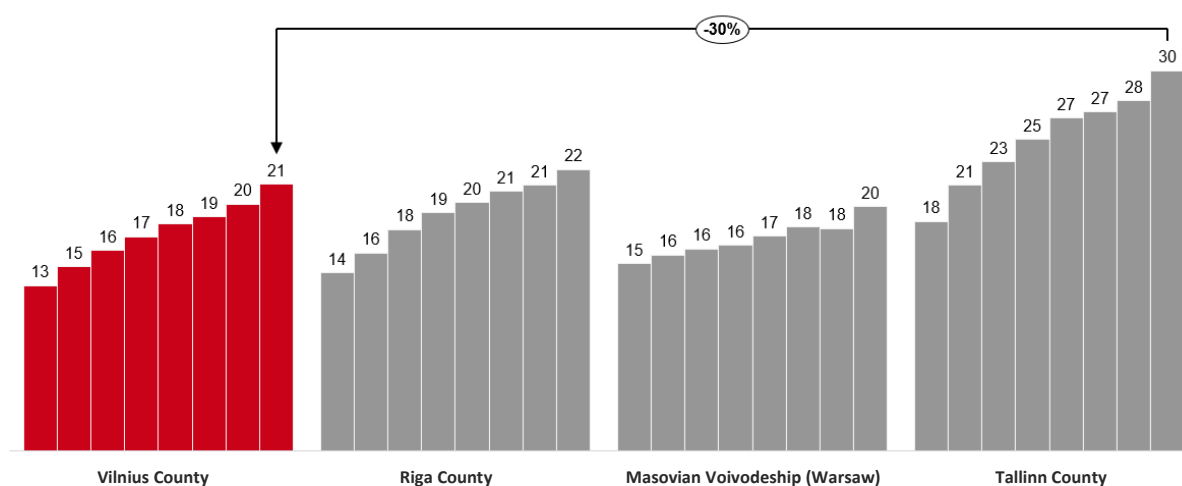
The main strategic provisions of the documents relate to 2 economic objectives: the development of the urban economy and the investment attractiveness. No single document covering the entire field of economics, the economic strategy of Vilnius city, has been drawn up.

### 2.9.3. SUMMARY OF ECONOMIC TRENDS<sup>38</sup>

#### Development of the economy

Vilnius County generates almost 42 % of the country’s gross domestic product<sup>39</sup>, and GDP per capita in Vilnius County is EUR 23.4 thousand (40 % more than in Kaunas County and 50 % more than in Klaipeda County). However, Vilnius lags behind other capitals of the Baltic States: According to 2017 data, GDP per capita in Vilnius County was 5 % lower than in Riga County<sup>40</sup> and even 30% lower than in Tallinn County<sup>41</sup>.

**Figure 21: GDP per capita, at then prices, thousand EUR, 2010-2017**



Source: National statistical departments of the countries

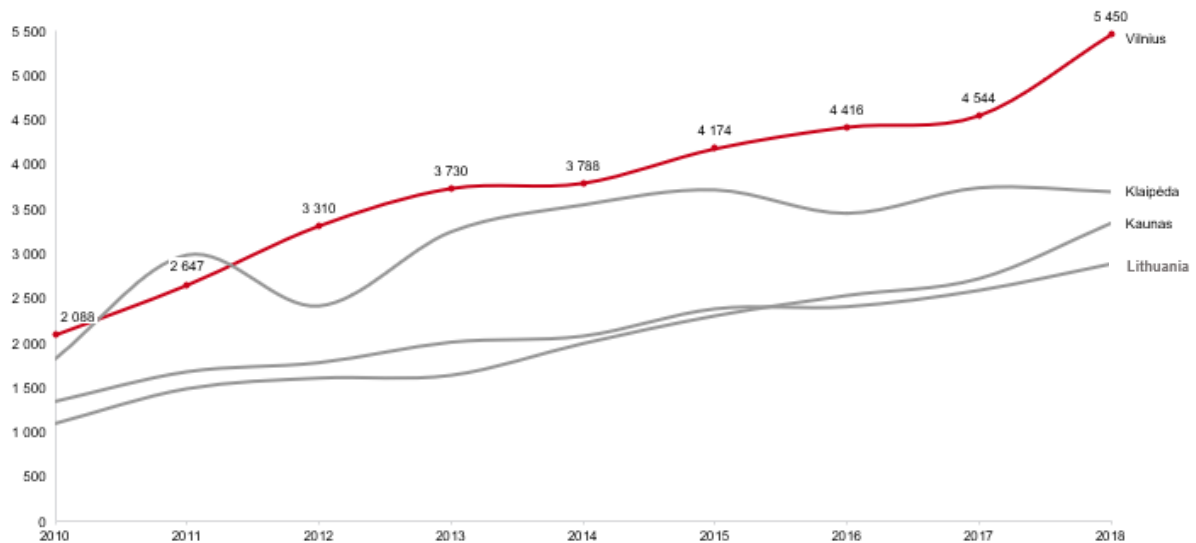
The relatively large number of small and medium-sized enterprises per thousand inhabitants distinguishes Vilnius as the most entrepreneurial big city in Lithuania (in 2019, there were 56 such enterprises per thousand inhabitants in Vilnius, 41 in Kaunas, and 37 in Klaipeda). In terms of material investment per capita, Vilnius is also ahead of the major cities of Lithuania.

<sup>38</sup> A full overview of the indicators for each of the fields is presented in the annexes

<sup>39</sup> Department of Statistics of Lithuania, data of 2018

<sup>40</sup> Department of Statistics of Latvia

<sup>41</sup> Department of Statistics of Estonia

**Figure 22: Material investment per capita, EUR, 2010-2018**

Source: Department of Statistics of Lithuania

The assessment of the structure of the urban economy in terms of the value generated by the sector and the relative share of jobs shows that the largest share of the urban population is still employed in sectors with medium-to-average value-added. In 2018, the sectors of real estate operations, financial and insurance activities, information and communication sectors were distinguished by the highest economic efficiency in terms of value-added created by one employee per year in Vilnius County. The largest number of people in Vilnius County work in the wholesale and retail trade, vehicle repair sectors as well as

The strategic documents often distinguish the sectors of laser industry, fintech, IT, service centres, however, there is not enough data to systematically and objectively assess their development and progress in the country and in Vilnius city.

education and healthcare sectors.

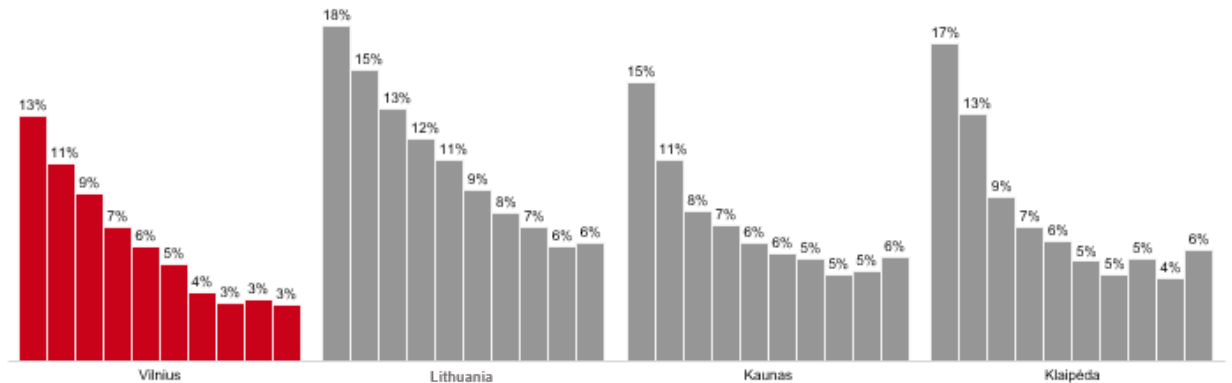
In recent years, the share of people living at risk of poverty has decreased in Vilnius County, and this trend shows that the economic development of the city is sustainable, bringing benefits to various social groups.

### Labour market

In comparison with other major cities and the Lithuanian average, Vilnius stands out with a very low unemployment rate.<sup>42</sup> The unemployment rate in Vilnius County and its dynamics are similar to those in other capital counties of the Baltic states and the capital of Poland, Warsaw (Masovian Voivodeship). The low unemployment rate of business representatives is unambiguously seen as an indication of systemic employee shortages and may cause negative after-effects in achieving the objectives of further city growth.

<sup>42</sup> Note: The unemployment rate indicator was significantly changed by the crisis caused by the Covid-19 in 2020.

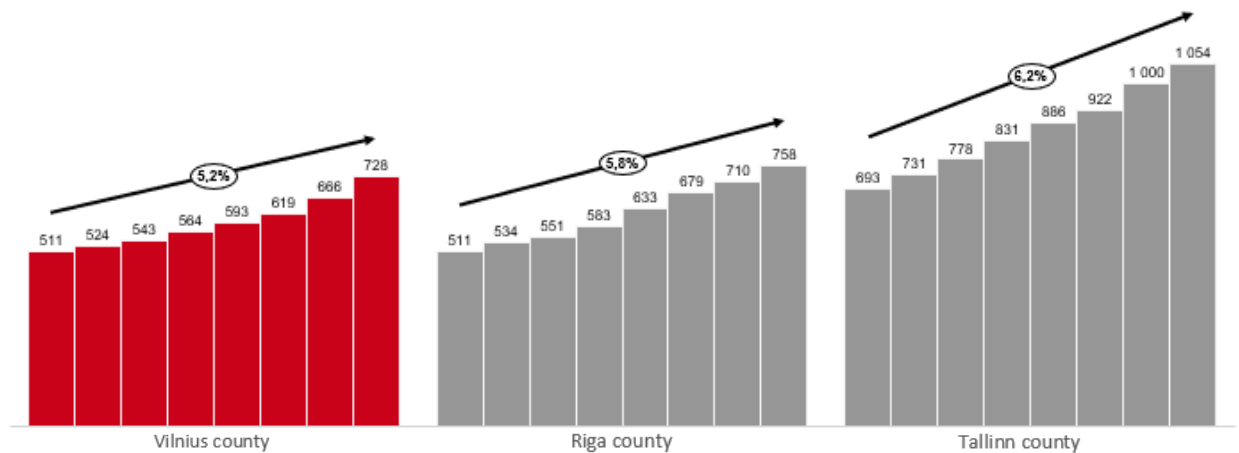
**Figure 23: Unemployment rate, 2010-2019**



Source: Department of Statistics of Lithuania

Between 2010 and 2019, Vilnius recorded similar growth of the average net wage as in the whole of Lithuania, with an annual growth of 7%. In 2019, the average net salary in Vilnius was EUR 940, about EUR 100 more than in Kaunas and Klaipėda. However, Vilnius County with its average wage and the growth dynamics thereof yielded to the counties of other capitals of Baltic states between 2010 and 2017<sup>43</sup>.

**Figure 24: Average wages, net, EUR, 2010-2017**

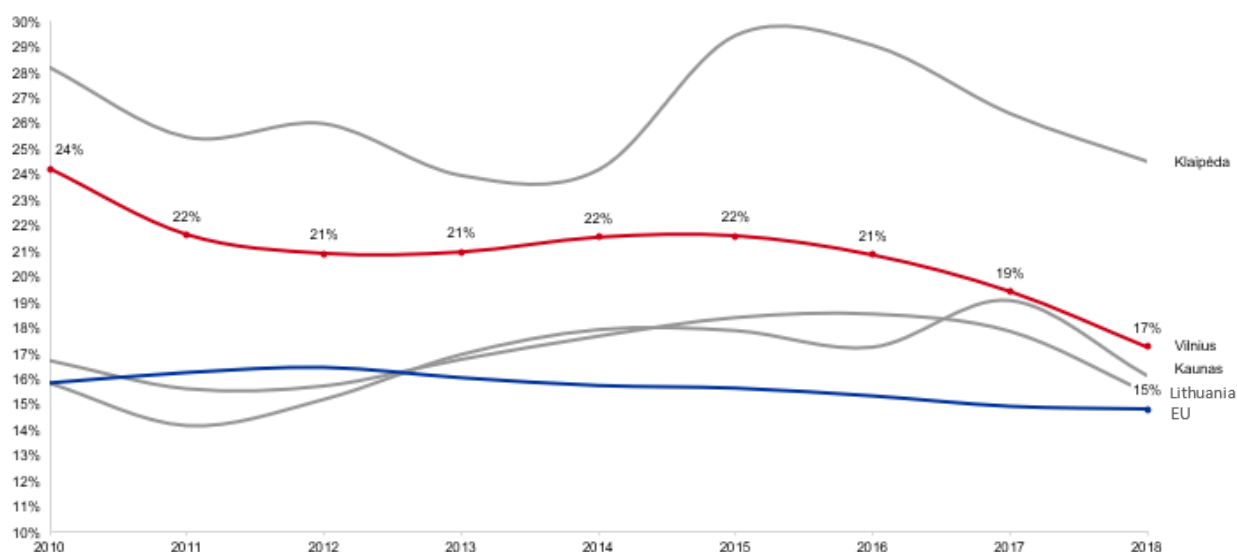


Source: National statistical departments of the countries

Between 2010 and 2018, the wage of women grew faster than men in Vilnius city, thus narrowing the gender pay gap, with such an indicator bringing the city rapidly closer to the European Union average.

<sup>43</sup> The growth of AW in Vilnius County was faster in 2017-2019, but there is not enough data to compare this period with the counties of Riga and Tallinn.

Figure 25: Gender pay gap, %, 2010-2018



Source: Department of Statistics of Lithuania, Eurostat

**The investment attractiveness of the city**

In 2019, 63 % of all projects carried out by foreign-owned enterprises in the country were implemented in Vilnius, and these projects were predicted to create almost 5 thousand job places.

In 2017-2019, Vilnius was included in the top four most promising medium-sized cities in the “fDi Intelligence” rankings of European cities of the future. Further growth is important for Vilnius city to maintain high positions in international ratings and attract investors. The growth of labour force is needed to fill new job places, as the number of people arriving in the city has increased in recent years, which has been faster in Vilnius than in Riga and Tallinn. The constant flow of incoming people and especially high value-added creating professionals is important because demographic trends indicate that in the next decade there may be labour force shortages in Vilnius city.

The application of complex measures is becoming increasingly important to increase the economic attractiveness of the city: the investment attractiveness of the city is determined by the advancement of mobility, education, health and wellness, environmental protection, urban development as well as the efficiency of services provided for business. For example, “fDi Intelligence” ratings relevant to investors assess various aspects of city accessibility, quality of life in the city such as a number of international flight destinations; the quality of roads; the speed of internet access; the number of higher education institutions; presumptive life expectancy; the number of days required to set up a business.

**2.9.4. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**

Development of the city economy	
<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Stable economic growth of the city (GDP, AW, FDI)</li> <li>• The highest and steadily growing level of entrepreneurship in the country</li> <li>• Sustainable economic development: shrinking gender pay gap, decreasing at-risk-of-poverty rate</li> <li>• Positive natural population growth</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Low focus on exports</li> <li>• Decline in the working-age population conditioned by low birth rates at the end of the 20th century (trend to be observed in the next 5-10 years)</li> <li>• Lack of automation/digitalisation and too low labour productivity (especially in public sector organisations)</li> </ul>

<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• Migration caused by political and economic instability in neighbouring countries</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>• Increased supply of industrial areas for high value-added creating companies in other EU cities</li> <li>• COVID-19-caused slower economic growth, impact on tourism, the services sector</li> </ul>
<b>The investment attractiveness of the city</b>	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>• Convenient accessibility of the city by air and land transport</li> <li>• Development of areas/objects important for the accessibility and image of the city</li> <li>• Increasing competitiveness and attractiveness of the city for talents of Lithuania and neighbouring countries, young professionals</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>• Insufficient adaptation of infrastructure, social environment to the needs of businesses and skilled labour force from foreign countries</li> <li>• Inconsistent strategic economic planning of the city, lack of indicators measuring the impact of the measures being implemented</li> <li>• Heavy load of the city with cars associated with lengthening travelling times and increasing pollution in the city</li> </ul>
<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• Strong international positioning of the city - a city that can offer an attractive environment for business and high quality of life</li> <li>• Use of an <i>E-residency</i> model</li> <li>• The attractiveness of the city to high value-added creating investors and talents increased by business clusters (fintech)</li> <li>• Development of projects to increase sustainability and reduce pollution (urban and at national level) with a positive impact on the attractiveness of the city</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>• Growing economic competitiveness and attractiveness of the capitals of surrounding states (Tallinn, Warsaw) for talents and innovative business companies/start-ups</li> <li>• Increasing focus of regional policy on the promotion of business and industry in currently weaker regions</li> </ul>
<b>Planning and management</b>	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>• Permanent financing and ongoing activities of "Go Vilnius" agency</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>• The role and ambitions of the Municipality in shaping the economic strategy are limited; "Go Vilnius" activities cover only the areas of high value-added sectors, the attraction of foreign investments and talents, while the rest of the economic base is not monitored and managed</li> <li>• Weak links between business and organisations of science sectors</li> <li>• Lack of open data on the labour force structure in the city and growth trends of priority sub-sectors</li> <li>• Drawback of the strategy for labour force supply planning/attraction of population</li> </ul>
<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• Digitalisation of services capable of reducing the necessity of trips, thus shortening overall travel time</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>-</li> </ul>

<ul style="list-style-type: none"><li>• Development of business-relevant services and making services efficient</li></ul>	
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## 2.10. TOURISM

Vilnius is the area with the greatest tourist potential in Lithuania. The Master Plan of the Republic of Lithuania “Lithuania 2030” notes that Vilnius is one of the municipalities with the highest recreational potential, attractive to both local and foreign tourists. The Lithuanian cultural policy guidelines emphasise that the main forces of music performers of the country, the most important professional state music collectives are mobilised in Vilnius, operate, the institutions that are modern and attractive to society are concentrated there. Tourism surveys show that Vilnius city is safe, stands out for UNESCO Old Town, authentic national cuisine, good conditions for communication with the airport and high-quality service in hotels as well as places of interest in the Old Town.

### 2.10.1. IMPLEMENTATION OF THE PREVIOUS STRATEGIC DEVELOPMENT PLAN

The objective of the SDP of Vilnius city for 2010–2020 for tourism development is to effectively exploit the potential of tourism of the city and increase tourist flows. This objective has been achieved by developing public tourism infrastructure, creating conditions for the development of tourism services and carrying out active marketing of Vilnius city. The table below shows the target indicators for monitoring progress in the previous SDP (2010) and its update (2017), their target values (for 2019) and the current situation.

INDICATOR	TARGET VALUE FOR 2019	CURRENT SITUATION IN 2019
<b>NUMBER OF TOURISTS IN VILNIUS CITY (MILLION PERSONS)</b>	2.744 (scheduled in SDP in 2010)	!1,357
<b>AVERAGE DURATION OF STAY OF FOREIGN TOURISTS (IN DAYS)</b>	4.45 (scheduled in SDP in 2010)	!1,80
<b>AVERAGE EXPENSES DURING THE STAY IN VILNIUS CITY (EUR)</b>	422.27 (scheduled in SDP in 2010)	!N/d
<b>NUMBER OF AIRPORT PASSENGERS</b>	5 096 200 (scheduled in SDP in 2017)	● 5 003 000*

\*Source: Lithuanian airports

**Conclusion:** Conclusion: None of the indicator values were achieved, the average expenses during the stay in Vilnius city have not been studied in recent years.

### 2.10.2. THE CONTEXT OF STRATEGIC PLANNING

Recently, more and more attention has been paid to tourism in Vilnius city. Public Establishment “GO Vilnius” was established in 2016, this organisation and the Foreign Affairs and Tourism Division of the City of Vilnius are responsible for promoting local and inbound tourism and conference tourism. The field of tourism is, directly and indirectly, related to many other areas managed by the city, so the strategic planning documents relevant to Vilnius city in the field of tourism include the following documents of various fields:

- Master Plan of Vilnius City
- Strategic Action Plans of Vilnius City
- Strategic Guidelines of Cultural Policy of the City of Vilnius
- Vilnius City Sustainable Mobility Plan
- Cultural Policy Strategy of Lithuania
- Tourism Development Programme of Lithuania
- Strategic documents of “Go Vilnius”

3 main objectives are set in the strategic planning documents in the field of tourism: expansion of tourism-related infrastructure and objects; improvement of the quality of tourism services; development of tourism marketing and monitoring.

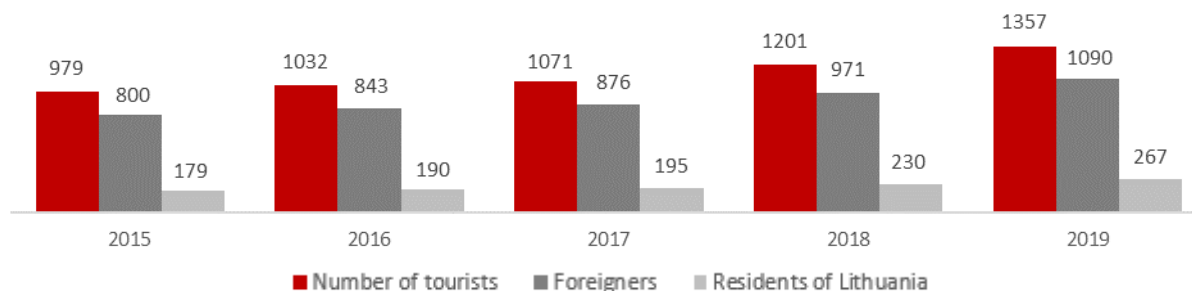
However, the analysis of the planning documents shows that there is a lack of targeted and consistent planning, implementation and monitoring of the development of tourism infrastructure at the municipal level. The sectoral tourism strategy and/or the established Tourism Division of VCA could facilitate the processes of initiation, planning, implementation and monitoring of projects that meet the needs of tourists.

### 2.10.3. SUMMARY OF TRENDS IN THE FIELD OF TOURISM

#### Tourist flows

According to the data of Statistics Lithuania, tourists in Vilnius accommodation establishments accounted for 33.6 % of all tourists visiting Lithuanian accommodation establishments in 2019 (at the same time, Kaunas city accounted for 8.7 %, Klaipeda — 6.2 % of tourists). 1,356.8 thousand tourists had stayed in Vilnius accommodation establishments, who were given 2,485.7 thousand overnight stays. In 2019, compared to 2015, the number of tourists in the city increased by 38.6 %, while the number of overnight stays by 35.5 %. 1,090.1 thousand foreign tourists had stayed in Vilnius accommodation establishments, who were provided with 1,961.7 thousand overnight stays. Thus, the number of foreign tourists in the city increased by 36.3 % between 2015 and 2019, while the number of overnight stays by 38.6 %. Foreigners accounted for as much as 80.4 % of all tourists staying in Vilnius accommodation establishments (67.6 % in Kaunas city, 47.6 % in Klaipeda).

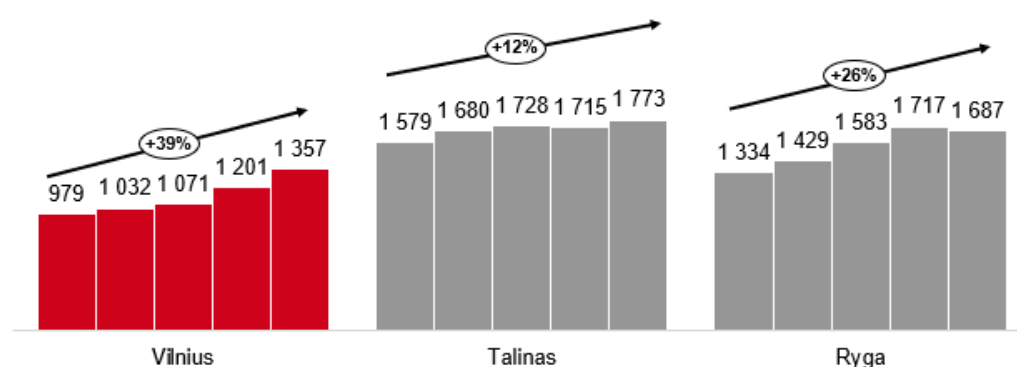
**Figure 26: Number of tourists in Vilnius city, thousand, 2015-2019**



Source: Department of Statistics of Lithuania

Comparing Vilnius with the capitals of the Baltic States, it can be noted that Vilnius receives the lowest number of tourists, but in terms of the growth rate of tourist flows in the period under assessment is ahead of the capitals of the Baltic States:

**Figure 27: Comparison of the number of tourists in accommodation establishments in Vilnius, Tallinn and Riga (thousand), 2015-2019**



Source: Lithuanian and Latvian statistical departments, Tallinna turismitrendid

According to the data of Statistics Lithuania, the average foreigner's trip in Lithuania lasted 4.1 overnight stays in 2019, 1.8 in Vilnius. In recent years, the most high-spending were tourists from the United Kingdom and the United States, who stayed in Lithuania for more than 4 overnight stays and spent more than EUR 400, while the most economical were the Latvian people, who spent an average of EUR 222 during their trip.

The biggest economic effect (tourist expenses, occupancy of hotel rooms and places) would be achieved by attracting the most high-spending foreign tourists and increasing the number of their overnight stays.

### Tourist accommodation

With the increasing number of tourists in Vilnius, the supply of accommodation establishments was growing as well. In 2019, 565 accommodation establishments operated in Vilnius, including 99 hotels. In 2019, the number of accommodation establishments more than doubled compared to 2015, and the number of hotels by 20.7 %. Due to the growing number of accommodation establishments, the occupancy of hotel rooms and places in Vilnius city changed insignificantly - in 2019, the occupancy of rooms amounted to 64.9% (increased by 1.1 pps compared to 2015), the occupancy rate of places amounted to 47.6% (increased by 2 pps). In the same period, the occupancy rate of rooms in the country amounted to 55.9 %, places 44.0 % (increased by 6.6 and 7.2 pps respectively). The report of the Vilnius City Tourism Survey and the Tourist Satisfaction Index notes that in 2019, respondents scored significantly better than in 2018 for accommodation (7 pps) and hospitality (10 pps).

### Tourism value supply

Seasonality is one of the biggest problems in the tourism sector<sup>44</sup>, leading to an uneven distribution of tourist flows in Vilnius city at different seasons of the year. The problem of the seasonality of Vilnius city is confirmed by the distribution of tolls collected from tourists, the number of tourists in accommodation establishments and the number of visitors in the tourism information centre by quarter (especially in the first quarter).

Indicator	Value			
	1st quarter	2nd quarter	3rd quarter	4th quarter
<b>TOURIST TOLL</b>	<b>17.0</b>	28.1	32.8	22.1

<sup>44</sup> Lithuanian Tourism Development Programme for 2014-2020

<b>TOURISTS IN ACCOMMODATION ESTABLISHMENTS</b>	<b>16.6</b>	27.9	33.1	22.4
<b>THE NUMBER OF VISITORS AT THE TOURISM INFORMATION CENTRE</b>	<b>13.6</b>	27.4	40.3	18.6

Source: Activity Report of Public Establishment “Go Vilnius” for 2019, data of Statistics Lithuania

Event and entertainment tourism is one of the opportunities to reduce the seasonality of the tourism sector. The development of entertainment tourism products is one of the most effective measures to increase the competitiveness of destinations, reduce seasonality, increase travel time and improve the business environment for services. The studies show that tourists in Vilnius have an insufficient variety of entertainment and cultural events, a limited supply and quality of museums and art galleries, public transport does not meet the needs, sluggish nightlife, etc.<sup>45</sup>.

### Tourism infrastructure

Although Vilnius stands out for nature and cultural heritage, the developed public tourism infrastructure and provided tourism services, tourism research, national and municipal planning documents note that Vilnius city continues to face up-to-date problems related to the infrastructure necessary for conference tourism<sup>46</sup> and meeting hygiene needs<sup>47</sup> new objects of attraction (city museums, galleries, concert halls)<sup>48</sup> and the need for entertainment and event development,<sup>49</sup> improvement of the transport system .<sup>50</sup> In addition, objects of attraction and services must be adapted for people with special needs<sup>51</sup>, families with young children, elderly people, etc.

The development of the bicycle network in Vilnius city improves not only the conditions of daily communication of the residents of the city but also promotes cycling tourism and recreation<sup>52</sup>, therefore, considering the needs of the development of the network of tourist international, national and regional bicycle tracks and suburban transport communications, it is important to ensure the accessibility of the objects of attraction within and outside Vilnius city in all main directions of tourism objects of attraction. Furthermore, the tourist attraction of the city is linked to improving the quality of transport services, i.e. increasing the safety of pedestrians, tourists and cyclists and developing a network of public transport ticketing machines at the main arrival points of tourists and city guests<sup>53</sup>.

#### 2.10.4. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Tourism infrastructure and environment	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>• Safe and compact city</li> <li>• Arranged cultural heritage objects and public spaces</li> <li>• Concentration of tourist services and objects of attraction</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>• Insufficient supply of museums and art galleries, the implementation of cultural heritage objects</li> <li>• Lack of diversity of entertainment and cultural events</li> <li>• Lack of public toilets</li> <li>• Insufficient quality of public transport services</li> <li>• A significant part of objects of attraction are not adapted to persons with special needs</li> </ul>

<sup>45</sup> Benchmarking Vilnius visitor satisfaction (2019)

<sup>46</sup> Tourism sector analysis and strategic development axes (2019)

<sup>47</sup> Report on Vilnius City Tourism Survey and Tourist Satisfaction Index (2019)

<sup>48</sup> Strategic Guidelines for Cultural Policy of the City of Vilnius, Cultural Policy Strategy of Lithuania

<sup>49</sup> Report on Vilnius City Tourism Survey and Tourist Satisfaction Index (2019)

<sup>50</sup> Report on Vilnius City Tourism Survey and Tourist Satisfaction Index (2019), Vilnius City Sustainable Mobility Plan

<sup>51</sup> Lithuanian Tourism Development Programme for 2014-2020

<sup>52</sup> Master Plan of the Territory of the City of Vilnius, Vilnius City Sustainable Mobility Plan, Master Plan of the Republic of Lithuania “Lithuania 2030”

<sup>53</sup> Master Plan of the Territory of the City of Vilnius, Vilnius City Sustainable Mobility Plan, Master Plan of the Republic of Lithuania “Lithuania 2030”

<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• Implementation of the project on the construction/modernisation of national conference infrastructure object</li> <li>• Sustainable development of flights and improving accessibility of Lithuania</li> <li>• Development of international, national, regional bicycle track network</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>• Increasing tourist attractiveness and competitiveness of city competitors (Riga, Tallinn, Helsinki, Krakow), especially in the field of tourism conferences</li> </ul>
<b>Quality of tourism services, tourist flows</b>	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>• Growing tourist satisfaction rates</li> <li>• High quality of tourism services and service</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>• Low number of tourists and overnight stays in accommodation establishments compared to the capitals of Baltic States (Riga, Tallinn) and cities in other countries (Helsinki, Krakow)</li> <li>• The seasonality of the tourism sector</li> </ul>
<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• Attention to innovative solutions in the tourism sector</li> <li>• Digital innovations in the creation and implementation of existing tourist objects of attraction</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>• Geopolitical unrest of neighbouring states</li> <li>• Financial instability, the economic crisis caused by the external environment</li> <li>• Decrease in demand for tourism services caused by COVID-19 due to a decline in economically weaker businesses and a shrinking supply of tourist-relevant services/entertainment</li> </ul>
<b>Development of tourism marketing and monitoring</b>	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>• Financing and effective marketing of “Go Vilnius” agency</li> <li>• Growth in the number of conference tourism events</li> <li>• Lithuanian tourism market share occupied</li> <li>• Growth in the number of tourists and overnight stays</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>• Insufficient awareness of the city in priority tourism markets</li> <li>• Low effect of marketing measures on tourism indicators due to the impact of the Covid-19 pandemic (fear of tourists to travel, increased prices of services, reduced supply of flights, tour operators and other services)</li> </ul>
<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• Effective marketing pursued by the country and national tourism promotion agency “Keliauk Lietuvoje” (Travel in Lithuania)</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>-</li> </ul>
<b>Planning and management</b>	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>• Activities of Public Establishment “Go Vilnius” as a competence centre for tourism development</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>• Lack of leadership of the City of Vilnius in the field of tourism</li> <li>• Ineffective monitoring of indicators in the tourism sector</li> </ul>
<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• Review of the legal regulation for short-term accommodation providers</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>• Distancing of the national policy priorities of the tourism sector from the tourism sector</li> <li>• Decreasing opportunities for initiatives of the tourism area to be financed by EU support funds</li> </ul>

## 2.11. URBAN DEVELOPMENT

The last 20 years have had both positive and negative consequences for Vilnius, rapid economic growth periods have significantly increased the overall level of the country, brought more transparency, investment, new buildings and internationalism. On the other hand, the city also had to withstand several waves of emigration, economic crises, real estate bubbles and a gradual decline in the legitimacy of the planning document. The double-digit economic growth up to 2008 and the huge demand for real estate led to high amounts of low-quality projects, created highly dispersed and unbalanced urban structures, and programmed larger maintenance costs for these territories.

At the beginning of 2020, there were 561,8 thousand inhabitants in Vilnius<sup>54</sup>, but the city and its expansion at the border of the municipality do not end there. Counting the metropolitan area of the city as an area at a 45-minute distance from the city centre, 720 thousand people lived there in 2020. It is clear that the number of inhabitants who use the Vilnius city infrastructure is significantly higher than the number of people living in the Municipality.

### 2.11.1. IMPLEMENTATION OF THE PREVIOUS STRATEGIC DEVELOPMENT PLAN

INDICATOR	TARGET VALUE BY 2019	STATE OF PLAY 2019
<b>THE SHARE OF THE AREA OF INSTALLED GREENERY IN THE TOTAL GREENERY AREA (%)</b>	28.2 % (Scheduled in SDP in 2010)	!N/d
<b>EMISSIONS OF POLLUTANTS (NITROGEN OXIDES) INTO THE ATMOSPHERE PER CAPITA PER YEAR (KG)</b>	8.2 % (scheduled in 2010)	!N/d
<b>THE NUMBER OF INHABITANTS LIVING IN AREAS WHERE THE NOISE LEVEL AT NIGHT EXCEEDS THE PRESCRIBED HYGIENE STANDARDS (55 DECIBELS) (THOUSAND INHABITANTS)</b>	96 thousand (scheduled in 2010)	!N/d

**Conclusion:** Urban development was monitored by environmental indicators rather than urban development in the previous strategic plan. Despite the fact that Vilnius developed rapidly, even these indicators were not consistently monitored.

### 2.11.2. THE CONTEXT OF STRATEGIC PLANNING

Vilnius city pays a lot of attention to planning, visualisation and management of urban development processes. Even 36 special plans are in place in the city. The Master Plan of Vilnius city for 2020-2030 currently being prepared provides for complex territorial development and is the most detailed and accurate territorial planning document prepared so far.

Other relevant planning documents:

- Master Plan of Vilnius Region
- Strategic Action Plan of Vilnius City
- The concept of the Comprehensive Plan of the Territory of the Republic of Lithuania for 2050 and solutions until 2030
- The New Urban Agenda and Sustainable Development Goals of the United Nations (UN)

<sup>54</sup> Department of Statistics of Lithuania

- Vilnius City Sustainable Mobility Plan
- Standards for bicycle tracks and pedestrian paths in Vilnius city and the standard for quiet traffic streets (planned)
- Vilnius city greenery policy (in preparation)

Urban planning documents aim at overall sustainability through the coherence of social, economic and spatial systems. The documents analysed aim at preserving the distinctiveness of Vilnius city, which is inseparable from cultural heritage and unique natural environment, to give priority to the creation of a compact city in central and central areas, using internal development reserves, to develop public social, communication infrastructure and greenery system, as well as planning rational use of Vilnius city land for residential construction.

### 2.11.3. SUMMARY OF URBAN DEVELOPMENT AND PLANNING TRENDS

Today, it is recognised that the excess development potential envisaged in 2003 in the Master Plan of Vilnius City led to the breakaway of the spatial structure of the city. Unfortunately, due to the legitimate expectations of landowners, these areas must also be foreseen in the Master Plan currently being drawn up. The new document strives to manage chaotic development through a clear separation of priority areas from non-priority areas. The adoption of the Law on Infrastructure and the related tax instruments will allow managing the infrastructure development budget of the city, however, without close inter-institutional coordination of development (Vilnius city and Vilnius district) and a unified urban policy, the management of the spread will not be effective enough.

The urban development that has taken place so far has led to inefficient land use, poor quality of life on the periphery in newly developed areas and inefficiencies in infrastructure.

#### **Residents and communities**

In the last 10 years, a slight growth in the inhabitants of by just 0.2 % has been felt in Vilnius. Demographic indicators in the regions also gradually stabilise. Internal migration in the city shows that the old neighbourhoods of Vilnius remain stable and the largest growth takes place in the extensive building areas or garden communities. Despite the negative effects of suburbanisation, demographic stability and predictability allow all energy to concentrate on improving the quality of life, providing for the measures for sustainable growth.

The City of Vilnius proactively involves the communities of Vilnius city residents in spatial planning processes, organises various workshops, public considerations and discussions. This leads to greater transparency and quality of spatial planning documents.

#### **Accessibility of housing**

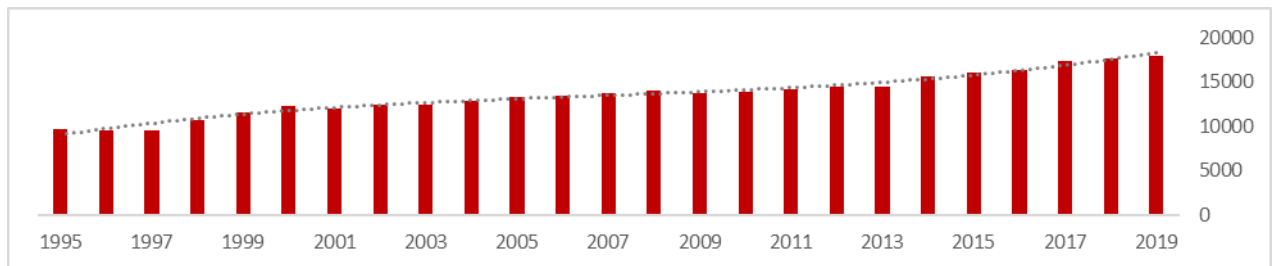
Vilnius real estate (hereinafter - RE) market is the most active in the country. The capital status, the developed business infrastructure and the needs of the population led to higher activeness of RE investment and substantially higher RE prices than the national average.

Long-term and targeted housing policies can lead to faster growth in the number and well-being of the population. At first sight, the housing stock and the area per habitant are growing, but over the last twenty years, the average new apartment of a Vilnius resident has decreased from 80 sq. m by more than 20 sq. m and is now only 57 sq. m, while the average house of a Vilnius resident decreased by just 6 sq. m to 152 sq. m. It is clear that unmanaged suburbanisation prevents the creation of intermediary-size typologies since private housing in the countryside can be built for the price of a 56 sq. m area flat in the city. The formed minimum parcel sizes for building houses are too large for the construction of semi-detached houses, therefore the potential of low-height but high-intensity building typologies are not used at all. It is

necessary to severely limit the possibilities and supply of extensive development, as the actual intensity of the blocks does not meet the minimum planning norms set by the Ministry of the Environment.

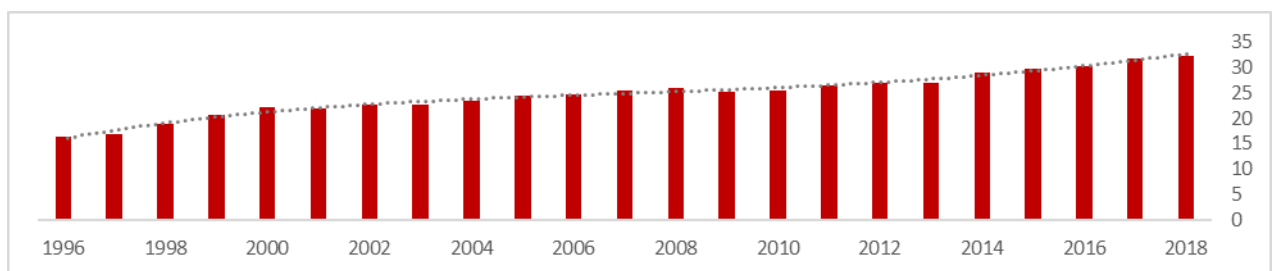
In total, there are 5,047 multi-apartment buildings in Vilnius, of which 268 were renovated. This represents only 5.3 % of the total housing stock of the Municipality, so it can be stated that no renovation of the residential housing currently takes place. In order to encourage the refurbishment of these buildings, it is possible to form investment products for international funds, but such a practice is not yet applied in Lithuania.

**Figure 28: Housing stock at the end of the year, thousand sq. m, 1995-2019.**



Source: Department of Statistics of Lithuania

**Figure 29: Living area per capita, sq. m, 1996-2018**

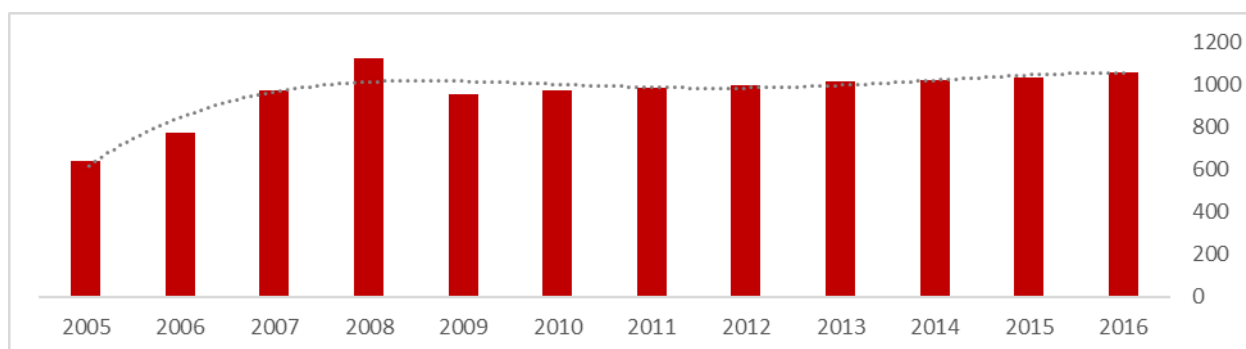


Source: Department of Statistics of Lithuania

The assessment of the average population density in the currently relatively intensively populated Balsiai gardens leads to the conclusion that the accommodation intensity of inhabitants is less than 10 persons per ha. This means that all areas of extensive build-ups without exception constitute a direct loss to the city. Essential changes are necessary for the supply of typologies: there is currently a very limited supply of high-intensity but low-height typologies, which could substantially improve the quality of life and the provision of the basic infrastructure of city residents.

### Development of supermarkets and commercial services

The lightning-fast growth of supermarkets after the 2008 RE bubble has stabilised, while turnovers and purchasing power are growing steadily. This means that the need for new development can be better predicted. Today, fairly stable growth in the retail sector is seen: by 1-2% or 10,000-20,000 new square meters each year, therefore, it can be said that Vilnius can realistically absorb about 200,000 square meters of the new retail area by 2030. The Master Plan of Vilnius City currently being prepared envisages several dozen times more development opportunities, which can increase the dependence of some areas on the car and destabilise today's retail system.

**Figure 30: Retail sales area, thousand sq. m, 2005-2016**

Source: Department of Statistics of Lithuania

### Business centres and industry

Since 2008, rapid growth in the area of business centres is observed. In 2017, new offices of about 79 000 sq. m were opened, in 2019-66.100 sq. m. The total area of modern office space increased by more than 9 %, up to 784.400 sq. m, in 2019.<sup>55</sup> Despite the global pandemic and other factors, development continues and demand for modern business centres in the capital remains strong and has soaked up almost the entire newly originated area. This is indicated by the extremely low area of unoccupied offices, only 4.8 %; the A-class free office space was only 1.3 %, and in the next two years, the Vilnius market will be supplemented by an additional 130,000 sq. m of leased area. It is very likely that at least part of the new business centres will not be fully leased on an opening day, therefore, the level of vacancy rate can jump up to 7-9 % at the end of 2018 and at the beginning of 2019<sup>56</sup> or even more. This would stabilise prices, and the conditions for the emergence of new business centres in Vilnius will be less and less favourable.

Over the last ten years, the production volumes of industrial companies have been growing relatively steadily, at an average of around 10 % per annum. The stable sentiment of the industrial sector representatives is evidenced by an improving confidence indicator of the industry. Increasing exports lead to a higher demand for storage facilities. Currently, the area of vacant premises on the market is around 5 %, and increasing demand creates assumptions for growth.

### Ecosystem services, greeneries and natural environment

Vilnius is situated in the surroundings of forest massifs. There is a relatively large area of greenery spaces in the municipality area, which provides the city with good accessibility of nature, and most of the rivers and lakes in the city have so far retained their natural virgin character. Vilnius also has the largest morphological diversity of natural landscapes in Lithuania on a territory of such size. Despite a large amount of greenery, the number of impervious coatings is increasing. This leads to less resilience to the effects of climate change.

The diversity of the landscape of Vilnius city, which is the result of the junction of a natural complex of different origins, is more complex even beyond Vilnius district: here, as many as 7 types of landscape cover more than 5 % of its territory (sandy wavy elevations, clayey wavy elevations, moraine hill ranges, sandy plains, hill ranges, valleys, old valleys).

The territory of the Municipality of the capital city is mainly affected by adverse changes to ecosystems such as urbanisation of different scales and speeds, loss of or even degradation of some greenery areas, and only in some locations - the renaturalisation. The surroundings of the City of Vilnius, mainly Vilnius

<sup>55</sup> Ober-Haus<sup>56</sup> Overview 4.6.cdr - Intra.": [http://intpa.lt/wp-content/uploads/2016/06/2017-2018\\_NT\\_rinkos\\_Apzsvalga\\_Inreal\\_SB\\_Cobalt.pdf](http://intpa.lt/wp-content/uploads/2016/06/2017-2018_NT_rinkos_Apzsvalga_Inreal_SB_Cobalt.pdf).

District Municipality, is experiencing a wave of suburbanisation, mainly in the directions of the north-west and south-east.

**2.11.4. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**

<b>Distinction of the city, nature</b>	
<p><b>Strengths:</b>  <b>Natural and green landscape and urban and living public spaces</b></p> <ul style="list-style-type: none"> <li>• The largest variety of morphological natural landscapes in Lithuania on the territory of this size</li> <li>• Unique historical city landscape — Vilnius Old Town, an abundance of cultural heritage values and resources</li> <li>• Relatively large area of greenery spaces, surrounded by forest arrays and accessibility of natural nature, rivers and lakes have so far retained their natural virgin character</li> <li>• Growing quantity and quality of public spaces</li> </ul>	<p><b>Weaknesses</b></p> <p style="text-align: center;">-</p>
<ul style="list-style-type: none"> <li>• <b>Opportunities:</b></li> <li>• Strengthening the natural framework with local greeneries and connecting green spaces of individual parts of the city</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Threats:</b></li> <li>• Territorial development ignoring the structure of the natural framework and existing local green spaces</li> <li>• Abandoned and vanishing public spaces and local greeneries due to intensive urbanisation</li> </ul>
<b>Sustainability, compactness, infrastructure</b>	
<p><b>Strengths:</b>  <b>Strategic location and growth potential</b></p> <ul style="list-style-type: none"> <li>• The largest city in Lithuania with a huge concentration of public, private, cultural and service sectors</li> <li>• Strong and active local communities and pro-active dialogue of the city with them</li> <li>• An abundance of important projects of national importance</li> <li>• Huge existing socio-economic capital of the city and preconditions for attracting talents</li> </ul> <p><b>A responsible approach to mobility</b></p> <ul style="list-style-type: none"> <li>• Coherent implementation of the Sustainable Mobility Plan and measures provided for therein</li> <li>• Steady and rapid development of the network of bicycle tracks and the implementation of projects related to bicycle infrastructure, as well as the increase in trips by motorless vehicles</li> <li>• Well-developed network of fast-traffic corridors</li> <li>• Well-developed public transport network</li> </ul>	<p><b>Weaknesses:</b>  <b>Unsustainable shift of urban structure</b></p> <ul style="list-style-type: none"> <li>• The city is not compact</li> <li>• Excessive development potential in spatial planning documents leads to inconsistent uptake of urban areas</li> <li>• Inconsistent planning of residential areas, fragmented housing policies and incoherent urban development processes</li> <li>• Contradictory principles of development in the city and neighbouring municipalities and the resulting peripherization of the city as well as the resettlement of the population to the countryside</li> <li>• The multifunctional local city centres provided for in the Master Plan are today only homogeneous supermarkets and non-existent prerequisites for the emergence of multifunctionality</li> <li>• Insufficient or undeveloped infrastructure for newly urbanised areas</li> </ul>

<p><b>A growing city</b></p> <ul style="list-style-type: none"> <li>• Growth in population number and positive migration rates</li> <li>• Intensively populated residential areas</li> <li>• Growing residential housing fund, active and diverse RE market</li> </ul>	<p><b>Housing supply and accessibility</b></p> <ul style="list-style-type: none"> <li>• Continuous decline in the average size of newly built housing</li> <li>• The supply of new housing is homogeneous, there is a lack of diversity of housing typologies, decrease in the affordability of new housing</li> <li>• Poor quality and image of social and municipal housing</li> </ul> <p><b>Senescent and non-renewable residential areas</b></p> <ul style="list-style-type: none"> <li>• Sluggish renovation of Soviet-built multi-apartments</li> <li>• The higher average age of the population than in other districts and in the growing districts of the city centre and Soviet-built neighbourhoods</li> <li>• Large number of abandoned areas</li> </ul> <p><b>Problems of automobilization</b></p> <ul style="list-style-type: none"> <li>• Increasing car flows, automobilization level, congestion of cars and diffuse pollution from non-stationary pollution sources</li> <li>• Non-complex and fragmented transformation of existing sites into single parcels</li> <li>• High dependence of peripheral areas on the car</li> <li>• Violations of parking and non-compliance with regulations in free parking areas</li> </ul>
<p><b>Opportunities:</b></p> <p><b>A more sustainable form of growth</b></p> <ul style="list-style-type: none"> <li>• Reducing urban peripheralization by increasing the supply of new housing typologies and coherent social and municipal housing policies</li> <li>• Conversion as an alternative to dispersive suburban development and the implementation or adaptation of abandoned and currently unused areas to new needs</li> <li>• Strengthening local centres through integrated planning and housing development</li> </ul> <p><b>Improving the quality and supply of housing</b></p> <ul style="list-style-type: none"> <li>• Modernisation of Soviet-built multi-apartment buildings</li> <li>• Further implementation of sustainable mobility principles and promotion of multimodality</li> </ul> <p><b>Projects of national importance and new strategic infrastructure</b></p> <ul style="list-style-type: none"> <li>• Formation of Vilnius-Kaunas two-city provided for in Master Plan of the Republic of Lithuania</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Increasing infrastructure maintenance costs due to insufficient resilience to civil infrastructure loads created by climate change</li> <li>• Faster depreciation of housing stock and engineering networks due to higher loads</li> <li>• Increased use of resources</li> </ul>

<ul style="list-style-type: none"> <li>• Integration of Rail Baltic interurban communication to ensure faster and more convenient future accessibility of the city and renewal of the central part of the city</li> </ul> <p><b>Innovations and experiments in the field of transport</b></p> <ul style="list-style-type: none"> <li>• Increasing the number of electric cars by improving their service and parking infrastructure</li> <li>• Improvement of private car-sharing systems and their parking spaces and promotion of greater use</li> </ul>	
<p><b>Planning and management</b></p>	
<p><b>Strengths:</b></p> <p><b>Innovative planning processes and tools</b></p> <ul style="list-style-type: none"> <li>• The abundance of successful conversion projects</li> <li>• Very high quality and detailed IT system solutions in spatial planning, tools for public visualisation and evaluation of newly developed projects and publicity opportunities conditioned by them</li> <li>• Relatively high transparency and publicity of urban development processes</li> <li>• Very detailed (but not yet approved) Master Plan of the city</li> </ul>	<p><b>Weaknesses:</b></p> <p><b>Lack of human resources</b></p> <ul style="list-style-type: none"> <li>• Handover of the right of public infrastructure development initiative to the developers of newly developed areas and the resulting inconsistency between urban public spaces and the continuity of public infrastructure</li> <li>• Insufficient human resources to manage urban planning, development and expansion processes, implementation and coordination of strategic projects</li> <li>• Weak coordination of inter-institutional actions</li> </ul>
<p><b>Opportunities:</b></p> <p><b>Consolidation of the development of peripheral areas</b></p> <ul style="list-style-type: none"> <li>• Monitoring of the installation of infrastructure of newly urbanised areas</li> <li>• Management of development processes and improvement of the quality of public spaces by taking advantage of the prioritisation of territories provided for in the Law on Infrastructure</li> <li>• Increasing resilience to climate change through restrictions on impermeable coatings and wider application of nature-based solutions</li> <li>• Application of the solutions of the Master Plan in anticipation of housing projects of different typologies</li> <li>• More rational use of 1-2 apartment house development areas</li> </ul>	<p><b>Threats:</b></p> <p><b>Excessive development potential</b></p> <ul style="list-style-type: none"> <li>• Increase in the amount of unoptimised infrastructure without ensuring further development in existing urban areas</li> <li>• Inefficient use of territories and excessive maintenance costs of the developed infrastructure</li> <li>• Further segregation of abandoned and unused urban areas, preventing a unified urban structure</li> <li>• Increase in automobilization due to more liberal RE development conditions in neighbouring municipalities</li> </ul>

## 2.12. SECURITY AND SAFETY

Economic growth, technological development and targeted reforms allow society to develop security-ensuring capabilities, such initiatives have also been carried out in Vilnius. On the other hand, the sense of security is currently negatively affected by the geopolitical and epidemiological context in which Vilnius exists.

### 2.12.1. IMPLEMENTATION OF THE PREVIOUS STRATEGIC DEVELOPMENT PLAN

INDICATOR	TARGET VALUE FOR 2019	STATE OF PLAY 2019
CRIMINALITY	2,520 (scheduled in SDP in 2017)	● 2,119

Source: Department of Statistics of Lithuania

**Conclusion:** The previous Strategic Development Plan achieved the target set therein — the criminality in Vilnius city was reduced.

### 2.12.2. THE CONTEXT OF STRATEGIC PLANNING

The following documents are relevant for the development of security and safety in Vilnius city:

- Strategic Action Plan of City of Vilnius
- The operational plan for the implementation of the Public Security Development Programme;
- Strategic Action Plan for the Management Areas Entrusted to the Minister of the Interior;
- Operational plan of the Fire and Rescue Department
- Strategic Action Plan of the Police Department
- National Security Strategy
- National Progress Programme

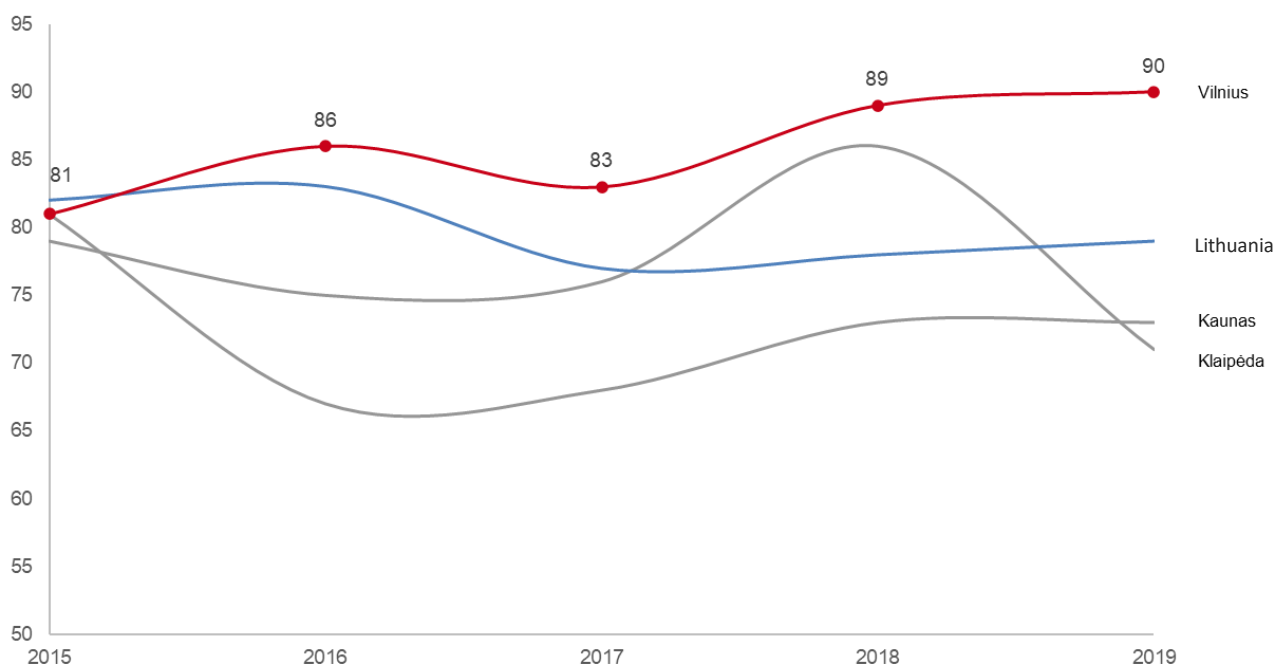
The main provisions reflected in the documents are to ensure civil protection, a safe living environment and to ensure public order and traffic safety.

### 2.12.3. SUMMARY OF TRENDS IN THE FIELD OF SECURITY

#### Safety of the population

According to the data of the study “Opinion of the population on law enforcement institutions and assessment of the public security situation” initiated by the Ministry of the Interior, in 2019, even 90 % of Vilnius residents felt safe in their settlement, the value of the indicator increased by 9 pps over the five-year period, while only 73% of people living in Kaunas city and 71 % of people living in Klaipeda felt safe, the values of the indicators of both cities decreased by 8 pps between 2015 and 2019.

**Figure 31: Security perception index | THE SHARE OF RESPONDENTS WHO FELT SAFE IN THEIR SETTLEMENT, %**

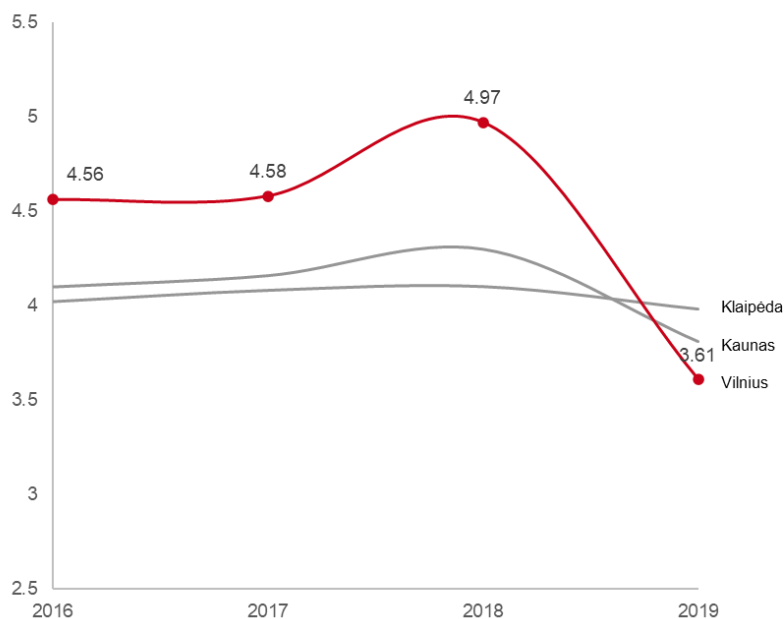


Source: The study by the Ministry of the Interior “Opinion of the population on law enforcement institutions and assessment of the public security situation”

According to the Fire and Rescue Department (FRD), only 20 % of the residents and visitors of Vilnius city were accessed by warning sirens in 2019, while other major cities of Lithuania were significantly one step ahead of the capital: the indicator value in Kaunas amounted to 81% and in Klaipėda 76%. According to the average time of arrival of the municipal fire forces, the city of Vilnius does not lead either: in 2019, the indicator value was 7.7 min., more than a minute behind Klaipėda city (6.1 min.), but slightly ahead of the Kaunas city indicator (8.2 min.).

The Physical Security Index is one of the components of the Municipal Welfare Index, which describes the totality of potential threats to life and health<sup>57</sup>. In the period from 2016 to 2018, the level of physical security in all three major cities of Lithuania increased, while Vilnius took a leading position — the value of the city indicator fluctuated in the range of 4.5-5 points. In 2019, the situation changed dramatically when the values of all the cities analysed fell, especially in Vilnius. This year the level of physical security in the capital decreased to 3.61, in Kaunas city - 3.81, in Klaipėda city - 3.98.

<sup>57</sup> Components of the Physical Security Index: safety on the roads, criminality (relative ratio of criminal crimes), accessibility of medical assistance, statistics on mortality from non-communicable diseases.

**Figure 32: Level of physical security, 2016-2019**

Source: Municipal Welfare Index

### Criminality

According to the data of Statistics Lithuania, the average level of criminality in Lithuania decreased gradually between 2015 and 2019 and reached 1.8 thousand registered criminal offences per 100 thousand inhabitants in 2019. The values of this indicator also declined over the period analysed in the major cities of the country but remained well above the Lithuanian average. Among the major cities, the criminality rate of the capital in 2019 was the lowest - 2,119 (-31 %, compared to 2015), in Klaipėda — 2,129 (-37 %), and in Kaunas — 2,244 (-29 %).

The level of public order violations in Vilnius has not changed significantly over the last five years, with an indicator of 74 cases per 100 thousand inhabitants in 2019. The level of the public order violations of the capital lagged behind the Lithuanian average (66 cases) and Kaunas city (70 cases), but was ahead of Klaipėda city (89 cases).

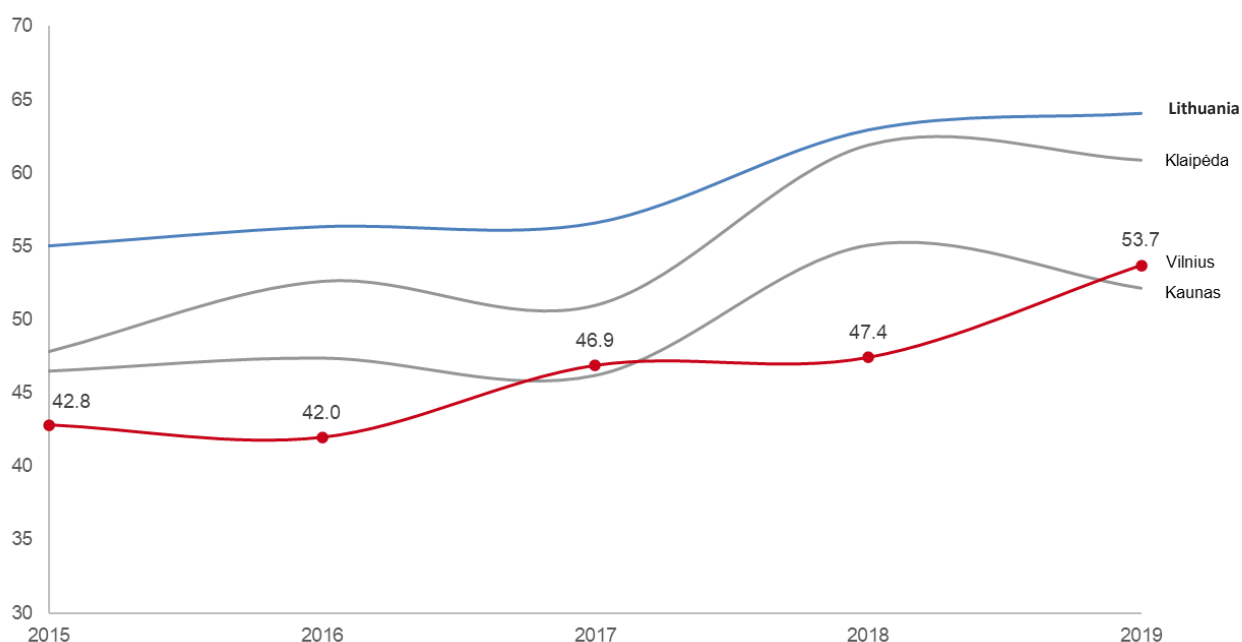
The number of recorded crimes and criminal offences of a minor nature<sup>58</sup> per 100 thousand inhabitants decreased significantly between 2015 and 2019 in all three cities analysed: in Vilnius, it decreased by 46 %, in Kaunas — 41 %, in Klaipėda — 54 %. In 2019, the indicator value in Vilnius (836 cases) was still lagging behind the Lithuanian average (610 cases) and Klaipėda city (713), but it was ahead of Kaunas city (883 cases).

When comparing the three major cities in the country, the most frequent juvenile delinquency is observed in Vilnius, with 346 criminal activities committed by juveniles in 2019 (3% less compared to 2015). In the same year, 189 cases were recorded in Kaunas (12 % less than in 2015) and 103 cases in Klaipėda (44 % less than in 2015).

The proportion of criminal offences investigated (53.7 % in 2019), the capital is lagging behind the Lithuanian average (64 %) and Klaipėda city (60.9 %), but slightly ahead of Kaunas city (52.2 %). It is important to note that the proportion of criminal offences investigated in Vilnius city has increased significantly over the last five years, with an increase of almost 11 pps between 2015 and 2019.

<sup>58</sup> Serious and very serious crimes; murders; severe health impairments; crimes and criminal offences related to the possession and smuggling of narcotic drugs or psychotropic substances do not fall within.

Figure 33: The share of criminal offences investigated, %



Source: Department of Statistics of Lithuania

### Public order

According to the data of the Public Order Division of the Vilnius City Administration, in the last five years, complaints and reports of possible administrative offences have increased more than 7 times and in 2019, the indicator value amounted to about 34 thousand. During the period analysed, the use of the platform “Tvarkau Vilnių” increased significantly: only over one thousand messages were registered on the website in 2015, and in 2019, this number increased to 25.7 thousand (75% of all complaints and notifications). The number of minutes of administrative offences written by officials of the municipal administration is significantly above the rate of registered notifications and complaints, with almost 58 thousand protocols written in 2019 (60 % more than in 2016).

### Traffic safety<sup>59</sup>

In terms of ensuring traffic safety, Vilnius city shows the lowest results among the three major cities in the country: according to the data of Statistics Lithuania, 633 road traffic accidents were recorded in the capital in 2019 (11 % more than in 2015), the indicator value 1.6 times exceeded Kaunas indicator and 3.7 times the Klaipeda indicator. In Kaunas and Klaipeda cities, the number of road traffic accidents has decreased by 2 % and 14 % respectively in the last five years.

## 2.12.4. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Ensuring civil protection	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>The absolute majority of persons living in Vilnius feel safe in their settlement</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>Insufficient preparedness for possible large-scale safety-ensuring activities - lack of warning sirens</li> </ul>

<sup>59</sup> In more detail, summary of mobility trends in the section

<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• Growing national capabilities in Lithuania</li> <li>• Closer cooperation with fire and rescue services</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>• Expansion of unsafe nuclear energy near the borders of the Republic of Lithuania.</li> </ul>
<b>Safe living environment</b>	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>• Declining criminality rates.</li> <li>• A decrease in the number of crimes and criminal offences of a minor nature.</li> <li>• A growing share of the investigated offences</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>• Serious juvenile delinquency</li> </ul>
<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• State grants and EU funding in the areas of security and protection</li> <li>• Application of new technological and procedural solutions in various areas related to protection and security</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>• Deterioration of public health condition: the spread of dangerous diseases (including AIDS), alcoholism, toxicomania, drug addiction</li> <li>• Social and regional exclusion, poverty can pave the way for crime growth</li> </ul>
<b>Ensuring public order and traffic safety</b>	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>• Adaptation and use of the platform “Tvardau Vilnių”</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>• Decrease in the physical safety index value</li> <li>• Growing number of road traffic accidents</li> </ul>
<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• The national security-ensuring policy focuses on strengthening state crisis prevention and management capabilities, strengthening civil protection, maintaining public security</li> <li>• Further deployment of innovative traffic regulation and safety measures</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>• Instability in a region and in the world, military threat</li> <li>• State and international level emergencies resulting from deliberate or unintentional human activities or from natural phenomena</li> </ul>

## 2.13. ENVIRONMENTAL PROTECTION

Despite the progress of Vilnius in the field of environmental protection, the worsening effects of climate change at the global level and the changing attitude of the states of the European Union and the rest of the world are leading to the fact that Vilnius, as the capital of Lithuania, can take the lead and set an example not only for other cities in Lithuania but also for cities of other states.

### 2.13.1. IMPLEMENTATION OF THE PREVIOUS STRATEGIC PLAN

INDICATOR	TARGET VALUE FOR 2019	CURRENT SITUATION IN 2019
AIR POLLUTION INDICATOR (PM2.5)	25 (scheduled in the 2017 update of the SPP)	●16
AIR POLLUTION INDICATOR (PM 10)	40 (scheduled in 2017)	●23
NUMBER OF DAYS EXCEEDING THE PM10 LIMIT VALUE PER YEAR	50 (scheduled in 2017)	●38
MEAN ANNUAL NO2 CONCENTRATION	22.0 (scheduled in 2017)	●19.5
NUMBER OF HOURS EXCEEDING NO2 LIMIT VALUES PER YEAR	0 (scheduled in 2017)	●0

Source: Environmental Protection Agency

**Conclusion:** All the target indicators set out in the previous Strategic Development Plan have been achieved, i.e. the ambient air pollution in the city has been reduced.

### 2.13.2. THE CONTEXT OF STRATEGIC PLANNING

The following documents are relevant for the development of security and safety in Vilnius city:

- Vilnius City Waste Management Plan;
- Strategic Action Plan of City of Vilnius
- Master Plan of Vilnius City
- State Waste Management Plan;
- National Environmental Protection Strategy;
- National Progress Programme

The strategic planning documents in the field of environmental protection 4 key provisions are set: Waste management, upbringing ecologic self-awareness, pollution reduction and biodiversity conservation.

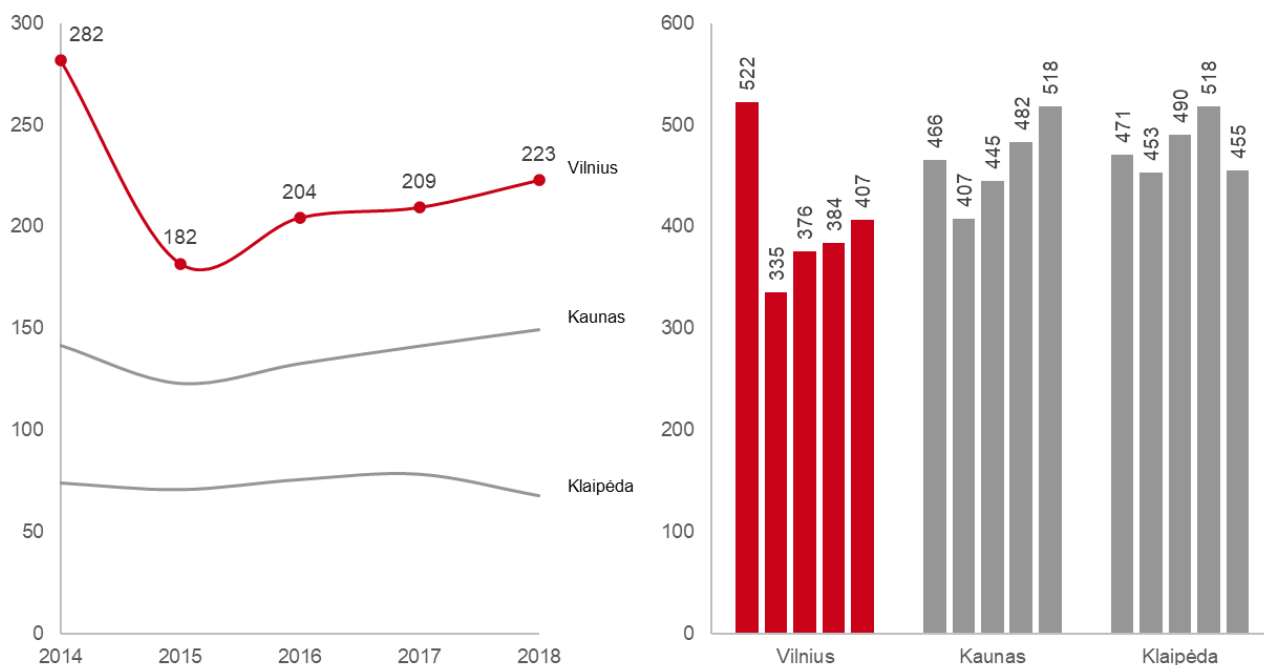
### 2.13.3. SUMMARY OF TRENDS IN ENVIRONMENTAL PROTECTION

#### Waste

With the growing number of population in Vilnius, the amount of municipal waste generated is also increasing. According to the data of the Environmental Protection Agency (EPA), this indicator increased by 23 % in 2015-2018 and reached 222.7 thousand tons in 2018 compared to other major Lithuanian cities; in 2018, Vilnius generated 1.5 times more municipal waste than in Kaunas and 3.3 times more than in Klaipeda, but these figures are proportional to the population differences between cities. The amount of municipal waste per capita in the capital increased by 21 % during the period from 2015 to 2018 and reached 407 kg per person in 2018; the indicator in Kaunas increased by 27 % and reached 518 kg per

person, in Klaipėda the indicator remained almost unchanged, its value in 2018 amounted to 455 kg per person.

**Figure 34: Generation of municipal waste, thous. t. | Amount of municipal waste per capita, kg, 2014-2018**



Source: Environmental Protection Agency

The resulting municipal waste is managed in several ways: it is recycled/reused, incinerated or disposed of in a landfill. According to EPA, in the period from 2014 to 2018, the amount of municipal waste landfilled in Vilnius city decreased by 81 %: this is the biggest change compared to Kaunas (-49 %) and Klaipėda (-12 %) cities. In 2018, 29.4 thousand tons or 13 % of municipal waste were disposed of in Vilnius landfills. In the same year, 140.3 thousand tons or 63 % of municipal waste was recycled or otherwise used, 6.1 thousand was incinerated (3 %), the rest, 46.7 thousand tons, was ready municipal waste temporarily stored for incineration (21%). In comparison with Kaunas and Klaipėda, the amount of municipal waste recycled/used by Vilnius city was the highest in the 2014-2018 period, but the proportion of municipal waste from all municipal waste remains the highest in Klaipėda city (it fluctuated in the amplitude of 77-91% during the analysis period).

According to EPA data, during the analysis period, the number of container sites for the collection of secondary raw materials gradually decreased in all three major cities in Lithuania. In 2018, there were 586 secondary raw materials container sites in Vilnius — 326 sites less than foreseen in the State Waste Management Plan (SWMP) by population<sup>60</sup>. SWMP indicates that there must be one container site of secondary raw materials per 600 inhabitants, while in Vilnius city there is one site per 934 inhabitants. According to this requirement, in 2018, Vilnius city lacked 326 container sites, Kaunas city — 9, and there was no shortage in Klaipėda city.

Despite the decrease in the number of container sites for the collection of secondary raw materials, according to the data of Vilnius City Administration, separately collected secondary raw material waste

<sup>60</sup> Resolution No 366 of the Government of the Republic of Lithuania of 16 April 2014 “On the Approval of the State Waste Management Plan for 2014-2020”: <https://e-seimas.lrs.lt/portal/legalAct/lt/TAD/8a7c3ca0cfa811e39b2ab5bbcc4f49fb>

increased by 5 % in the 2015-2019 period and reached more than 21,000 tons at the end of the period (the absolute majority of this waste was collected in containers — 99 %).

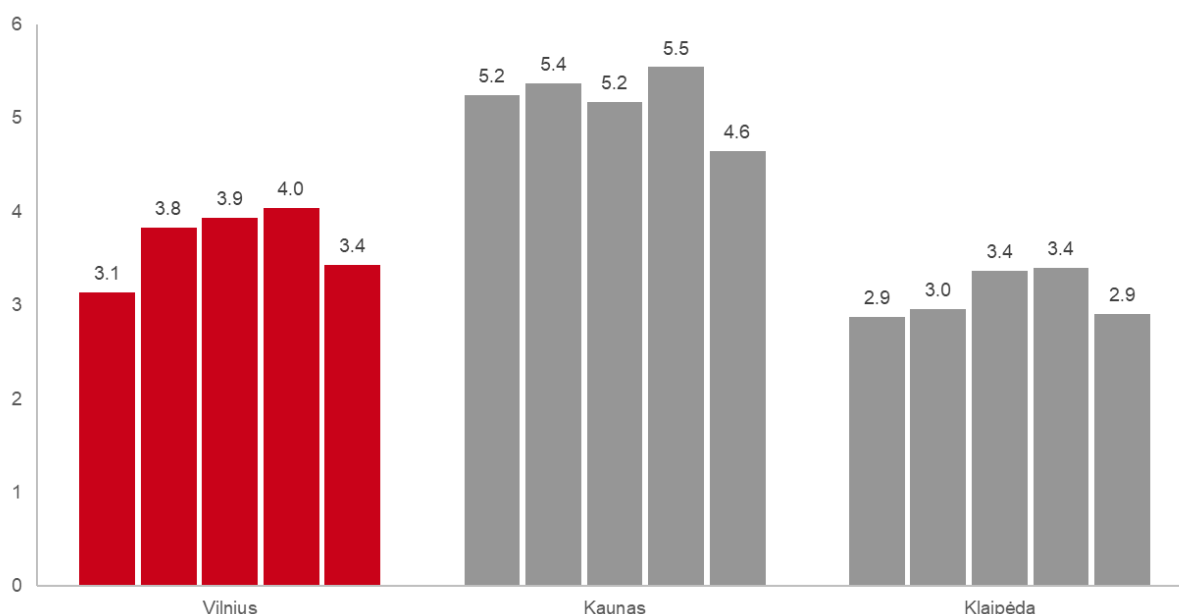
According to EPA, the share of biodegradable waste in municipal waste in Vilnius city amounted to 55 % in 2019, 57 % in Kaunas and 30 % in Klaipėda (average of Lithuania - 50 %). In the period from 2016 to 2019, this indicator increased by 8 pps in the capital city, decreased by 0.6 pps and 10 pps in Kaunas and Klaipėda respectively.

According to the data of Vilnius City Administration, in the last five years, the number of disused electronics and electronic equipment collected separately from the population increased by 55 % and reached 3.4 thousand tons in 2019.

### Air pollution

According to Statistics Lithuania, the content of pollutants emitted into the ambient air from stationary sources in the country is gradually decreasing, but in Vilnius city, during the 2015-2019 period, this indicator increased by 9 % and reached 3.4 thousand tons. In the same year, the indicator value in Kaunas was equal to 4.6 thousand tons, in Klaipėda — 2.9 thousand tons. It should be noted that in 2019 compared to 2018 indicator values in all major cities began to decrease for the first time after several years of growth.

**Figure 35: Content of emissions to ambient air from stationary sources, thousand tons**



Source: Department of Statistics of Lithuania

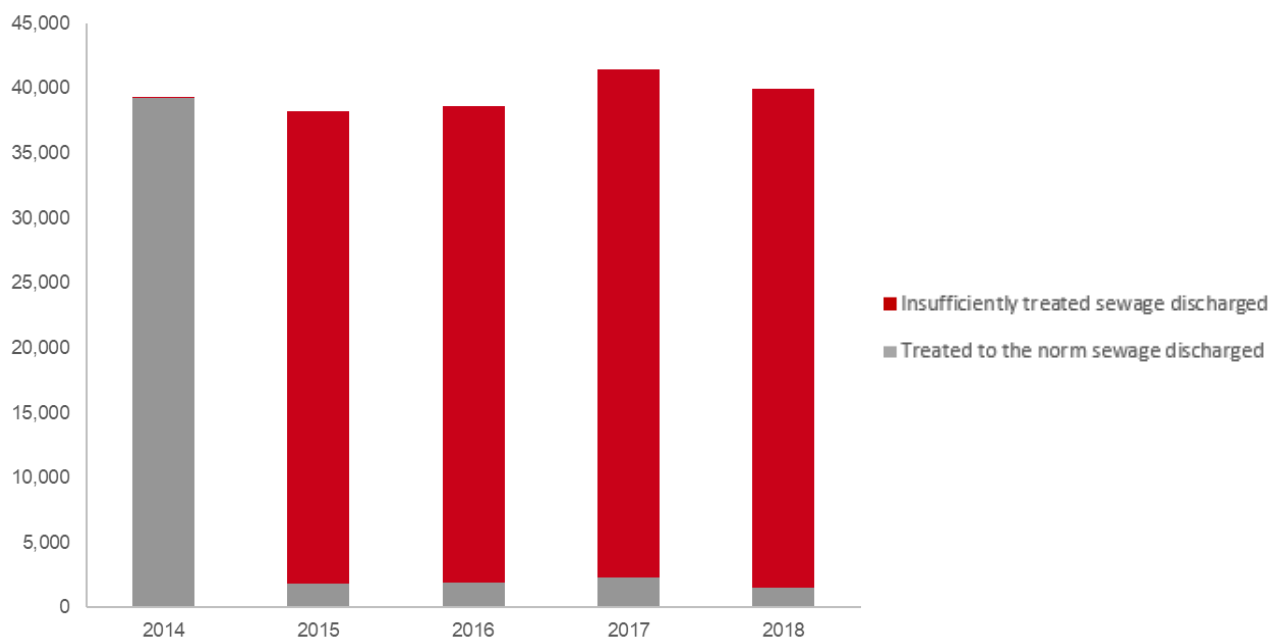
Air quality in the city is also defined by the number of days when the PM10 daily limit value for particulate matter has been exceeded. The legislation of the Republic of Lithuania<sup>61</sup> stipulates that this daily limit value may not be exceeded by more than 35 days per calendar year. The indicator is measured in Vilnius city in four locations: In Lazdynai, Old Town, Savanorių Avenue and Žirmūnai. Based on the data of Statistics Lithuania, the limit of 35 days per year was exceeded in 2015 (63 days) and 2018 (37 days) in Žirmūnai over the last five years. The average of readings in Vilnius in 2019 - 9.5, Kaunas (Petrašiūnai) — 12, Klaipėda (Šilutė road and Centre) — 17 days.

<sup>61</sup> Order No D1-585/V-611 of the Minister for the Environment and the Minister for Health of the Republic of Lithuania of 7 July 2010 “On the approval of standards on the pollution of ambient air by sulphur dioxide, nitrogen dioxide, oxides of nitrogen, benzene, carbon monoxide, lead, particulate matter and ozone”: <https://e-seimas.lrs.lt/portal/legalAct/lt/TAD/TAIS.378076>

### Sewage

In 2014-2018, the amount of economic, domestic and production effluents discharged into surface waters was ~40 thousand cbm and have not changed significantly throughout the period. However, since 2015, significant changes have been recorded in the composition of sewage according to the level of treatment. In 2014, the absolute majority of sewage discharged (99.7 %) was treated to the normal level, but since 2015 this proportion has fallen to 5 % and remained so throughout the period analysed; thus in 2015-2018, the major part of sewage consisted of (~95 %) insufficiently treated sewage.

**Figure 36: Discharge of economic, domestic and production effluents into surface waters, thousand cbm**



Source: Department of Statistics of Lithuania

### Environmental protection

According to the data of Vilnius City Administration, with the aim of protecting the values of nature and adapting them for visiting, 8 pedestrian routes and biodiversity protection systems have been installed in Vilnius over the past five years.

In order to educate the ecological awareness of the urban population, 41 educational events were organised in 2015-2019 to explore the natural and cultural heritage, with an average of 8 events per year.

#### 2.13.4. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Waste management	
<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>Decreasing amount of municipal waste landfilled.</li> <li>Growing amounts of separately collected secondary raw material waste and disused electronics and electronic equipment</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>The unresolved issue of the incineration of solid recovered fuels: the quantities of waste that are suitable for this purpose are stored and constantly growing.</li> <li>High proportion of biodegradable waste in the composition of municipal waste landfilled</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>Lithuania is rapidly improving in the field of ecological innovations</li> </ul>	<p><b>Threats:</b></p> <p>-</p>

<b>Development of ecological self-awareness</b>	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>• Growing ecological self-awareness of residents of the city</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>• Lack of container sites for secondary raw materials</li> </ul>
<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• Possibility to increase the number of vehicles powered by electric or combined engines</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>• Growing consumption and automobilization</li> <li>• Polluting heat energy production in the household</li> </ul>
<b>Reduction of pollution and preservation of biodiversity</b>	
<b>Strengths:</b> <ul style="list-style-type: none"> <li>• The air in Vilnius city is relatively less polluted with particulate matter</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>• Growing air pollution from stationary pollution sources.</li> <li>• Most of the effluents discharged into surface waters are not treated up to the norm limit</li> </ul>
<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• EU formed policy focuses on circular economy and pollution reduction</li> <li>• EU policy on the urban environment promotes innovative approaches to urban public transport and mobility, sustainable construction, the efficiency of energy consumption and preservation of biodiversity.</li> <li>• Increasing EU funding for the implementation of the objectives of the European Green Deal.</li> <li>• At the national level, sustainable development policies are based on environmental protection principles</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>• The Astravas nuclear power plant can disrupt the ecological balance due to potential radiological contamination</li> <li>• With the increase in extreme climatic events, the application of cost-intensive protective measures will be necessary.</li> <li>• Climate change causes threats to landscape stability, ecosystem services and biodiversity</li> </ul>

### 3. VISION OF THE CITY AND DIRECTIONS OF DEVELOPMENT

Vilnius aims to be a **Smooth city** for residents of the city, businesses operating here and guests of the city. Happy people, who choose the city for a comfortable life and receive good services, will create the foundations for further economic growth and ensure the long-term viability of the city.



In implementing the vision of a smooth city, continuously improving the quality of life of the inhabitants and guests of the city is important, which is reflected in three indicators of the implementation of the vision: high level of happiness, long life expectancy and short travel time. These three perspectives for a smooth city are synergistic and complementary, and progress is needed in all these directions, thus ensuring the maximum level of smoothness.

- **LEVEL OF HAPPINESS** | The impeccable quality of services provided, wide career and leisure opportunities and availability of all services and tools needed for a happy life will be ensured in Vilnius city.
- **LIFESPAN** | Top quality health services, a green environment, decreasing level of stress, education are just a part of the measures that will contribute to the longer life expectancy of a Vilnius resident.
- **TRAVEL TIME** | The infrastructure of the city will be built to ensure smoothness, which will contribute to a shorter average travel time, i.e. will ensure the availability of basic services closest to the resident and allow for smooth mobility by different means of transport.

INDICATOR	DESCRIPTION OF THE INDICATOR	CURRENT VALUE	TARGET VALUE BY 2030
The level of happiness	The average of the happiness indicator of Vilnius residents (real-time happiness index - <a href="https://api.vilnius.lt/happiness-index">https://api.vilnius.lt/happiness-index</a> )	Average is to be set	70%

	OR The rate of happiness is measured annually by a representative survey of Vilnius residents	3.1 points out of 4 (2020)	3.7 points
<b>Lifespan</b>	Average likely life expectancy in Vilnius county, years	76.6 years (2019)	80 years
<b>Travel time</b>	The average duration of one trip in minutes (trips by car, public transport, cycling and on foot)	29.3 min. (2017)	27.1 min.

The DNA of Vilnius city will help to achieve the vision of a smooth city: the main features that are distinguished in the social, political, cultural and economic narrative of the city:

- **HISTORY** | Vilnius city is characterised by rich historical and cultural heritage, deep traditions, and is famous for the legends flying in it and about it.
- **ENVIRONMENT** | Vilnius city stands out as one of the cities having the greatest number of the greenest spaces in the context of the European capitals. In Vilnius, a balance is maintained between urban solutions adapted to the modern hurrying man, green spaces cherished for a peace-loving nature lover and historical places attractive to a curious resident. A friendly atmosphere for everyone delights townspeople and attracts the guests of the city to come here for holiday, exploration, creation, living and development.
- **PROGRESS** | Vilnius city is globally recognisable thanks to its innovative solutions that encourage the city, its residents and businesses to grow and set an example for other cities around the world.

The implementation of the vision of the city will be accelerated by the engines of the city of Vilnius: the main principles identified in the action plans of Vilnius city, which are necessary to retain competitiveness and to lead:

- **SPEED** | Vilnius city is characterised by rapid decision-making. Vilnius is usually one of the first to respond to the changed situation. While others think, Vilnius works. Systematic management of the city ensures smooth internal processes and excellent quality of services provided.
- **OPENNESS** | Vilnius is a city of opportunities for its openness to creative solutions that have not yet been tested elsewhere. Even the weirdest ideas find their place here. Vilnius city is not afraid to stand out, is not afraid to make mistakes and is not afraid to do differently than the whole world. For these reasons, the most courageous people and most advanced businesses live here.
- **CLEVERNESS** | Vilnius is a clever city where decisions are made on the basis of data and facts, not opinions and attitudes, which are often different. In order to achieve maximum effective operation, the city applies digital solutions that help to collect relevant data of the city and its inhabitants, which are then analysed deploying the most innovative tools and the smartest people. Efficient data management here means efficient city management.

The implementation of a smooth urban vision is planned through 8 strategic directions of services. Each of these directions identifies independent visions that implement the overall aspiration of a smooth city:

- **EDUCATION** | Independent personalities ready for the challenges of the future
- **ENVIRONMENT AND URBAN DEVELOPMENT** | Life quality based on love for the city and nature
- **MOBILITY** | Innovative mobility system ensuring funny, safe and comfortable trips
- **ECONOMIC DEVELOPMENT** | A city open to innovations and fast

- **CULTURE** | Vilnius is an artistic environment and a creative capital famous for its unique cultural diversity, where culture is accessible and involves a very wide audience of city residents and guests, attracts art and culture creators from Lithuania and abroad
- **HEALTH, HEALTH PROMOTION AND SPORTS** | A man-oriented modern high-quality health system
- **SOCIAL SECURITY** | Vilnius is a social welfare network
- **SECURITY AND PROTECTION** | The safest capital in Europe, where physical, electronic, psychological and biological spaces are adapted for safe work and life

There is also a distinction between horizontal, enabling strategic directions, which embed the basic principles of governance and service delivery:

- **SERVICES**
- **MANAGEMENT EXCELLENCE AND PLANNING**

### 3.1. PRINCIPLES FOR CONSTITUTING A SYSTEM FOR STRATEGIC DIRECTIONS AND OBJECTIVES

In each of the services and enabling directions, strategic objectives are set to support the implementation of the vision of the field and the city as a whole. In order to achieve the objectives, the tasks and the main measures are envisaged, which will be further elaborated in a coherent manner in the preparation of the SAP. Horizons for the implementation of the measures:

- **FOLLOW-UP (CONTINUOUS MEASURE) |** The measure is expected to be applied and/or detailed in each SAP.
- **SHORT PERIOD: 2021-2023 |** The measure is expected to be applied and/or detailed in the SAP for the 2021-2023 period.
- **MEDIUM PERIOD: 2024-2026 |** The measure is expected to be applied and/or detailed in the SAP for the 2024-2026 period.
- **LONG PERIOD: 2027-2030 |** The measure is expected to be applied and/or detailed in the SAP for the 2027-2030 period.

Each direction shall also include responsibilities for strategic objectives and measures:

- **MAIN RESPONSIBLE STRUCTURAL UNIT |** The VCA structural unit (division) is envisaged, which will have the main responsibility for the implementation of the task/measure. This structural unit will coordinate the preparation of the plan for the implementation of the task/measure, their split into specific activities, the involvement of stakeholders and other responsible departments, will supervise the activities implemented, follow their progress and monitor the achievement of the indicators.
- **OTHER RESPONSIBLE STRUCTURAL UNITS (DIVISIONS |** Other structural units (divisions) of VCA are planned, which will be involved in the implementation process of the task/measure by the main responsible structural unit (division).

Indicators are foreseen for each strategic objective, detailed descriptions of which are set out in the annexes to this document. The list of indicators is expected to be complemented by tactical-type indicators during the compilation of the strategic action plan process and presented in the SAP to be drawn up each year. For each indicator, the structural unit (division) responsible for monitoring and achieving it shall be indicated.

## 3.2. EDUCATION

Education is an integral part of the development of cities and countries, the foundation of a strong economy, as talents capable of creating high added value are becoming one of the most important resources. It is essential for the city to have educated, creative, civic personalities ready to deal with the challenges of the future. Therefore, in order to maintain the further development of the city, a qualitative breakthrough in the education system and values-oriented towards every learner are necessary. The vision of Vilnius city in the field of education is the **Self-sufficient personalities ready for future challenges**.

Preparation for the future means that pupils need to develop competences in line with the trends of this time: critical thinking, creativity, collaboration, ability to adapt to a constantly changing world. The aim is for Vilnius residents to be innovative, constantly improving and refining the environment in which they live with confidence. Self-sufficient personalities are the personalities who are able to take care of themselves and their environment, freely think and make independent decisions.

Five strategic objectives are set in the field of education for the implementation of the vision:

1. Creating conditions for each child to achieve the highest level of thinking and competence
2. Ensuring access to quality education services for all children
3. Creating conditions for each child to develop emotional competences and ensuring a favourable emotional environment of educational institutions
4. Promoting conscious choice for healthy lifestyles
5. Enabling each child to acquire additional competences by involving children in high-quality and accessible non-formal education

### 3.2.1. CREATING CONDITIONS FOR EACH CHILD TO ACHIEVE THE HIGHEST LEVEL OF THINKING AND COMPETENCE

Vilnius pupils consistently demonstrate high academic outcomes, but this is no longer enough in the 21st century. It is important for a young person to acquire not only subject but also general competences, knowledge and skills that will help not only in career but also in personal life.

To achieve this objective, education in Vilnius city will be focused on the pupil. In order to shape the personality, it is essential that the education system is flexible and able to adapt to the individual needs of each child. The aim will therefore be to personalise the educational process by employing the most advanced methods and tools and by empowering educators with the right knowledge and freedom to act.

The content of education will be more balanced, paying sufficient attention not only to classical subject-matter competences, but also to general skills. In addition, Vilnius city will go hand in hand with technology to improve the digital literacy and mastery of children and teachers. The principle will be that in schools each pupil has to master well at least 3 languages: Lithuanian (or another native), foreign and information technology.

One of the most important assumptions for the quality of education is a motivated and well-prepared teacher. In the next 10 years, the great focus will be on the systematic development of teachers' competences and the task of the challenge of generational change in the teacher community will be addressed.

Finally, a pupil leaving school must be well prepared to make informed decisions about his/her future. As a result, career education must be consistently renewed, and solutions must be sought to modernise and link vocational training to the needs of city residents.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
1.1.1.	TASK	<p><b>Balanced development of subject and general competences</b></p> <p><i>This task will aim to help the pupil develop general competences (personal, communicative, cognitive, social, creative, problem solving, critical thinking, etc.) and subject competences.</i></p>		<p>General Education Structural Unit</p> <p>Pre-School Education Structural Unit</p>	
1.1.1.1.	MEASURE	Apply methods in the teaching process that develop personal, communicative, cognitive, social, creative and other competences necessary for a self-contained personality	Follow-up	<p>General Education Structural Unit</p> <p>Pre-School Education Structural Unit</p>	VEPC
1.1.1.2.	MEASURE	Deploy modern subject content covering 3 languages (Lithuanian or another mother tongue, foreign language and IT languages) and the latest teaching methods	Follow-up	General Education Structural Unit	VEPC
1.1.1.3.	MEASURE	Increase the attractiveness and accessibility of STEAM specialisations and activities	2021-2023	General Education Structural Unit	VEPC
1.1.2.	TASK	<p><b>An individual approach to each child, training to learn and seek solutions</b></p> <p><i>In order to better respond to the interests, abilities and learning styles of different children, the educational process will be tailored to each child and teachers will apply individual teaching</i></p>		<p>General Education Structural Unit</p> <p>Pre-School Education Structural Unit</p>	VEPC

		<i>methods and tools. Pupils' progress will be tracked through education programmes applied individually. Partnership learning will be applied where the teacher is a pupil's helper in exploring the world, a learning partner, but also an authority in the areas where the pupil does not have enough experience or wisdom.</i>			
1.1.2.1.	MEASURE	Personalise the education and evaluation process through the deployment of technology and artificial intelligence as an aid	2024-2026	General Education Structural Unit	VEPC
1.1.2.2.	MEASURE	Ensure adequate support for pupils with learning and behavioural difficulties	2021-2030	General Education Structural Unit Pre-School Education Structural Unit	
1.1.2.3.	MEASURE	Improve teachers' competences in the field of inclusive education understanding and practice application	2021-2023	General Education Structural Unit	VEPC
<b>1.1.3.</b>	<b>TASK</b>	<b>A sustainable, consistently improving, community of educators inspiring to learn</b> <i>Educators, educational processes and tools used will meet the latest global educational trends, and schools will have a uniformly improving and constantly renewed community of teachers. Qualifications of educators will be improved in a targeted way, responding to global trends and city priorities.</i>		General Education Structural Unit Pre-School Education Structural Unit	VEPC
1.1.3.1.	MEASURE	Ensure the attraction of appropriately qualified employees by creating quality conditions for work	2021-2030	General Education Structural Unit Pre-School Education Structural Unit	VEPC
1.1.3.2.	MEASURE	Ensure consistent improvement of teacher	2021-2030	General Education	VEPC

		qualification and implementation of the most effective educational methodologies based on the latest educational trends		Structural Unit	
<b>1.1.4.</b>	<b>TASK</b>	<p><b>A pupil who is well-informed and consciously chooses his/her career path</b></p> <p><i>The task seeks to help pupils to acquire the necessary quality education, prepare for further studies in a targeted manner and/or successfully establish themselves in the labour market and in life.</i></p>		General Education Structural Unit	
1.1.4.1.	MEASURE	Promote pupil career planning focused on a pupil's vocation and skills and responding to the needs of the city	2024-2026	General Education Structural Unit	
1.1.4.2.	MEASURE	Make information and assistance on career development easily accessible to every educator and parents	2024-2026	General Education Structural Unit	
1.1.4.3.	MEASURE	Modern, competitive, integrated and city needs meeting vocational training	2024-2026		

### 3.2.2. ENSURING ACCESS TO QUALITY EDUCATION SERVICES FOR ALL CHILDREN

Accessibility to quality education services is an essential condition for the development of the city and the state. Despite the high average academic achievements in Vilnius city, the educational network is clearly faced with the challenges of unevenness, especially at the level of gymnasiums. Due to the uneven state of infrastructure and the quality of the services provided, more attractive educational institutions are highly demanded and overcrowded, while less attractive educational institutions remain unfilled. For this reason, there is a decrease in the satisfaction of townspeople raising children due to the perceived limited availability of quality services and long trips driving children to remote schools are performed. Moreover, exclusion in the school community is increasing, since it is more difficult for children from less well-off families to have more difficulty in accessing quality schools, and the academic achievements of these more vulnerable children are often lower due to the limited possibilities of hiring private tutors.

Vilnius will strive not to have weak schools. In order to address network unevenness issues, there is a need to work in many directions. Schools and kindergartens will be built in the city meeting the latest educational trends, and the environment of existing educational institutions will be updated. Vilnius will seek to address educational needs creatively and actively empower education in the family. Thirdly, particular attention must be paid to the coherent task of the management of the education network, starting with the data necessary for the decision-making

process, the consistent assessment and professional development of school leadership. Finally, the head of each school must clearly identify the performance quality standards, carry out consistent assessments, and strive for improvement. Open identification of the situation, data and exchange of experience between schools and with the Municipality must become an integral part of the culture, and activeness and desire to improve - a core value. Based on clear data on the situation and specific action plans, the City of Vilnius will develop support and assistance measures to move from problems to solutions.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
1.2.1.	TASK	<p><b>Inspiring educational environment</b></p> <p><i>This task includes increasing the physical and information accessibility of educational institutions to all members of the community; the creation of a school environment that ensures an educating, motivating and favourable emotional climate; ensuring a school environment that is favourable for the health of members of the educational institution community and conforms to the most recent educational principles.</i></p>		Educational Environment Structural Unit	
1.2.1.1.	MEASURE	Modernise the network of schools, renovate buildings and update equipment considering the modern educational needs	2021-2030	Educational Environment Structural Unit of the	
1.2.2.	TASK	<p><b>Possibility to choose the form of education, kindergarten and school according to the place of residence and needs of a child</b></p> <p><i>Equal conditions for choosing the form of education according to individual needs (public or private educational institution, education in the family) must be created. Also, in order to respond to the needs of the growing city and to provide opportunities for learning closest to the place of residence, the development of the network of educational institutions will be effectively planned and implemented.</i></p>		Educational Environment Structural Unit  General Education Structural Unit	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
1.2.2.1.	MEASURE	Ensure the establishment of schools that meet the needs of city residents (enable the education in the family)	2021-2030	Educational Environment Structural Unit	
<b>1.2.3.</b>	<b>TASK</b>	<p><b>Intelligent and efficient management of Vilnius city schools and kindergartens</b></p> <p><i>The task aims at strengthening the whole network management process through data, to ensure the focus of Vilnius schools on efficiency and the creation of high added value of education</i></p>		General Education Structural Unit	Public and Private Partnership Unit VEPC
1.2.3.2.	MEASURE	Promote the involvement of community members of the educational institution in self-government	2021-2030	General Education Structural Unit	
1.2.3.3.	MEASURE	Perform the monitoring of the outcomes of schools helping to improve existing outcomes and to inform the public in a targeted manner	2021-2023	General Education Structural Unit	VEPC
1.2.3.4.	MEASURE	Ensure the attraction of good kindergartens and school leaders and upgrading, evaluation of the qualifications and achievements of existing heads and monitoring of progress	2021-2030	General Education Structural Unit	VEPC
1.2.3.5.	MEASURE	Harmonise the operating conditions of private and municipal schools	2024-2026	General Education Structural Unit	Public and Private Partnership Unit
<b>1.2.4.</b>	<b>TASK</b>	<p><b>Equally high quality of education services throughout the education network of Vilnius City</b></p> <p><i>The aim will be to reduce the gap in pupils' achievements between and within Vilnius schools by providing targeted assistance to weak schools and promoting strong schools. Access to data and tools will also be ensured for the application of uniform methods for monitoring and quality self-assessment of schools..</i></p>		General Education Structural Unit  Pre-School Education Structural Unit	Municipal Administration

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
1.2.4.1.	MEASURE	Ensure that schools of the city consistently develop a quality self-evaluation system	2021-2023	General Education Structural Unit	
1.2.4.2.	MEASURE	Provide targeted assistance to schools to improve the quality of their services	2024-2026	General Education Structural Unit	
1.2.4.3.	MEASURE	Form and deploy a standard of quality and inner culture of pre-school, primary and general education institutions	2021-2023	General Education Structural Unit Pre-School Education Structural Unit	
1.2.4.5.	MEASURE	Ensure cooperation among educational institutions and with the Municipality and open data sharing	2021-2030	General Education Structural Unit Pre-School Education Structural Unit	Municipal Administration

### 3.2.3. CREATING CONDITIONS FOR EACH CHILD TO DEVELOP EMOTIONAL COMPETENCES AND ENSURING A FAVOURABLE EMOTIONAL ENVIRONMENT OF EDUCATIONAL INSTITUTIONS

An independent personality is distinguished by the ability to communicate with others, understand and manage their emotions and behaviours, solve problems and cooperate effectively. An important factor that helps to develop the following competences of children is the favourable emotional environment of the school, a good school psychological climate. Currently, Vilnius city educational institutions are characterised by one of the worst results of climate assessment in the whole of Lithuania.

In the educational institutions of Vilnius city, everyone will find his/her place where will feel respected, loved and welcome. The implementation of this objective enables strengthening the competences to assess the situation in an integrated way and providing targeted assistance to educational institutions which require the improvement of the quality, management and microclimate of emotional education most. The emotional literacy of educational participants (pupils, their parents, educators, heads of educational institutions and support specialists) will be improved, the school community will be informed and prepared for a friendly reception of personalities with different needs, attention will be paid to members of the community who have come from abroad and have special educational needs. In cooperation with our partners, we will

implement emotional competence-building and preventive programmes, and we will actively involve not only teachers and pupils but also parents in ensuring the well-being of the child.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
1.3.1.	TASK	<p><b>Educational institutions where every member of the community feels safe and empowered</b></p> <p><i>The task aims at ensuring that all community members of the educational institution feel well, their psychological resilience, healthy attitudes towards themselves and those around them are developed, and the number of pupils experiencing bullying is reduced. The aspiration will be to provide multi-professional support to the teacher in cooperation with special educators, social staff and other specialists.</i></p>		<p>General Education Structural Unit</p> <p>Pre-School Education Structural Unit</p>	
1.3.1.1.	MEASURE	Draw up and implement an emotionally safe school model based on which the emotional climate measurement and targeted support for schools is ensured	2021-2023		
1.3.1.2.	MEASURE	Raise the competences of employees of educational institutions in the fields of practical psychology and emotional development	2021-2030	<p>General Education Structural Unit</p> <p>Pre-School Education Structural Unit</p>	
1.3.1.3.	MEASURE	Draw up and implement preventive programmes, measures and procedures in educational institutions, which would ensure a healthy and safe environment	2021-2030	<p>General Education Structural Unit</p> <p>Pre-School Education Structural Unit</p>	
1.3.1.4.	MEASURE	Compile and implement action plans with a view of	2024-2026	Youth Affairs	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		reducing the flow of pupils to youth schools		Structural Unit	
1.3.1.5.	MEASURE	Develop guidelines for a good emotional environment	2024-2026	General Education Structural Unit Pre-School Education Structural Unit	
1.3.1.6.	MEASURE	Provide timely and qualified psychological support to members of the entire community of educational establishments		Educational Environment Structural Unit	General Education Structural Unit
<b>1.3.2.</b>	<b>TASK</b>	<p><b>Children with special educational needs are an organic part of the educational community</b></p> <p><i>Through the principles of inclusive education, efforts will be made to prepare communities to receive and assist in educating children with special educational needs, thus reducing the exclusion of vulnerable groups in pre-school and general education.</i></p>		Educational Environment Structural Unit General Education Structural Unit Pre-School Education Structural Unit	
1.3.2.1.	MEASURE	Ensure quality accessibility to education services in the city	2021-2023	Educational Environment Structural Unit General Education Structural Unit Pre-School Education Structural Unit	
<b>1.3.3.</b>	<b>TASK</b>	<b>The school community actively contributing to the</b>		General Education	Structural Unit of Inter-Institutional

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<p><b>well-being of children</b></p> <p><i>Measures to ensure the well-being of a child will be implemented in all areas of the child's life in cooperation with other institutions. It will also aim to increase parents' cooperation and involvement in the educational process not only by informing parents about educational news but also by educating about opportunities to engage in the self-government of the educational institution, municipal working groups, councils, commissions.</i></p>		Structural Unit Structural Unit of Pre-School Education	Cooperation Coordination
1.3.3.1.	MEASURE	Ensure the well-being of the child in all areas of the child's life	2021-2030	General Education Structural Unit Pre-School Education Structural Unit	Inter-Institutional Cooperation Coordination Structural Unit
1.3.3.2.	MEASURE	Promote cooperation between teachers, parents, pupils and other members of the community	2021-2030	General Education Structural Unit Pre-School Education Structural Unit	

### 3.2.4. PROMOTING CONSCIOUS CHOICE FOR HEALTHY LIFESTYLES

In preparing the children of Vilnius city for an independent, high-quality and healthy life, the environment that promotes the conscious choice of a healthy lifestyle covering adequate physical activity, healthy nutrition, a balanced working and rest regime will be created in the education system.

The principles of a healthy lifestyle will be promoted in educational institutions and a health-friendly educational environment will be created. To increase physical activity, systematic organizational and infrastructural measures will be applied, activity during lessons will be properly organised by increasing the attractiveness and quality of physical education activities, their diversity and integration of physical activity into

various classes at school. The principles of healthy lifestyles and nutrition will be introduced not only through the provision of information but also by setting a proper example in the educational institutions themselves.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
1.4.1.	TASK	<p><b>Education that contributes to the conscious choice of a child to live healthily</b></p> <p><i>The task will be properly implemented when the pupil himself/herself makes a conscious choice of a healthy lifestyle, and to this end, pupils will be provided with information on health-friendly food and its production, health-friendly and harmful habits and their consequences. In order to set the right example, the principles of healthy nutrition will be implemented through the coordination of food supply within the educational institutions themselves. The aim will be to increase the knowledge base of pupils' sexuality and family preparation and to enable educational institutions to share best practices in implementing the sexuality education and family preparation programme.</i></p>		Youth Affairs Structural Unit VPHB	Educational Environment Structural Unit
1.4.1.1.	MEASURE	Reduce the use of psychoactive substances in schoolchildren through the employment of preventive programmes	2021-2030	Youth Affairs Structural Unit	
1.4.1.2.	MEASURE	Educate children and their parents about healthy nutrition	2021-2030	VPHB	
1.4.1.3.	MEASURE	Ensure healthy catering in educational institutions and promote a conscious choice of healthy food	2021-2030	VPHB General Education Structural Unit	Educational Environment Structural Unit
1.4.1.4.	MEASURE	Raise the competencies of specialists implementing a sexuality education programme	2021-2030	General Education Structural Unit	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
1.4.1.5.	MEASURE	Develop and implement education programmes on sexuality and family preparation	2021-2023	General Education Structural Unit	VPHB
<b>1.4.2.</b>	<b>TASK</b>	<p><b>Mobility-enhancing environment and active leisure activities that are attractive to students and active leisure activities inoculating long-term habits</b></p> <p><i>All pupils will be provided with the right conditions to increase physical activity by upgrading and installing sports grounds, training equipment, gyms, showers. In order to familiarise pupils with various physical activities, the diversity of physical education will be increased, covering not only team games, running and execution of different norms, but also more diverse practices such as body and mind relaxation, yoga classes, activities that develop the physical characteristics of a person.</i></p>		Structural Unit of the Educational Environment  Structural Unit of General Education	Structural Unit of Health Promotion
1.4.2.1.	MEASURE	Develop the attractive infrastructure of educational institutions designed for the physical education of children	2021-2030	Structural Unit of the Educational Environment	
1.4.2.2.	MEASURE	Draw up an action plan to increase physical activity aimed at the growing number and diversity of physical education classes as well as the integration of physical activity into various classes at school	2021-2023	Structural Unit of General Education	Structural Unit of Health Promotion

### 3.2.5. ENABLING EACH CHILD TO ACQUIRE ADDITIONAL COMPETENCES BY INVOLVING CHILDREN INTO HIGH-QUALITY ACCESSIBLE NON-FORMAL EDUCATION

Non-formal education complements classical education and helps to release the potential and self-expression of a child, to acquire universal experiences and to shape values. The competences of child cooperation, conflict resolution, finding compromises and reconciling interests are developed through community-based and/or team activities

In order to ensure opportunities for children of different interests to discover themselves, a supply of a high-quality and diverse range of non-formal education services will be ensured, which will be attractive to pupils; innovative and inclusive activities will be prioritised. Partners will be involved in non-formal education, children will experience culture and history, citizenship and communality of children will be educated through a wide range of social, voluntary and societal activities.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
1.5.1.	TASK	<p><b>Attractive non-formal education activities that respond to the needs of children</b></p> <p><i>Ensure a balance between the non-formal education activities offered and their different service providers by focusing on both the demand for these services and promoting them in a targeted way in the priority themes for the city.</i></p>		Structural Unit of Youth Affairs	
1.5.1.1.	MEASURE	Ensure the supply and accessibility of activities responding to demand non-formal education	2021-2023	Structural Unit of Youth Affairs	
1.5.1.2.	MEASURE	Carry out activities to increase awareness and attractiveness of non-formal education in the pupils' and parents' community	2021-2030	Structural Unit of Youth Affairs	
1.5.2.	TASK	<p><b>A live school for pupils improving after school and for the wider community</b></p> <p><i>Strive to make the school be "live" not only during the lessons but also to use the school infrastructure after lessons for non-formal education activities intended for children and adults, where the initiators can be both members of the school community itself and other external partners.</i></p>		Structural Unit of Youth Affairs  Structural Unit of the Educational Environment	Structural Unit of Health Promotion
1.5.2.1.	MEASURE	Ensure assistance for schools in shaping the supply of non-formal education	2021-2023	Structural Unit of Youth Affairs	Structural Unit of the Educational Environment

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
1.5.2.2.	MEASURE	Encourage schools of general education to cooperate with other organisations/institutions providing non-formal education services	2021-2030	Structural Unit of Youth Affairs	Structural Unit of Health Promotion
1.5.2.3.	MEASURE	Open school premises to the community during non-educational activities	2021-2030	Structural Unit of the Educational Environment	Structural Unit of Health Promotion
<b>1.5.3.</b>	<b>TASK</b>	<b>Civic pupils actively taking part in social activities</b>  <i>Promote self-expression of pupils, active participation in social activities, various projects, thematic events, self-government, voluntary activities.</i>		Structural Unit of Youth Affairs	
1.5.3.1.	MEASURE	Educate self-governance of pupils	2021-2030	Structural Unit of Youth Affairs	
1.5.3.2.	MEASURE	Expand and create attractive, value-creating choices for civic hours through the employment of leading social partners	2021-2023	Structural Unit of Youth Affairs	
1.5.3.4.	MEASURE	Enable and encourage pupils to volunteer and perform practices	2021-2030	Structural Unit of Youth Affairs	
<b>1.5.4.</b>	<b>TASK</b>	<b>Actively involving and meaningfully participating in culture, creative pupil</b>  <i>Introducing pupils to the culture and its history through various cultural activities and programmes will aim to raise the cultural level of pupils and promote interest in cultural activities.</i>		Youth Affairs Structural Unit	Educational Environment Structural Unit  Culture Structural Unit
1.5.4.1.	MEASURE	Seeking the higher cultural level of pupils, to develop the implementation of programmes of the specialised education field through the schools of art, fine arts, music	2024-2026	Youth Affairs Structural Unit	Educational Environment Structural Unit

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
1.5.4.2.	MEASURE	Promote cooperation between educational and cultural institutions through non-formal activities by familiarising pupils with culture	2021-2030	Youth Affairs Structural Unit	Culture Structural Unit

### 3.2.6. INDICATOR

12 key strategic indicators will be used to monitor progress towards the achievement of objectives in the field of education.

CREATING CONDITIONS FOR EACH CHILD TO ACHIEVE THE HIGHEST LEVEL OF THINKING AND COMPETENCE											
INDICATOR	DESCRIPTION OF THE INDICATOR										RESPONSIBLE STRUCTURAL UNIT
Individual progress indicator of Vilnius pupils	The share of pupils who make learning progress, depending on their individual abilities and compared to other pupils of that age group in the country.										VEPC Structural Unit of General Education
The share of pupils reaching higher and at least basic level of achievements	The share of pupils showing the number of pupils achieving higher than average level of achievements and at least basic level of achievements (indicator is given in the form of a standard deviation from the national average).										VEPC Structural Unit of General Education
Results of thinking abilities of pupils	Results of checks on thinking ability of pupils (indicator is given in the form of a standard deviation from the national average).										VEPC Structural Unit of General Education
The share of graduates who passed state maturation examinations	The indicator shows the share of graduates who have passed at least 1 and 3 or more state maturation examinations.										VEPC Structural Unit of General Education
The share of pupils who have graduated from general education school and continue their education at another level of education in the same year or who are employed	The indicator indirectly reveals a targeted choice of pupils' path to further learning (career), an adequate evaluation of his/her own abilities, purposeful work of schools with pupils										VEPC Structural Unit of General Education
INDICATOR	INDICATOR VALUE										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030

Individual progress indicator of Vilnius pupils, %	Class 4	<b>53.5<sup>(2)</sup></b>	≤55	≤55
	Class 8	55,0 <sup>(2)</sup>	≤55	≤57
	Class 10	n/d	≤55	≤57
The share of pupils reaching a higher level of achievements, standardised indicator	At least basic level, class 4, Mathematics	<b>0.6<sup>(3)</sup></b>	0.75	1
	At least basic level, class 4, Reading	0,81 <sup>(3)</sup>	<b>1</b>	1.3
	Higher level, class 4, Mathematics	1,49 <sup>(3)</sup>	<b>1.75</b>	2
	Higher level, class 4, Reading	1,76 <sup>(3)</sup>	<b>2</b>	2
	At least basic level, class 8, Mathematics	1,0 <sup>(3)</sup>	<b>1.25</b>	1.5
	At least basic level, class 8, Reading	0,35 <sup>(3)</sup>	<b>0.7</b>	1
	Higher level, class 8, Mathematics	2,82 <sup>(3)</sup>	<b>2.8</b>	2.8
	Higher level class 8, Lithuanian language	1,43 <sup>(3)</sup>	<b>1.7</b>	1.7
	At least the basic level, class 10 Mathematics	<b>2.06<sup>(3)</sup></b>	2.2	2.2

<sup>(2)</sup> Data for 2019<sup>(3)</sup> Data for 2018<sup>(3)</sup> Data for 2018

	At least basic level, class 10, Lithuanian language	-0,05 <sup>(3)</sup>	<b>0.25</b>	0.5
	Higher level, class 10, Mathematics	2,88 <sup>(3)</sup>	<b>2.8</b>	2.8
	Higher level class 10, Lithuanian language	0,22 <sup>(3)</sup>	<b>0.6</b>	1
Results of thinking abilities of pupils, standardised indicator	Class 4 Mathematics	<b>2.33<sup>(2)</sup></b>	2.3	
	Class 4 Reading	1,0 <sup>(2)</sup>	<b>1.5</b>	
	Class 8 Mathematics	2,86 <sup>(2)</sup>	<b>2.3</b>	
	Class 8 Reading	n/d	<b>1.5</b>	
The share of graduates who passed state maturation examinations, %	Passed at least 1 examination	<b>98.2</b>	99.0	99.5
	Passed 3 and more examinations	<b>77.7</b>	82.0	85.0
The share of pupils who have graduated from general education school and continue their education at another level of education in the same year or are employed, %	The indicator will be formed during 2021 after access to the data in the EMIS system			

**ENSURING ACCESS TO QUALITY EDUCATION SERVICES FOR ALL CHILDREN**

<b>INDICATOR</b>	<b>DESCRIPTION OF THE INDICATOR</b>	<b>RESPONSIBLE STRUCTURAL UNIT</b>
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<sup>(2)</sup> Data for 2019

The indicator of satisfaction of Vilnius residents with education in Vilnius city	The share of people who give a positive evaluation to the education in Vilnius in a year “n”.										VEPC General Education Structural Division
Disparity of the outcomes of educational institutions	Differences in the outcomes of educational institutions between the achievements of pupils of Vilnius city general education schools										VEPC General Education Structural Division
<b>INDICATOR</b>	<b>INDICATOR VALUE</b>										
	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
The indicator of satisfaction of Vilnius residents with education in Vilnius city	The methodology and monitoring of the indicator will be developed by 2022										
Disparity of outcomes of educational institutions, %	Class 4 Mathematics	15.6 <sup>(3)</sup>	12								
	Class 4 Reading	14,8 <sup>(3)</sup>	12								
	Class 8 Mathematics	13.3 <sup>(3)</sup>	12								
	Class 8 Reading	29,2 <sup>(3)</sup>	28	25	25	≥20					
	Class 12 Mathematics	29.6	30	27	25	≥20					
	Class 12, Lithuanian language	30.1	28	27	22	≥20					
	Class 12, English language	26.1	25	24	22	≥20					
	Class 12, History	39.6	35	30	25	≥20					
<b>CREATING CONDITIONS FOR EACH CHILD TO DEVELOP EMOTIONAL COMPETENCES AND ENSURING A FAVOURABLE EMOTIONAL ENVIRONMENT OF EDUCATIONAL INSTITUTIONS</b>											
<b>INDICATOR</b>	<b>DESCRIPTION OF THE INDICATOR</b>										<b>RESPONSIBLE STRUCTURAL UNIT</b>

<sup>(3)</sup> Data for 2018<sup>(3)</sup> Data for 2018

Average climate indicator of educational institutions	Summarised climate indicator of Vilnius city general education institutions. The indicator shows the expression of a learning-friendly school climate in schools (the indicator is presented in the form of a standard deviation from the average of the country).	VEPC General Education Structural Division
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INDICATOR		INDICATOR VALUE										
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Average climate indicator of educational institutions, standardised indicator	Class 4	-0.83 <sup>(2)</sup>	-0.5				0					
	Class 8	-0,64 <sup>(2)</sup>	-0.3				0					

**DEPLOY HEALTHY LIFESTYLE HABITS**

INDICATOR	DESCRIPTION OF THE INDICATOR	RESPONSIBLE STRUCTURAL UNIT
Pupils' health status measurement indicator	The indicator shows the overall state of the health status of pupils in Vilnius schools, taking into account the number of pupils with overweight, obesity and underweight, the number of pupils assigned to the preparatory or special group of physical education, the number of pupils exempted from physical education lessons and other parameters related to the health of the pupils. The methodology for measuring the indicator is prepared by the Vilnius Public Health Bureau (hereinafter - VPHB) and the measurement of the indicator will be commenced by 2022.	VPHB General Education Structural Division
Indicator of pupils' physical activity habits	The indicator shows the general state of the habits of physical activity in children of school age. The share of children of school age who exercise or do sports for at least 60 minutes (counting together with physical education lessons) for 5 or more days.	VPHB General Education Structural Division

INDICATOR		INDICATOR VALUE										
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Pupils' health status measurement indicator		The methodology for measuring the indicator is prepared by the Vilnius Public Health Bureau and the measurement of the indicator will be commenced by 2022.										
Indicator of pupils' physical activity habits, %		34.3	-	-	-	45	-	-	-	70	-	-

**ENABLE ALL CHILDREN TO ACQUIRE ADDITIONAL COMPETENCES BY COMPLEMENTING FORMAL EDUCATION WITH HIGH-QUALITY AND NON-FORMAL EDUCATION ACCESSIBLE TO EVERYONE**

<sup>(2)</sup> Data for 2019

INDICATOR	DESCRIPTION OF THE INDICATOR										RESPONSIBLE STRUCTURAL UNIT
The share of children receiving non-formal education funds	The indicator shows the share of children in Vilnius city who learn according to a general education programme and receive a basket of NFCE or ECFE non-formal education out of all children who can receive non-formal education funds.										Youth Affairs Structural Unit
The Civic Power Index of Vilnius city pupils	The Civic Power Index consists of four dimensions which reflect the existing civic activity of pupils, potential civic activity, perception of civic influence and risk assessment of civic activities										General Education Structural Unit
INDICATOR	INDICATOR VALUE										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
The share of children receiving non-formal education funds, %	41	50	60	65	65	70	70	70	70	70	70
The Civic Power Index of Vilnius city pupils	49.6 <sup>(1)</sup>	61	62	63	64	65	66	67	68	69	70

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<sup>(1)</sup> Data for 2014

### 3.3. SOCIAL SECURITY

The field of social security requires a number of challenges to be overcome, ensuring a dignified and fully-fledged life and the social security of every resident in Vilnius. On the fringes of urban social life, there are still many people left who cannot compete successfully in the labour market and act independently in their daily lives, experience health problems that limit their ability to act, lack social skills and are unable to take advantage of the social services provided as a tool helping to solve the problems that have arisen. Therefore, it is essential to develop as diverse forms of assistance as possible, to introduce innovative solutions in the organisation and provision of social services, to help the residents of Vilnius to make certain of housing and to receive adequate monetary social support. It is to be welcomed that in the city social assistance is organised and provided not only by municipal establishments but also by a wide network of NGOs and communities and volunteers. Cooperation with the social partners helps to provide the necessary assistance to the residents of Vilnius faster and more accurately, therefore, it is important to maintain and develop this collectivity.

In order to continue to raise the level of Vilnius city in the field of social security and to solve the problems faced by the city and city residents, the vision of Vilnius city in the field of social security - Vilnius as a social welfare network - is raised.

Three objectives are set for the implementation of the vision in the field of social security:

1. Active, proactive person and urban community
2. Safe children and young people in all their life environments
3. A sustainable network of services in the social field

#### 3.3.1. ACTIVE, PROACTIVE PERSON AND URBAN COMMUNITY

An active, socially-oriented city community, proactive non-governmental organisations (NGO) sector and voluntary community help to create sustainable social assistance in the city, promote co-human values and mutual assistance relations between citizens. In this way, every citizen of Vilnius is empowered to contribute to the help of another.

In order to strengthen awareness through the provision of social assistance, the activity of citizens will be promoted by publishing the importance and benefits of volunteering, organising public events, involving community members in volunteering activities. Young people capable of doing much, having potential and enthusiasm have an important role to play in the social assistance community, and the aim will be to involve this group as widely as possible in volunteering activities. Volunteering and the involvement of NGOs will enhance the possibility to respond to the need for the assistance of every citizen, to respond to it in an appropriate way, and to provide social assistance more flexibly.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
2.1.1.	<b>TASK</b>	<p><b>Strengthen the awareness and ability of Vilnius residents to solve social problems.</b></p> <p>In solving social difficulties in Vilnius city, to use the widest possible circle of the city residents community is sought: Organisations in the NGO sector, young people, volunteers and every Vilnius resident. Involving society by ensuring faster and often more effective solutions to problems helps to speed up the delivery of assistance. This task is intended to promote volunteering and involvement in activities addressing various social problems.</p>		Social Services Structural Unit	Youth Affairs Structural Unit
2.1.1.1.	MEASURE	Organise a publicity campaign to promote volunteering	2021-2030	Social Services Structural Unit	
2.1.1.2.	MEASURE	Promoting youth initiatives, implementation, strengthening community and engagement	2021-2030	Youth Affairs Structural Unit	
2.1.1.3.	MEASURE	Organise the implementation of preventive measures for Vilnius residents who wish to provide social assistance to their relatives	2022-2030	Social Services Structural Unit	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
2.1.2.	<b>TASK</b>	<p><b>Foster a socially responsible partnership</b></p> <p>This task aims at strengthening the partnership between the municipality and the social partners involved in social assistance activities. It is important to develop social dialogue and strengthen competences of partners in the provision of social services (provide methodological assistance; organise training, seminars). The involvement of the social partners in the provision of services makes it possible to provide these services in a more qualitative and faster manner, better responding to the needs of residents of Vilnius.</p>		Social Services Structural Unit	
2.1.2.1.	MEASURE	Strengthening the competences of NGOs and private suppliers in the provision of social services.	2021-2030	Social Services Structural Unit	
2.1.2.2.	MEASURE	Strengthening social dialogue between NGOs and private suppliers and the Municipality	2021-2030	Social Services Structural Unit	

### 3.3.2. SAFE CHILDREN AND YOUNG PEOPLE IN ALL THEIR LIFE ENVIRONMENTS

Ensuring the safety of children and young people is one of the priorities of the Municipality. Ensuring a safe environment in all spheres of life includes public space, educational, health, social service establishments and assistance to the child and family in the event of facing any difficulties. During the organisation and delivery of assistance, the individual needs of the child and the family will be considered, the preconditions for the child to grow up in a safe environment will be created through the development of the accessibility of preventive, interventional, rehabilitation measures and complex services for the child and his/her guardians. The need for these services is particularly relevant for families in difficulty, children and young people who are prone to crime, lacking the motivation to learn, having addictions or other psychological difficulties, experiencing social exclusion.

Vilnius city will enable getting the necessary assistance as early as possible. Early intervention services and innovative assistance programmes and methods will be expanded. The cooperation and competences of specialists in various fields (education, health, social, etc.) have a significant impact on the provision of assistance to a child and young people, therefore, attention will be paid to ensuring smooth cooperation and development of competences.

<b>SEQ. NO.</b>	<b>ACTION</b>	<b>TITLE AND DESCRIPTION OF THE ACTION</b>	<b>IMPLEMENTATION PERIOD</b>	<b>THE MAIN RESPONSIBLE STRUCTURAL UNIT</b>	<b>OTHER RESPONSIBLE STRUCTURAL UNITS</b>
<b>2.2.1.</b>	<b>TASK</b>	<p><b>Easily accessible services for the child and family</b></p> <p><i>In order to ensure high-quality and needs-appropriate assistance for the child and the family, it is necessary to combine the available service resources and to develop a network of services for the child and the family in a balanced manner according to real needs. Assistance for the child and the family must be provided as early as possible, and this task is aimed at ensuring the development of early prevention services and programmes.</i></p>		Inter-Institutional Cooperation Structural Unit	
2.2.1.1.	MEASURE	Deploy a child welfare-ensuring model	2023-2024	Inter-Institutional Cooperation Structural Unit	Social Services Structural Unit; Youth Affairs Structural Unit
2.2.1.2.	MEASURE	Ensure the provision of quality social services for families and children	2021-2030	Social Services Structural Unit	
2.2.1.3.	MEASURE	Implement programmes/projects (prevention, intervention measures) provided for in the development plan of providing coordinated services	2021-2030	Inter-Institutional Cooperation Structural Unit	
<b>2.2.2.</b>	<b>TASK</b>	<p><b>Community services developed to create a safe and cohesive environment for the families of Vilnius residents</b></p> <p><i>The aim of this task is to develop community-based services for both children and their parents and to</i></p>		Social Services Structural Unit	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>properly and constantly inform the public about the services provided by the municipality and the possibilities to receive them, as well as strengthen the prevention of violence manifestations.</i>			
2.2.2.1.	MEASURE	Ensure the provision of quality social care services to children in the community	2021-2030	Social Services Structural Unit	
2.2.2.2.	MEASURE	Inform the public about the services provided in the Municipality and the recognition of forms of violence and free assistance	2021-2030	Social Services Structural Unit	
<b>2.2.3.</b>	<b>TASK</b>	<p><b>Engaged and busy youth, modern forms and spaces of working with the youth</b></p> <p><i>In order to consider the needs of young people and to increase youth employment, it is necessary to expand the range of services targeted at this social group. The aim of this task is to develop open work with the youth, thus involving young people from different social groups in active activities, interesting them in meaningful activities and thus forming a strong, psychologically resilient, motivated and creative person.</i></p>		Youth Affairs Structural Unit	
2.2.3.1.	MEASURE	Establish youth spaces in Vilnius city and increase youth employment in the premises of subordinate bodies of the Youth Affairs Division, involving NGOs and communities	2021-2030	Youth Affairs Structural Unit	

### 3.3.3. A SUSTAINABLE NETWORK OF SERVICES IN THE SOCIAL FIELD

The organisation of social services covers a wide range of services: social services, cash benefits, support for the purchase and rental of housing, etc. Vilnius city will consistently develop complex services that respond to the needs of Vilnius residents, integrate various ways of assistance and

services. In order to achieve an individualised approach for each person, versatile social assistance will be organised to respond to the needs of a particular Vilnius citizen and/or a group of people. The development of community-based services will allow bringing the service closer to the Vilnius residents and will allow strengthening the self-sufficiency and dignity of service recipients. The aim will be to develop services that are still lacking and to deploy innovative solutions in this field. The measures implemented will improve the quality of life of users and the satisfaction of the services provided.

<b>SEQ. NO.</b>	<b>ACTION</b>	<b>TITLE AND DESCRIPTION OF THE ACTION</b>	<b>IMPLEMENTATION PERIOD</b>	<b>THE MAIN RESPONSIBLE STRUCTURAL UNIT</b>	<b>OTHER RESPONSIBLE STRUCTURAL UNITS</b>
2.3.1.	<b>TASK</b>	<p><b>A rationally selected form of housing support, creating customer confidence</b></p> <p><i>The aim of this task is to increase the accessibility of housing for the residents of Vilnius, ensuring rational solutions that meet the needs and opportunities.</i></p>		Social Services Structural Unit	MC “Vilniaus miesto būstas”
2.3.1.1.	MEASURE	Initiate amendments to legal acts to narrow the circle of entities entitled to rent social housing and to widen the circle of entities/size of support for the purchase of housing	2021-2030	Social Services Structural Unit	MC “Vilniaus miesto būstas”
2.3.1.2.	MEASURE	Initiate amendments to legal acts to ensure greater social support for residents of Vilnius with housing	2021-2030	Social Services Structural Unit	MC “Vilniaus miesto būstas”
2.3.1.3.	MEASURE	Draw up a plan of incentive measures to reduce the length of social housing use	2021-2023	Social Services Structural Unit	MC “Vilniaus miesto būstas”
2.3.2.	<b>TASK</b>	<p><b>Developed and sustainable network of community-based services</b></p> <p><i>A network of community services for children and adults with disabilities and the elderly will be developed in order to ensure the accessibility of services closer to the place of residence of residents of Vilnius and the</i></p>		Social Services Structural Unit	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>possibility to provide the necessary social services at home. The measures implemented will improve the quality of life of users and the satisfaction of the services provided.</i>			
2.3.2.1.	MEASURE	Expand community-based services for the disabled	2021-2030	Social Services Structural Unit	
2.3.2.2.	MEASURE	Ensure the provision of social services at home	2021-2030	Social Services Structural Unit	
<b>2.3.3.</b>	TASK	<p><b>Easily accessible social services for Vilnius citizens</b></p> <p><i>The aim of this task is to develop a network of social services, taking into account the most relevant needs of Vilnius citizens. The provision and development of social services will also ensure the dissemination of information about these services, the possibilities for Vilnius citizens to receive them, surveys on satisfaction with services and quality will be performed.</i></p>		Social Services Structural Unit	
2.3.3.1.	MEASURE	Ensure access to quality social services and availability of information for all Vilnius citizens	2021-2030	Social Services Structural Unit	
<b>2.3.4.</b>	TASK	<p><b>Smooth provision of social benefits to Vilnius residents</b></p> <p><i>The aim of this task is to improve the accessibility of social benefits, expand the dissemination of information on access to social benefits, deploy</i></p>			

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>innovative methods of work organisation and service of Vilnius residents. Population surveys will be carried out to assess the quality of the services provided.</i>			
2.3.4.1.	MEASURE	Improve the organisational and communication accessibility of social benefit services.	2021-2030	Social Benefits Structural Unit	

### 3.3.4. INDICATORS

**11 key strategic indicators** will be used to monitor progress towards the achievement of objectives in the field of social security presented in the table below. A more detailed list of indicators, also including tactical indicators, is provided in the SAP drawn up each year.

ACTIVE, PROACTIVE PERSON AND URBAN COMMUNITY										
INDICATOR	DESCRIPTION OF THE INDICATOR									RESPONSIBLE STRUCTURAL UNIT
Change in the number of volunteers in social service establishments, %	The increase in the number of persons working on the basis of volunteering in the social services establishments of Vilnius city is calculated. This indicator is planned to grow by at least 5 % each year. The indicator shows how much Vilnius residents and the community contribute to the provision of social assistance. The indicator is measured once a year.									Social Services Structural Unit
Share of the transfer of public social services to NGOs and the private sector in total funded social services, %	The ratio between the social services provided by NGOs and the private sector and the social services provided by municipal establishments is calculated through the estimation of the volume of funding. The indicator shows how intensively the municipality involves NGOs and the private sector in the provision of social services. The indicator is measured once a year.									Social Services Structural Unit
INDICATOR	TARGET VALUE OF THE INDICATOR									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030

Change in the number of volunteers in social service establishments, %	5	10	15	20	25	30	35	40	45	50
Share of the transfer of public social services to NGOs and the private sector in total funded social services, %	30	32	35	35	35	37	37	37	37	40

**SAFE CHILDREN AND YOUNG PEOPLE IN ALL THEIR LIFE ENVIRONMENTS**

INDICATOR	DESCRIPTION OF THE INDICATOR	RESPONSIBLE STRUCTURAL UNIT
Child welfare-ensuring model deployed	The main goal of the implementation of the Child welfare-ensuring model is to create a comprehensive assistance system based on the assessment of the needs of the child and the family in Vilnius city. This system would aim to ensure quality early prevention, timely identification of the needs of the Child and the family and provide the necessary assistance and services. A clear, accessible algorithm would also be compiled and made available to all participating organisations, providing organisations' responsibilities, functions, ways of exchanging information, monitoring emerging obstacles to cooperation through continuous improvement of the cooperation and communication process, executing monitoring of foreseen indicators, planning the development of services, etc. The indicator of the deployment of the Child welfare-ensuring model would reveal the extent to which the model is being deployed in participating organisations.	Inter-Institutional Cooperation Structural Unit
The share of families provided with case management services will be able to independently ensure the rights and legitimate interests of the child, from the total number of families provided with case management services, %.	The ratio between the families of Vilnius residents who have received case management services and those who are capable of ensuring the rights of the child independently from all families receiving management services shows how effective the provided services are. The indicator is calculated on the basis of data provided by institutions and NGOs providing case management services to the families of Vilnius residents. The indicator is calculated once a year.	Social Services Structural Unit

<p>The share of children in community-based social care homes in the number of children receiving social care, from the total number of children receiving social care, %.</p>	<p>The indicator allows monitoring trends in the development of social care home services for community children. The indicator is calculated on the basis of data from the Social Services Division on the volume of provision of social care services for children and service providers. The indicator is calculated once a year.</p>										<p>Social Services Structural Unit</p>
<p>The change in open youth work service volumes, %</p>	<p>The indicator is calculated according to the formula:  <math>X = Y/Z * 100</math>, where                      Y is the number of service recipients of open youth work in the current year;                      Z is the number of service recipients of open youth work services last year.                      To calculate the indicator, service recipients who receive services in municipal establishments supervised by the Youth Affairs Division, youth organisations, NGOs and communities working with young people and other youth-working organisations are included.                      The indicator is calculated once a year.</p>										<p>Youth Affairs Structural Unit</p>
<p><b>INDICATOR</b></p>	<p><b>TARGET VALUE OF THE INDICATOR</b></p>										
	<p><b>2021</b></p>	<p><b>2022</b></p>	<p><b>2023</b></p>	<p><b>2024</b></p>	<p><b>2025</b></p>	<p><b>2026</b></p>	<p><b>2027</b></p>	<p><b>2028</b></p>	<p><b>2029</b></p>	<p><b>2030</b></p>	
<p>Child welfare-ensuring model deployed</p>	<p>Model development</p>	<p>Model development</p>	<p>Model pilot deployment</p>	<p>Model deployment</p>	<p>Evaluation of model efficiency</p>	<p>Monitoring, improvement of the model, if necessary</p>	<p>Monitoring, improvement of the model, if necessary</p>	<p>Monitoring, improvement of the model, if necessary</p>	<p>Monitoring, improvement of the model, if necessary</p>	<p>Monitoring, improvement of the model, if necessary</p>	
<p>The share of families provided with case management services will be able to independently ensure the rights and legitimate interests of the child, from the total number of families provided with case</p>	<p>28</p>	<p>30</p>	<p>35</p>	<p>36</p>	<p>37</p>	<p>38</p>	<p>39</p>	<p>40</p>	<p>40</p>	<p>40</p>	

management services, %.										
The share of children in community-based social care homes in the number of children receiving social care, from the total number of children receiving social care, %.	60	70	80	90	100	100	100	100	100	100
The change in open youth work service volumes, %	5	5	5	5	5	5	5	5	5	5

**A SUSTAINABLE NETWORK OF SERVICES IN THE SOCIAL FIELD**

INDICATOR	DESCRIPTION OF THE INDICATOR	RESPONSIBLE STRUCTURAL UNIT
The share of compensations granted for the rental fee of housing, %	<p>The indicator is calculated according to the formula: <math>X = (Z * 100) / Y</math> where</p> <p>Y is the number of persons and families included in the approved social housing queue for the previous calendar year;</p> <p>Z is the number of the persons receiving compensations in respect of part of the rental fee with extensions in the current calendar year;</p> <p>X is the percentage of compensations granted for the part of the rental fee for housing.</p> <p>The indicator is measured once a year.</p>	MC “Vilniaus miesto būstas”
The level of satisfaction of community-based social services for the persons with disabilities (children and adults) from the identified need for social services, %	<p>The share of persons who are provided with community-based social services out of all persons identified as having a need for community-based social services. The indicator is calculated on the basis of data from the Social Services Division on the need and scope of the provision of community-based social services at home. The indicator is measured once a year.</p>	Social Services Structural Unit

<p>The share of persons who are enabled to live in their homes for as long as possible, to remain self-sufficient, from the identified need for social services at home, %</p>	<p>The share of persons receiving services at home from the persons assigned home services. The indicator shows the accessibility of services. The indicator is calculated on the basis of the data of the Social Services Division on the volume of provision of social services at home and service providers. The indicator is measured once a year.</p>	<p>Social Services Structural Unit</p>
<p>Change in service satisfaction among social service recipients, %</p>	<p>The indicator is measured by conducting a survey of the recipients of social services, assessing the quality of the services provided. This indicator is planned to grow by at least 3 % each year. The indicator shows how Vilnius residents assess social services organised and provided by the Municipality. The indicator is measured once a year.</p>	<p>Social Services Structural Unit</p>
<p>The level of satisfaction with the received social benefits service, in points</p>	<p>The indicator is calculated according to the formula: <math>X=(Y1+ Y2)/2</math>, where:                  X is the level of satisfaction of customers with the service received (arithmetic average);                  Y1 is the quality assessment system of the call centre;                  Y2 is customer surveys.                  The arithmetic mean of all components is calculated (Y1, Y2). Assessed in points (from 1 to 5, where 1 is very bad, 5 — very good). The mean of all assessments is rounded to one decimal place in accordance with arithmetic rules. The indicator is measured once a year.</p>	<p>Social Benefits Structural Unit</p>

INDICATOR	TARGET VALUE OF THE INDICATOR									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<p>The share of compensations granted for the rental fee of housing, %</p>	56	60	70	85	100	100	100	100	100	100
<p>The level of satisfaction of community-based social services for the persons with disabilities (children and adults) from the</p>	65	70	70	75	75	75	80	80	80	85

identified need for social services, %										
The share of persons who are enabled to live in their homes for as long as possible, to remain self-sufficient, from the identified need for social services, %	<b>55</b>	55	55	60	60	60	65	65	65	70
Change in service satisfaction among social service recipients, %	<b>3</b>	3	3	3	3	3	3	3	3	3
The level of satisfaction with the received social benefits service, in points	<b>3</b>	3	3	3	4	4	4	4.5	4.5	4.9

### 3.4. HEALTH, HEALTH PROMOTION AND SPORT

A healthy and active resident of the city is a happy, creating citizen who cares about the well-being of himself/herself, his/her relatives and the community. Healthy residents of the city have better opportunities to work and develop, to strive for a high quality of life. Health disorders and diseases cause the risk of losing jobs, experiencing social exclusion, and increasing costs of treatment and health care. It is therefore important to systematically strive to make the residents of Vilnius healthier and to prolong their life expectancy, improve the health of the population and reduce health inequalities.

In order to continue to raise the level of Vilnius city in the field of Health, health promotion and sport and to solve the problems that the city and city residents face, the following vision of Vilnius city in the field of health, health promotion and sport is set: **a person-oriented modern, high-quality health system.**

Vilnius city will aim to continue to promote the physical activity of city residents and to develop recreational and sports infrastructure, which is still insufficient currently. According to the data of the World Health Organization (who), 20% of the population's health depends on the environment in which they live. Monitoring environmental indicators and informing the public about environmental risk factors is, therefore, one of the priorities of a sustainable health policy. Much attention will be paid to improving the mental health of Vilnius residents, reducing the use of psychoactive substances and deaths from infectious diseases and external causes.

Personalised health services will be developed by ensuring innovative, national or international standards complying with personal health services, with an emphasis on the individual needs of children, working-age adults, older people and the disabled. In order to ensure the quality of personal health services, it is important that the services are provided by specialists with a high level of professional competence. Two objectives are set to implement the vision in the field of health, health promotion and sport:

1. Healthy, agile and longer quality living Vilnius citizen.
2. Open to changes, transparent, balanced and effectively managed health and health promotion system.

#### 3.4.1. HEALTHY, AGILE AND LONGER QUALITY LIVING VILNIUS CITIZEN

The healthy lifestyle of the city population and its culture determines the behaviour, habits and attitudes of the population in terms of maintaining and preserving health. In view of this, the aim is to actively shape a healthy lifestyle, healthy nutrition and physical activity habits of Vilnius residents.

Physical inactivity is one of the most important risk factors leading to population mortality, increasing the risk of chronic non-infectious diseases and cancer cases. The vast majority of Vilnius residents are of working age (67 %), the majority part of whom are employed in sedentary employment, leading to reduced physical activity of the population. Quite low physical activity of children is also observed: for some pupils,

physical education lessons remain unattractive, schools lack innovative technologies that may interest them to engage in physical activity not only during physical education lessons but also by integrating physical activity into other subjects and breaks, there is also not enough public spaces that meet the needs of children and young people. Meanwhile, it is scientifically justified that physical activity promotes the formation of cognitive, motor and social skills and improves academic outcomes. Increasing physical activity is important for every Vilnius citizen, therefore, it is planned to develop public sports infrastructure, ensuring the possibility for Vilnius residents to more actively use publicly available sports spaces and to get involved in sports and health promotion public activities.

Vilnius residents also face significant mental health difficulties. Although more and more preventive programmes are being implemented in Vilnius city, the availability of psychological assistance is being expanded, but the situation is improving rather slowly, the fundamental breakthrough is not yet observed. With a view the extents of suicide, alcohol, psychotropic and other drug use and the manifestation of burnout syndrome to decline more intensively, to increase the scope of prevention programmes and measures and interventions is planned, by seeking innovative forms, introducing science-based methodologies, developing the range and accessibility of mental health services. It is planned to develop cooperation with persons with mental health problems, their families, non-governmental organisations and various interested institutions, thus ensuring timely provision of information on the possibilities of providing assistance and enhancing mental health.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
3.1.1.	TASK	<p><b>Promote a healthy lifestyle and its culture of the city residents</b></p> <p><i>The aim of this task is to improve the culture of healthy lifestyle of Vilnius residents by strengthening the ability to choose health-favourable food and increasing physical activity, reducing the number of injuries and accidents (drowning, road injuries) and developing the prevention of infectious diseases.</i></p>		Health Care Structural Unit Health Promotion Structural Unit	VPHB
3.1.1.1.	MEASURE	Develop and fulfil information campaigns and training to ensure the reduction of the number of infectious diseases infections (HIV, sexually transmitted infections, intestinal infections, tuberculosis, COVID-19)	2021-2030	Health Care Structural Unit	VPHB
3.1.1.2.	MEASURE	Development of integrated prevention programmes to reduce traumatism of different age groups	2021-2030	Health Care Structural Unit	VPHB

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
3.1.1.3.	MEASURE	Strengthen prevention of chronic non-infectious diseases by introducing integrated programmes designed for the promotion of healthy lifestyles of the population	2021-2030	Health Care Structural Unit	VPHB
3.1.1.4.	MEASURE	Promote the continuity and quality of sports projects in Vilnius city	2021-2030	Health Promotion Structural Unit	
3.1.1.5.	MEASURE	Increase the involvement of Vilnius residents in publicly available sporting initiatives	2021-2030	Health Promotion Structural Unit	VPHB
<b>3.1.2.</b>	<b>TASK</b>	<p><b>Create a healthy lifestyle-friendly working, leisure and living environment</b></p> <p><i>The environment is an important factor determining quality of life and health of a person. The aim is, therefore, to create favourable working, rest and living environment conditions for every Vilnius citizen by developing health-friendly spaces, introducing the latest methods of organisation of activities and provision of services as well as improving the quality of public health promotion services.</i></p>		Health Care Structural Unit Health Promotion Structural Unit	VPHB
3.1.2.1.	MEASURE	Installation of functional and attractive spaces for health promotion activities (spaces for physical activity, meeting rooms for lectures on various health promotion topics, cooking places).	2021-2030	Health Care Structural Unit	VPHB
3.1.2.2.	MEASURE	Development and deployment of a system to optimise the management of information related to pupil health and its education, to perform timely monitoring of health indicators of children, to respond to individual needs of an educational institution.	2021-2030	Health Care Structural Unit	VPHB
3.1.2.3.	MEASURE	Improve the quality of education in the field of sports in	2021-2030	Health Promotion	VPHB

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		the community of children, pupils and youth of Vilnius		Structural Unit	
3.1.2.4.	MEASURE	Develop infrastructure suitable for physical activity and sport	2021-2030	Health Promotion Structural Unit	
<b>3.1.3.</b>	<b>TASK</b>	<b>Creation of psychological well-being of Vilnius residents</b>  <i>The aim of this task is to strengthen the factors contributing to the psychological well-being of Vilnius residents: to contribute to strengthening the mental health of Vilnius residents through the implementation of the prevention and intervention of professional burnout and suicides, education of social-emotional, paternity skills, sexuality, development of access to psychological assistance, strengthening of psychological resilience.</i>		Health Care Structural Unit	VPHB
3.1.3.1.	MEASURE	Increase access to psychological assistance by ensuring free and high-quality consultations not only in medical institutions	2021-2030	Health Care Structural Unit	VPHB
3.1.3.2.	MEASURE	Deploy psychoactive substances prevention and harm reduction measures in Vilnius city in cooperation with interested organisations	2021-2030	Health Care Structural Unit	VPHB

### 3.4.2. OPEN TO CHANGES, TRANSPARENT, BALANCED AND EFFECTIVELY MANAGED HEALTH AND HEALTH PROMOTION SYSTEM

Ensuring personal health services is an important condition for the development of Vilnius city and the satisfaction of Vilnius residents with life in the city. Healthy Vilnius residents have better opportunities to create, work and develop, to strive for a high quality of life. Access to high-quality personal health services reduces the risk of losing incapacity of work and experiencing social exclusion. In order to organise and provide quality personal health services to a Vilnius resident, it is necessary to take into account the opinion and suggestions of Vilnius residents who receive these services. It is also important to take into account the specific needs of certain social groups in the organisation and delivery of health services: disabled children and adults, the elderly, who are not yet always provided with adequate personal health services appropriate to their opportunities and needs. The personal health services network must ensure the accessibility of these services as close as possible to the place of

residence and the infrastructure of health facilities should be adapted to each and friendly to the customer. It is therefore important to ensure a balanced positioning of primary care facilities, to improve the infrastructure of health facilities, to develop specialised outpatient help (outpatient care; dental services at home), the development of comprehensive and integrated personal health and social services for the disabled and the elderly.

Ensuring personal health services requires increasing resources, therefore, it is important to ensure the necessary health services by searching for and deploying new, innovative diagnostics and treatment methods, expanding innovations and technologies in the fields of medicine, pharmaceuticals and public health, implementing information technologies, developing in a way to improve the quality of services by making optimal use of health system resources.

In order to ensure the quality of personal health services, it is important that the services are provided by specialists with a high level of professional competence. The problem of shortages of doctors and nurses is increasingly felt in Vilnius city. It is therefore important to enable health specialists to continuously improve their qualifications, to deploy innovation in the field of health and to improve working conditions.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
3.2.1.	TASK	<p><b>Ensure evenness of personal health services and an equally high quality of services for every Vilnius resident, taking into account the results of patient feedback</b></p> <p><i>The aim of the task is to increase access to health services and the adaptation of healthcare facilities, taking into account the needs of the person with disabilities: change the attitude of personnel to assistance and communication, draw up and deploy algorithms for the provision of services for persons with disabilities, adapt technologies and medical equipment, expand dental help at home, and adapt the infrastructure of health institutions appropriately. Considering the results of patient feedback, to develop even provision of quality personal health services, especially outpatient care services, in Vilnius city.</i></p>		Health Care Structural Unit	
3.2.1.1.	MEASURE	Adaptation of access to healthcare and healthcare facilities considering the needs of the person with	2022-2030	Health Care Structural Unit	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		disabilities.			
3.2.1.2.	MEASURE	Improving the evenness and quality of personal health services considering the results of patient feedback.	2021-2030	Health Care Structural Unit	
3.2.1.3.	MEASURE	Development of complex and integrated personal health and social services in personal health care institutions under the authority of the City of Vilnius for the disabled and elderly persons	2021-2030	Health Care Structural Unit	Social Services Structural Unit
<b>3.2.2.</b>	<b>TASK</b>	<p><b>Development and deployment of electronic services, innovation and technology in the fields of medicine, pharmaceuticals and public health</b></p> <p><i>This task aims to develop electronic services based on the latest technology and innovation-based as well as electronic services in the fields of personal, public health and pharmaceuticals, thus ensuring an innovative and open to change Vilnius city health system.</i></p>		Health Care Structural Unit	
3.2.2.1.	MEASURE	Create, deploy and update e-services in the subordinate bodies of the Municipality.	2021-2030	Health Care Structural Unit	
<b>3.2.3.</b>	<b>TASK</b>	<p><b>High competence of health and health promotion specialists, ensuring opportunities for continuous improvement</b></p> <p><i>In order to attract and retain health system professionals, to ensure their provision with the opportunity to improve, familiarise themselves and apply the latest diagnostic and treatment methods in practice, to create an environment conducive to improvement.</i></p>		Health Care Structural Unit	
3.2.3.1.	MEASURE	Creation of a model for attracting health care professionals and developing and training their	2022-2030	Health Care Structural Unit	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		competences.			

### 3.4.3. INDICATORS

**10 key strategic indicators** will be used to monitor progress towards the achievement of objectives in the field of health, health promotion and sports presented in the table below.

HEALTHY, AGILE AND LONGER QUALITY LIVING VILNIUS CITIZEN		
INDICATOR	DESCRIPTION OF THE INDICATOR	RESPONSIBLE STRUCTURAL UNIT
Reduction in the number of HIV and sexually transmitted infections, number of cases per 10 thousand inhabitants	The indicator is calculated according to the formula: number of sick persons (according to ICD codes B20-B24, A50-A64), per year/average annual population) x 10 000.	VPHB
Decrease in traumatism cases, number of cases per 100 thousand inhabitants.	The indicator is calculated according to the formula: (number of deaths due to external causes (according to ICD codes V00-Y89), per year/average annual population) x 100,000.	VPHB
The increase in the share of the adult population of Vilnius who engage in active physical activity at least 30 minutes 5 days a week or more often, % of the total population.	The indicator is calculated according to the formula: The share of those who responded that he/she is engaged in active physical activity at least 30 minutes 5 days per week or more, %.	VPHB
The increase in the number of people who feel happy and very happy, %	The indicator is calculated by the formula: The share of respondents who feel happy and very happy, %.	VPHB

Decrease in suicide rate, number of cases per 100 thousand inhabitants.	The indicator is calculated according to the formula: (number of deaths per year due to suicide (according to ICD codes X60-X84)/average annual population) x 100 000.										VPHB
The decline in the prevalence of using psychoactive substances among minors, %	The indicator is calculated according to the formula: The share of 10-grade pupils who replied that they had consumed alcoholic beverages one or more times during the last 30 days, %										VPHB
Growing number of unique participants participating in physical activities, %	The creation of a system for recording the physical activity of a person is initiated. The ratio between annual derivative statistic data is assessed with the help of an innovative system. The data on the involvement of Vilnius residents in the physical activities initiated by the Municipal private and public sectors will be assessed.										Health Promotion Structural Unit
INDICATOR	INDICATOR VALUE										
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Reduction in the number of HIV and sexually transmitted infections, number of 10 thousand inhabitants.	4.5	4.2	4	3.7	3.5	3	2.7	2.5	2	1.5	
Decrease in traumatism cases, number of cases per 100 thousand inhabitants.	60	57	55	52	50	47	44	40	38	35	
The increase in the share of the adult population of Vilnius who engage in active physical activity at least 30 minutes 5 days a week or more often, % of the total population.	-	35	-	-	-	50	-	-	-	80	
The increase in the number of people who feel happy and very happy, %	-	75	-	-	-	80	-	-	-	90	
Decrease in suicide rate, number of cases per 100	12.2	12	11.5	11	10.5	10	9.5	9	8.5	8	

thousand inhabitants.										
The decline in the prevalence of using psychoactive substances among minors, %	-	20	-	18	-	16	-	12	-	8
Growing number of unique participants participating in physical activities, %	-	10	-	-	-	20	-	-	-	40

**OPEN TO CHANGES AND INNOVATION, A BALANCED HEALTH AND HEALTH PROMOTION SYSTEM**

<b>INDICATOR</b>	<b>DESCRIPTION OF THE INDICATOR</b>	<b>RESPONSIBLE STRUCTURAL UNIT</b>
Implementation of the programme of personal health care institutions and their territories under the authority of the City of Vilnius, the adaptation of healthcare services to the needs of the disabled (taking into account personal disabilities), %	The formula for calculating the indicator: the number of measures implemented by institutions is calculated each year and the total percentage of institutions is derived. The programme required for the measurement of the indicator is planned to be prepared in 2021-2022. The indicator will be calculated from 2023.	Health Care Structural Unit
The number of measures to increase the evenness and quality of personal health services developed taking into account the results of patient feedback in the personal health care institutions under the authority of the City of Vilnius, pcs.	The number of measures developed and deployed to increase the evenness and quality of personal health care services prepared taking into account the results of patient feedback in personal health care institutions subordinated to the City of Vilnius (pcs.)	Health Care Structural Unit

The number of electronic services, innovations and technologies developed and deployed in personal health care institutions subordinate to the City of Vilnius, pcs.	Electronic services, innovations and technologies developed and deployed in personal health care institutions subordinate to the City of Vilnius, (pcs.)									Health Care Structural Unit
INDICATOR	INDICATOR VALUE									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Implementation of the programme of personal health care institutions and their territories under the authority of the City of Vilnius, the adaptation of healthcare services to the needs of the disabled (taking into account personal disabilities), %	-	-	30	35	45	55	65	75	85	95
The number of measures to increase the evenness and quality of personal health services developed taking into account the results of patient feedback in the personal health care institutions under the authority of the City of Vilnius, pcs.	3	6	4	4	4	5	4	4	4	4
The number of electronic services, innovations and technologies developed and deployed in personal health care institutions subordinate to the City of Vilnius, pcs.	3	4	4	4	4	4	4	4	4	4

## 3.5. CULTURE

The City Council adopted a significant decision for the entire cultural sector and Vilnius residents toward the impressive 700-year anniversary of the founding of the capital: Approved strategic guidelines for Vilnius cultural policy. The prepared strategic guidelines are a solid foundation for a long-term strategy for city culture up to 2030. Implementing the vision of strategic guidelines for cultural policy the aim is to make Vilnius a city where culture is simply a way of life, a daily satellite that enriches everyone's lives in a meaningful way.

High-value culture will become accessible to all Vilnius residents, ensuring the quality and diversity of expression and cognition of Vilnius culture in the international community. Attention will also be paid to the preservation of Vilnius's cultural memory, its actualisation with modern means, and more efficient management of the cultural sector.

In order to raise the level of Vilnius city in the field of culture and to solve the problems the city faces, the following vision of Vilnius city in the field of culture is set: Vilnius is an artistic environment and a creative capital famous for its unique cultural diversity, where culture is accessible and involves a very wide audience of city residents and guests, covers the whole geographic territory of Vilnius city, attracts art and culture creators from Lithuania and abroad.

Four objectives are set to implement the vision:

1. An involving and accessible high-value culture for all Vilnius residents and guests of the city
2. Vilnius is a more widely known and valued partner of art and culture users and creators from abroad, a recognised partner of international cultural projects and events
3. The multicultural identity of Vilnius is fostered more effectively, the cultural heritage of the city is protected, actualised and activated
4. Competitive quality of services of the cultural sector of the city

### 3.5.1. AN INVOLVING AND ACCESSIBLE HIGH-VALUE CULTURE FOR ALL VILNIUS RESIDENTS AND GUESTS OF THE CITY

Due to the special role of the capital and its long-standing expertise, a wide variety of high-quality cultures is available to Vilnius residents and guests. The accessibility and inclusiveness of culture will be further enhanced by measures to facilitate participation in the cultural life of the city for people of all ages and statuses (seniors, young people, children, families), to involve city communities, ethnic communities, cultural institutions and organisations in cultural processes. The system of funding cultural projects and the network of municipal cultural establishments will be fundamentally reviewed in order to make the cultural services provided in the city of higher quality and also more widely accessible to residents of districts experiencing cultural exclusion.

Particular attention will be paid to efforts to strengthen the role of high-value culture in the formal and non-formal education processes of children and young people. The National Concert Hall planned to be installed will enrich the cultural life of Vilnius and improve the quality of its cultural events. Competitive funding for cultural and artistic projects, international events will be increased, thus increasing the coverage and quality of cultural events. The calendar of cultural events of the city and the database of cultural projects funded by the Municipality will

facilitate getting involved in the cultural life of the city much easier. Measures are foreseen to manage and make more efficient use of existing public spaces in the city for cultural events, recreation and tourism. New urban public spaces will be cultured and made active.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
4.1.1.	TASK	<p><b>A diverse and high-quality culture is accessible to all public groups and guests of the city</b></p> <p><i>The aim of the task is to ensure that all Vilnius residents have access to quality cultural services, and their diversity would increase. The aim is to involve as many Vilnius residents as possible in cultural activities, more active participation of communities in cultural activities, a higher number of cultural initiatives of young people. As part of the project of the National Concert Hall on Tauras Hill, create a new space adapted to the dissemination of the highest level professional culture.</i></p>			
4.1.1.1.	MEASURE	Increase the possibilities of accessibility to diverse and high-quality culture	2021-2030	Culture Structural Unit	Grigiškės Culture Center, Kirtimai Culture Center, Naujoji Vilnia Culture Center, Public Establishment “Trakų Vokės Dvaro sodyba”, Central Library of the City of Vilnius
4.1.1.2.	MEASURE	Involve more children, adolescents and older people in cultural activities	2021-2022	Culture Structural Unit	Youth Affairs Structural Unit
4.1.1.3.	MEASURE	Activate the cultural activities of city communities	2021-2023	Advisor of the City of Vilnius Administration responsible for	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
				community activities	
4.1.1.4.	MEASURE	Promote and finance cultural initiatives of young people, the expansion of products of different cultural fields and services for families	2021-2022	Youth Affairs Structural Unit	Culture Structural Unit
4.1.1.5.	MEASURE	Ensure that the diversity of all areas of professional culture is accessible in Vilnius	2022-2026	Culture Structural Unit	St. Christopher Chamber Orchestra Of the City of Vilnius, Chamber Choir “Jauna Muzika” of the City of Vilnius, Public Establishment “Menų Spaustuvė”, Public Establishment “Skalvija” Cinema Centre, Vilnius City Opera, Public Establishment Jonas Mekas Visual Arts Centre, M.K. Čiurlionis House, Public Establishment Užupis Art Incubator, organisations that won the competition for the title of Vilnius City

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
					Troupe, Public Establishment Asian Art Centre
4.1.1.6.	MEASURE	Launch activities in the National Concert Hall on the Tauras Hill	2021-2024	Administration	Investment Projects Management Structural Unit, Public and Private Partnership Structural Unit, Culture Structural Unit
<b>4.1.2.</b>	<b>TASK</b>	<b>Diversity of high-value traditional and contemporary cultural events in Vilnius city</b> <i>The aim is to offer Vilnius residents high-quality traditional events commemorating public holidays and other events relevant to the cultural identity of the city.</i>			
4.1.2.1.	MEASURE	Continue the traditions of commemorating and celebrating public holidays	2021-2030	Culture Structural Unit	Vilnius Culture Centre, Public Establishment “Vilniaus rotušė”
4.1.2.2.	MEASURE	Ensure the continuous functioning and renewal of the ecosystem of cultural events relevant to the identity of the city	2021-2023	Culture Structural Unit	Public Establishment “Vilniaus rotušė”, Vilnius Ethnic Culture Centre, Public Establishment “Vilniaus festivaliai”, Vilnius Culture Centre,

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
					Public Establishment Arts Printing House
<b>4.1.3.</b>	<b>TASK</b>	<p><b>More new activated public spaces for culture in the whole territory of Vilnius city</b></p> <p><i>The task will aim at creating a cultural environment that promotes artistic and art activities. The aim is to install the necessary infrastructure for cultural events in the various residential areas of the city. The aim is also to develop the activities of artistic and cultural institutions in the areas of the city where there is a lack of space for cultural events and cultural activities.</i></p>			
4.1.3.1.	MEASURE	Single out priority public spaces of the City of Vilnius in the middle part of the city	2021-2023	Chief Urban Architect's Structural Unit	Culture Structural Unit
4.1.3.2.	MEASURE	Extend the scope of the activities of artistic and cultural establishments in the Municipality also reaching the places of the city experiencing cultural exclusion	2021-2023	Culture Structural Unit	Cultural establishments subordinate to the Cultural Division
4.1.3.3.	MEASURE	Promote artistic and cultural events in non-traditional spaces	2022-2023	Chief Urban Architect's Structural Unit	Culture Structural Unit
<b>4.1.4.</b>	<b>TASK</b>	<p><b>Urban children and adolescents educated by culture</b></p> <p><i>The aim will be to develop a complex educational culture programme for the youngest part of society, where the main attention is given to increasing access to professional arts and culture. To offer new services in general and non-formal education establishments and include the cognition of professional culture in the</i></p>			

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>educational process is sought.</i>			
4.1.4.1.	MEASURE	Involve general and non-formal education establishments of Vilnius city in the education of urban children and adolescents by means of culture (grants)	2021-2023	Educational Environment Structural Unit	General Education Structural Unit, Pre-School Structural Unit, Public Establishment "Vilniaus vaikų ir jaunimo meno galerija", Public Establishment Culture and Education Centre "Vilniaus mokytojų namai"
4.1.4.2.	MEASURE	Develop and implement an educational culture programme	2022-2023	Educational Environment Structural Unit	General Education Structural Unit, Pre-School Structural Unit, Public Establishment "Vilniaus vaikų ir jaunimo meno galerija", Public Establishment Culture and Education Centre "Vilniaus mokytojų namai"
4.1.5.	TASK	<b>Active inter-cultural and intergenerational dialogue, increasing tolerance, socialisation, attracting young talents</b>			

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>This task will aim to implement youth cultural projects, to create favourable conditions for the work of young representatives of the field of culture and the retention of talents in Vilnius city or their return. In addition, the aim is to implement high-quality urban environment development projects, evaluate and develop the “Kuriu Vilnių” contest.</i>			
4.1.5.1.	MEASURE	Promote and finance cultural initiatives of young people	2021-2023	Youth Affairs Structural Unit	
4.1.5.2.	MEASURE	Finance workshop projects of young art and culture creators	2021-2023	Youth Affairs Structural Unit	Culture Structural Unit
4.1.5.3.	MEASURE	Continue and expand the contest of art project support programme “Kuriu Vilnių”	2021-2023	Chief Urban Architect’s Structural Unit	
4.1.5.4.	MEASURE	Create a programme for attracting and returning young talents to the capital of Lithuania	2021-2023	Culture Structural Unit	Youth Affairs Structural Unit
<b>4.1.6.</b>	<b>TASK</b>	<b>Activated green public spaces of the city</b> <i>The effective use of urban green public spaces will be sought by adapting them to cultural events, recreational activities and tourism needs. Also, to create a database of urban public spaces where public cultural events can take place.</i>			
4.1.6.1.	MEASURE	Create a database of urban public spaces where public cultural events can take place	2021-2023	Chief Urban Architect’s Structural Unit	
4.1.6.2.	MEASURE	Adapt gardens, parks, squares, small squares and other green public spaces for professional cultural, leisure activities	2021-2023	Chief Urban Architect’s Structural Unit	Infrastructure Structural Unit

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
4.1.6.3.	MEASURE	Ensure the use of Vilnius embankments and streets for culture, tourism and recreation activities	2021-2023	Chief Urban Architect's Structural Unit	

### 3.5.2. VILNIUS IS A MORE WIDELY KNOWN AND VALUED PARTNER OF ART AND CULTURE USERS AND CREATORS FROM ABROAD, A RECOGNISED PARTNER OF INTERNATIONAL CULTURAL PROJECTS AND EVENTS

Vilnius city is proud of its rich experience in international partnership. In order to increase the visibility and recognition of Vilnius among international artists and culture creators, more professional international events will be organised, networking will be expanded and international competitiveness of culture will be enhanced. It is planned to develop an export finance programme, actively disseminate information in foreign countries, participate more actively in the activities of international organisations, participate in international festivals, cooperate with the European Capitals of Culture, facilitate more effective cooperation between organisations active in the field of culture and arts, experts and other interested parties.

On purpose to implement the priority of the cultural strategy “Vilnius — a capital of creation attracting creators from Lithuania and abroad”, the number of international co-creation cooperation projects with European and global cities will be increased, participation in international projects funded by EU and other funds, development and expansion of the network of residency of international artists and cultural creators in Vilnius will be encouraged.

To commemorate the 700th anniversary of Vilnius, a programme of cultural events will be devoted, in which, along with the projects to actualise historical memory, extensive means of international communication of Vilnius culture are planned.

One of the key strategic goals in the field of culture is to fundamentally reform the cultural sphere in the city and bring it closer to today's needs and the reality of the most advanced EU states and to reduce the exclusion of Vilnius residents from global cultural processes and achievements.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
4.2.1.	TASK	<p><b>The growing number of professional international events and growing internationality of the main events taking place in Vilnius</b></p> <p><i>This task will aim to present Vilnius as a world-class</i></p>	2021-2023	Culture Structural Unit	Public Enterprise “GO Vilnius”

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>cultural city, to increase the visibility of Vilnius city as a place of cooperation between networks of art organisations.</i>			
4.2.1.1.	MEASURE	Initiate and organise events of networks of international art organisations on the occasion of the 700th anniversary of Vilnius city	2021-2023	Culture Structural Unit	Public Enterprise "GO Vilnius"
4.2.1.2.	MEASURE	Evaluate and encourage Vilnius-related global acclaimed artists and cultural field representatives	2021-2023	Culture Structural Unit	
<b>4.2.2.</b>	<b>TASK</b>	<b>Active development and activities of residency network of international artists in Vilnius city</b>  <i>The aim of this task is to fund the development and activities of a network of residency networks of international art and culture creators in Vilnius.</i>	2021-2023	Culture Structural Unit	
4.2.2.1.	MEASURE	Prepare a programme for the funding for residencies of art and culture creators located in Vilnius for creators of various fields	2021-2023	Culture Structural Unit	
<b>4.2.3.</b>	<b>TASK</b>	<b>Rapidly growing networking and international competitiveness of Vilnius culture</b>  <i>The task aims at facilitating the implementation of international cooperation projects between cultural and artistic creators by establishing an export financing programme. The aim is to increase the number of international cultural and artistic projects, promote cooperation with the European Capitals of Culture and increase the notoriety of Vilnius as a cultural city.</i>	2021-2023	Culture Structural Unit	
4.2.3.1.	MEASURE	Create an export financing programme for culture and art creators	2021-2026	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit, Public

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
					Establishment “GO Vilnius”, Marketing and Communication Structural Unit
4.2.3.2.	MEASURE	Promote the transnational dissemination of information on artistic and cultural events	2021-2026	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit, Public Establishment “GO Vilnius”
4.2.3.3.	MEASURE	Activate participation of cultural organisations of Vilnius city in international organisations, programmes and international festivals	2021-2026	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit
4.2.3.4.	MEASURE	Promote the internationalisation of Vilnius cultural organisations and creators	2022-2030	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit, Public Establishment “GO Vilnius”
4.2.3.5.	MEASURE	Step up cooperation with the European Capitals of Culture	2022-2030	Culture Structural Unit	Public Enterprise “GO Vilnius”
4.2.3.6.	MEASURE	Ensure effective cooperation between organisations, experts and other stakeholders acting in the field of culture and art	2022-2030	Culture Structural Unit	Public Enterprise “GO Vilnius”
<b>4.2.4.</b>	<b>TASK</b>	<p><b>Vilnius is a leader in the dissemination of culture and information in the region, initiating large-scale projects</b></p> <p><i>With a view of becoming a leader in the dissemination of culture and information, this task will aim to strengthen strategic culture and art events of a regional</i></p>	2021-2026	Culture Structural Unit	Marketing and Communication Structural Unit, Public Enterprise “GO Vilnius”, Vilnius City

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>scale and to increase the notoriety of Vilnius city culture abroad by drawing up and implementing a cultural international communication programme. The aim is to organise more international cultural and artistic projects, actively pursue the status of UNESCO Literature City and help cultural institutions and organisations to apply for international awards.</i>			Museum
4.2.4.1.	MEASURE	Strengthen strategic cultural and artistic events with a regional dimension	2022-2023	Marketing and Communication Structural Unit	Marketing and Communication Structural Unit, Culture Structural Unit, Public Establishment “GO Vilnius”, Vilnius City Museum, Old Town Renewal Agency
4.2.4.2.	MEASURE	Prepare Vilnius Culture International Communication Programme	2021-2023	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit
4.2.4.3.	MEASURE	Seek that Vilnius receives the status of UNESCO Literature City	2021-2023	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit
4.2.4.4.	MEASURE	Develop cooperation with Lithuanian cultural attachés abroad	2021-2026	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit Public Enterprise “GO Vilnius”
4.2.4.5.	MEASURE	Aim for more international cultural and artistic conferences taking place in Vilnius	2021-2026	Culture Structural Unit	Foreign Affairs and Tourism Structural

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
					Unit, Public Establishment "GO Vilnius"
4.2.4.6.	MEASURE	Encourage and assist cultural institutions and organisations in submitting applications for international awards	2022-2030	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit, Public Establishment "GO Vilnius"
<b>4.2.5.</b>	<b>TASK</b>	<p><b>The city distinguished by the number of international co-creation cooperation projects</b></p> <p><i>This task will aim to participate in international projects funded by EU and other funds, to increase the number of co-creation cooperation projects and initiatives, to render activate the participation of cultural organisations in Vilnius city in these projects.</i></p>	2022-2030	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit, Public Establishment "GO Vilnius"
4.2.5.1.	MEASURE	Increase the number of transnational cooperation projects and initiatives (participation in transnational projects financed by EU and other funds)	2021-2023	Culture Structural Unit	Public Enterprise "GO Vilnius"

### 3.5.3. THE MULTICULTURAL IDENTITY OF VILNIUS IS FOSTERED MORE EFFECTIVELY, THE CULTURAL HERITAGE OF THE CITY IS PROTECTED, ACTUALISED AND ACTIVATED

Cultural memory is an essential part of cultural identity of Vilnius. The rich cultural heritage of the city is not only an effective means of attracting the attention of Lithuanian and foreign tourists, but also a great responsibility: today's city must constantly prove that it is worthy of its cultural heritage, that its residents appreciate and take care of the cultural heritage and are able to creatively develop their relationship with it. Vilnius city will employ contemporary means of actualising cultural memory, renew the expositions of museums presenting the history of the city and exploit the digital space and its opportunities for the dissemination and reflection of cultural memory.

The city will involve as many Vilnius residents as possible in the cognition of multicultural Vilnius, will seek to interest them in the history and cultural heritage of the city in attractive ways, to open and make various heritage sites active more widely in response to today's societal needs.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
4.3.1.	TASK	<p><b>The multicultural identity of Vilnius city is fostered</b></p> <p><i>This task will aim to increase the visibility of the multiculturalism of Vilnius city by promoting cultural projects of the National Communities and increasing their involvement in the culture of the city. Specialised cultural tourism products will be developed in order to interest residents in the history and cultural heritage of the city.</i></p>			
4.3.1.1.	MEASURE	Preserve and present the multicultural heritage of Vilnius	2021-2023	Public Enterprise Jewish Culture and Information Centre	Public Establishment “Jokūbo Kolaso kultūros centras“
4.3.1.2.	MEASURE	Finance initiatives of cultural activities of the National Communities	2021-2023	Culture Structural Unit	
4.3.1.3.	MEASURE	Periodically perform analysis of cultural needs of Vilnius National Communities and access to culture	2021-2023	Culture Structural Unit	
4.3.1.4.	MEASURE	Develop specialised cultural tourism products using the multicultural heritage of Vilnius	2021-2026	Culture Structural Unit	Public Establishment “GO Vilnius”, Marketing and Communication Structural Unit
4.3.2.	TASK	<p><b>The history and cultural heritage of the city are well known to the residents of Vilnius and to the international community</b></p> <p><i>The aim is to develop and implement the programme of cultural events commemorating the 700th anniversary of Vilnius, to increase opportunities allowing to get acquainted with the culture and history of Vilnius city.</i></p>			

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>The aim is also to increase the number of publications on the topic of Vilnius city history by encouraging the exploration of the history of Vilnius city. Authentic and attractive traditional city events will be organised and Vilnius wooden architecture exposition will be created.</i>			
4.3.2.1.	MEASURE	Decorously commemorate the 700th anniversary of Vilnius city	2021-2023	Public Enterprise “GO Vilnius”	Culture Structural Unit
4.3.2.2.	MEASURE	Update and implement the Culture of Memory Fostering programme and related activities	2021-2023	Historical Memory Commission	Chief Urban Architect’s Structural Unit, Culture Structural Unit and other units responsible for the implementation of the programme
4.3.2.3.	MEASURE	Continue the initiative “Part-time Vilnius”	2021-2026	Foreign Affairs and Tourism Structural Unit	
4.3.2.4.	MEASURE	Promote research into the history of Vilnius city	2021-2026	Culture Structural Unit	Marketing and Communication Structural Unit
4.3.2.5.	MEASURE	Duly commemorate the year announced by the Vilnius City Council to commemorate events or persons	2021-2030	Historical Memory Commission	Culture Structural Unit
4.3.2.6.	MEASURE	Create a database of historical memory elements in Vilnius	2021-2022	Chief Urban Architect’s Structural Unit	
4.3.2.7.	MEASURE	Present Vilnius history, culture, urbanism and other	2021-2023	Culture Structural	Public Establishment

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		aspects of city life to the public		Unit	Vilnius City Museum, Public Establishment Lithuanian Energy Museum, BI Directorate of Vilnius Memorial Museums of Memorial Museums , Literary Museum of A. Pushkin
4.3.2.8.	MEASURE	Present Vilnius wooden architecture heritage to the public	2021-2023	BI Directorate of Vilnius Memorial Museums and its unit Vilnius Museum of Wooden Architecture	Culture Structural Unit
4.3.2.9.	MEASURE	View and update programmes for traditional city events ensuring their authenticity	<b>2021</b>	Culture Structural Unit	Cultural establishments subordinate to the Cultural Division
<b>4.3.3.</b>	<b>TASK</b>	<p><b>Attractive objects of cultural heritage and other historical memory, orderly public spaces associated with them</b></p> <p><i>The aim will be to take care of the preservation of cultural heritage objects, historical memory and to ensure the order of public spaces in which cultural</i></p>			

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>heritage objects are located.</i>			
4.3.3.1.	MEASURE	Manage cultural heritage and historical memory objects and related public spaces	2021-2026	Chief Urban Architect's Structural Unit	Culture Structural Unit
<b>4.3.4.</b>	<b>TASK</b>	<p><b>The capital heritage in the context of the “New European Bauhaus Concept” made active, accessible to citizens and adapted to today’s needs</b></p> <p><i>This task will aim to ensure monitoring of the state of the heritage of Vilnius Old Town, to develop educational events on the topic of cultural heritage, to increase the organisation of events in cultural heritage and religious objects, involving all groups of city residents. The aim is also to ensure the attractiveness and security of cultural heritage and historical memory objects in dark times of the day.</i></p>			
4.3.4.1.	MEASURE	Ensure monitoring of the status of the heritage of Vilnius Old Town, the object of UNESCO World Heritage List	2021-2023	Chief Urban Architect's Structural Unit	Old Town Renewal Agency
4.3.4.2.	MEASURE	Expand and strengthen the functions of education and heritage promotion carried out by the Old Town Renewal Agency	2021-2023	Chief Urban Architect's Structural Unit	Old Town Renewal Agency
4.3.4.3.	MEASURE	Encourage educational events on the theme of cultural heritage (cultural heritage and religious purposes and other objects)	2022-2023	Culture Structural Unit	Chief Urban Architect's Structural Unit
4.3.4.4.	MEASURE	Ensure inclusive heritage education for all groups of society	2022-2030	Culture Structural Unit	Old Town Renewal Agency
4.3.4.5.	MEASURE	Illuminate the objects of the city's cultural heritage and historical memory	2021-2026	Infrastructure Structural Unit	UAB “Vilniaus apšvietimas”, Chief

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
					Urban Architect's Structural Unit

### 3.5.4. COMPETITIVE QUALITY OF SERVICES OF THE CULTURAL SECTOR OF THE CITY

In order to achieve a competitive quality of services in the cultural sector of the city, the optimal network of the city's art and cultural institutions will operate in Vilnius city, and the resilience of organisations operating in this field to environmental change will increase. One of the most important success factors in the implementation of the strategy in the field of culture is employees of the Municipality and culture sector. The competences of these employees will be strengthened, the conditions for the exchange of professional experience will be created, participation in the activities of European and global network organisations relevant to the development of urban culture will be enabled, and cooperation with partner cities will be stepped up.

The city will ensure continuous monitoring and analysis of the state of Vilnius culture and dissemination of information about events in Lithuania and foreign states.

Implementing strategic cultural objectives will require a lot of targeted efforts to involve business partners in cultural processes and bring together the Lithuanian cultural and creative industry forces concentrated in Vilnius. The quality of the services provided by the cultural establishments of the city — libraries, museums, cultural centres — will increase as a result of the planned modernisation of the infrastructure of these establishments. The most powerful cultural and creative industry forces of Lithuania are mobilised in Vilnius, therefore support for their development is foreseen and business partners will be more actively involved in cultural processes.

The aim is to open up, as far as possible, cultural funding processes and data: allocate the cultural budget funds as much as possible to competitive programmes, make them systematically diverse and seek not only quantitative but also qualitative results.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
4.4.1.	TASK	<p><b>Optimal network of the city municipality arts and cultural institutions and growing resilience of organisations active in this field to environmental changes and threats</b></p> <p><i>This task will aim to make the activities of cultural and</i></p>	2022	Culture Structural Unit	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>artistic institutions more efficient and transparent by assessing their functions and performing the review of the network. It is also sought to regulate the status of “urban cultural organisation” and to reorganise the activities of libraries and city museums.</i>			
4.4.1.1.	MEASURE	Evaluate the activities and functions of budgetary and public art and cultural institutions of the city municipality, perform network review	2021-2022	Culture Structural Unit	
4.4.1.2.	MEASURE	Improve the efficiency and transparency of the city municipal budgetary and public cultural and art establishments	<b>2021</b>	Culture Structural Unit	
4.4.1.3.	MEASURE	Regulate the status of “urban cultural organisation”	<b>2022</b>	Culture Structural Unit	BI “Vilniaus miesto savivaldybės centrinė biblioteka“
4.4.1.4.	MEASURE	Diversify city libraries more actively by transforming them into multi-functional cultural centres that meet the needs of the community	2022-2023	Culture Structural Unit	Historical Memory Commission
4.4.1.5.	MEASURE	Evaluate and reorganise the network of the museums of the city and activities thereof, to modernise and actualise their activities	2021-2023	Public Establishment Vilnius City Museum	BI Directorate of Vilnius City Memorial Museums
4.4.1.6.	MEASURE	Revise the system of provision of cultural services in cultural centres in Vilnius regions	2021-2023	Culture Structural Unit	
<b>4.4.2.</b>	<b>TASK</b>	<b>High competences of the employees of the municipality and the cultural sector</b>  <i>It will be sought to create innovative cultural establishments that enable staff to exchange professional experience and improve their professional</i>	2021-2030	Culture Structural Unit	Human Resources Management Structural Unit

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>qualifications. Promotion of active cooperation in the activities of global network organisations is encouraged and realisation of joint activities with partner cities.</i>			
4.4.2.1.	MEASURE	Improve the qualification of employees of the Municipality Culture Division and employees of municipal establishments	2021-2030	Culture Structural Unit	Human Resources Management Structural Unit, Foreign Affairs and Tourism Structural Unit
4.4.2.2.	MEASURE	Enable the exchange of professional experience among employees	2021-2030	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit
4.4.2.3.	MEASURE	Cooperate with representatives of the municipalities of the capitals of the Baltic States	2021-2030	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit
4.4.2.4.	MEASURE	Participate in the activities of European and global network organisations relevant for the development of the city culture	2021-2030	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit
4.4.2.5.	MEASURE	Strengthen cooperation with partners cities	2021-2030	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit
<b>4.4.3.</b>	<b>TASK</b>	<p><b>Effective and consistent monitoring and analysis of the state of Vilnius culture and dissemination of information about city culture and events</b></p> <p><i>This task will aim at developing a system of monitoring, analysis and evaluation of activities, and to carry out a survey on “Participation of the population in culture and satisfaction with cultural services”. The system and research will help effectively implement the cultural</i></p>	2021-2030	Culture Structural Unit	Public Enterprise “GO Vilnius”

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>policy of the city. It will also be sought to introduce a system that provides access to comprehensive and useful information for city residents about Vilnius city culture and events and to effectively present the culture of the city in foreign media.</i>			
4.4.3.1.	MEASURE	Conduct the survey on “Participation of the population in culture and satisfaction with cultural services” every 2 years	<b>2022</b>	Culture Structural Unit	
4.4.3.2.	MEASURE	Develop and implement monitoring, analysis and evaluation system for cultural activities	<b>2021</b>	Culture Structural Unit	
4.4.3.3.	MEASURE	Develop a system for collecting and disseminating information on city culture and cultural events available to the public	<b>2022</b>	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit, Public Establishment “GO Vilnius”
4.4.3.4.	MEASURE	Create and support a vibrant calendar of Vilnius cultural events accessible to the public	2022-2030	Culture Structural Unit	Public Establishment “GO Vilnius”, Marketing and Communication Structural Unit
4.4.3.5.	MEASURE	Improve the dissemination of information on cultural services, artistic and cultural events	2022-2030	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit, Marketing and Communication Structural Unit, Public Enterprise “GO Vilnius”,

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
4.4.3.6.	MEASURE	Ensure effective presentation of culture in foreign specialised media	2021-2030	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit, Marketing and Communication Structural Unit, Public Enterprise “GO Vilnius”,
<b>4.4.4.</b>	<b>TASK</b>	<b>Vibrant cultural and creative industries of the city</b> <i>This task will aim to promote the development of the cultural and creative industries of Vilnius city.</i>			
4.4.4.1.	MEASURE	Periodically update the map of Vilnius cultural and creative industries	2021-2023	Culture Structural Unit	Public Enterprise “GO Vilnius”
4.4.4.2.	MEASURE	Prepare a list of priority areas, a plan of measures to promote the development of the CCI sector	2021-2023	Culture Structural Unit	Public Enterprise “GO Vilnius”
4.4.4.3.	MEASURE	Strengthen cooperation between cultural and creative industries with other sectors and fields	2021-2023	Culture Structural Unit	Public Enterprise “GO Vilnius”
<b>4.4.5.</b>	<b>TASK</b>	<b>Developed and modern infrastructure of cultural institutions of the city</b> <i>The aim will be to increase the funding of activities of cultural institutions of the City of Vilnius and to create conditions for the city libraries and cultural institutions to provide a variety of contemporary cultural services.</i>			
4.4.5.1.	MEASURE	Renew the infrastructure of city libraries	2022-2026	Culture Structural Unit	
4.4.5.2.	MEASURE	Renew the infrastructure of cultural institutions in the city	2021-2026	Culture Structural Unit	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
4.4.5.3.	MEASURE	Increase the financing of activities of cultural institutions of the City of Vilnius	2021-2026	Culture Structural Unit	
<b>4.4.6.</b>	<b>TASK</b>	<p><b>Sustainable urban development, active cultural tourism and investment in the economy of creation</b></p> <p><i>It will be sought to offer more cultural opportunities in the Vilnius station area, Naujamiestis, Naujininkai and other territories, to promote cultural tourism, to foster the traditions of sponsorship and patronage in the city.</i></p>			
4.4.6.1.	MEASURE	Culturally make active areas of the city experiencing the cultural exclusion, taking into account the principles of sustainable development	2021-2026	Chief Urban Architect's Structural Unit	
4.4.6.2.	MEASURE	Promote cultural tourism initiatives	2021-2030	Foreign Affairs and Tourism Structural Unit	Old Town Renewal Agency
4.4.6.3.	MEASURE	Promote initiatives for the patronage of the culture of the city	2021-2030	Culture Structural Unit	Foreign Affairs and Tourism Structural Unit, Culture Structural Unit, Public Enterprise "GO Vilnius"
<b>4.4.7.</b>	<b>TASK</b>	<p><b>Modern and activated important cultural objects of the city</b></p> <p><i>This task will aim at finishing the renovation work of cultural organisations and providing better quality services in the arranged infrastructure and discussing opportunities for the realisation of new ideas related to the improvement of the cultural infrastructure of the city.</i></p>			

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
4.4.7.1.	MEASURE	Finish ongoing renovation works carried out by cultural organisations (Arts Printing House, Energy and Technical Museum)	2023	Culture Structural Unit	
4.4.7.2.	MEASURE	Discuss and assess the need for new urban cultural infrastructure	2021	Culture Structural Unit	Chief Urban Architect's Structural Unit

### 3.5.5. INDICATORS

**9 key strategic indicators** will be used to monitor progress towards the achievement of objectives in the field of culture presented in the table below. A more detailed list of indicators, also including tactical indicators, is provided in the SAP drawn up each year.

INCLUSIVE AND ACCESSIBLE HIGH-VALUE CULTURE FOR ALL RESIDENTS AND GUESTS OF VILNIUS CITY		
INDICATOR	DESCRIPTION OF THE INDICATOR	RESPONSIBLE STRUCTURAL UNIT
Percentage of the population (aged 15 years and over) who have used cultural products/services in the last 12 months	The indicator shows how many percent of Vilnius city residents (aged 15 and over) have used cultural products or services in the last 12 months (scene arts, architecture, visual arts, crafts, cultural heritage, books and press, libraries, films and video arts).	Culture Structural Unit
Percentage of the population (aged 15 years and over) who have participated in cultural activities in the last 12 months	The indicator shows how many percent of Vilnius city residents (15 years and older) have participated in cultural activities in the last 12 months. All cultural activities are distinguished in the indicator.	Culture Structural Unit
Percentage of the population (aged 15 years and over) favourably assessing the quality of cultural products/services	The indicator shows the attitude of Vilnius residents (aged 15 and over) to the quality of cultural products/services.	Culture Structural Unit
Percentage of the population (aged 15 years and over) favourably assessing the accessibility of cultural products/services	The indicator shows the attitude of Vilnius residents (aged 15 and over) to the accessibility of cultural products/services.	Culture Structural Unit

*It is proposed to develop a methodology for the calculation of synthetic indicators of population engagement, culture consumption and participation in cultural activities in 2021, and to calculate the values of these indicators in 2021 as well as to set target indicator values for 2030 in the implementation of the research on “Participation of the population in culture and satisfaction with cultural services in Vilnius city”.*

INDICATOR		INDICATOR VALUE			
		2020	2023	2026	2029
Percentage of the population (aged 15 years and over) who have used cultural products/services in the last 12 months	Performing arts	79	82	85	90
	Architecture, visual arts and crafts*	45	55	60	65
	Cultural heritage	76	80	85	90
	Books and press	90	92	94	95
	Libraries	33	37	42	45
	Films and video-arts*	94	95	95	95

\*- To be clarified following the implementation of the research “Analysis of the condition of the Vilnius cultural service sector” in 2021.

Percentage of the population (aged 15 years and over) who have participated in cultural activities in the last 12 months	All cultural activities	49	51	53	55
Percentage of the population (aged 15 years and over) favourably assessing the quality of cultural products/services		73	77	82	85
Percentage of the population (aged 15 years and over) favourably assessing the accessibility of cultural products/services		73	77	82	85

<b>VILNIUS IS A MORE WIDELY KNOWN AND VALUED PARTNER OF ART AND CULTURE USERS AND CREATORS FROM ABROAD, A RECOGNISED PARTNER OF INTERNATIONAL CULTURAL PROJECTS AND EVENTS</b>										
<b>INDICATOR</b>	<b>DESCRIPTION OF THE INDICATOR</b>								<b>RESPONSIBLE STRUCTURAL UNIT</b>	
Number of events organised with the European Capitals of Culture/Number of co-projects with the European Capitals of Culture	The indicator shows the number of events co-organised by Vilnius City and the European Capitals of Culture. /The indicator shows the number of co-projects performed by Vilnius City and the European Capitals of Culture.								Culture Structural Unit, Foreign Affairs and Tourism Structural Unit, Public Establishment “GO Vilnius”	
Number of cultural events at the regional level	The indicator shows the number of cultural events organised at regional level in Vilnius city.								Culture Structural Unit, Public Establishment “GO Vilnius”	
<b>INDICATOR</b>	<b>INDICATOR VALUE</b>									
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>		
Number of events organised with the European Capitals of Culture/Number of co-projects with the European Capitals of Culture	2	3	3	4	4	4	5	5		
Number of cultural events at the regional level	3-4	3-4	3-4	4	4	5	5	6		
<b>THE MULTICULTURAL IDENTITY OF VILNIUS IS FOSTERED MORE EFFECTIVELY, THE CULTURAL HERITAGE OF THE CITY IS PROTECTED, ACTUALISED AND ACTIVATED</b>										
<b>INDICATOR</b>	<b>DESCRIPTION OF THE INDICATOR</b>								<b>RESPONSIBLE STRUCTURAL UNIT</b>	
	<i>To prepare a methodology for calculating an indicator that could be used to assess the multicultural identity of Vilnius city, actualisation, activation and adaptation of cultural heritage to the needs of citizens, and discuss and set targets by 2030 is recommended when implementing the survey on “Participation of the population in culture and satisfaction with cultural services” of the City of Vilnius in 2021.</i>									
<b>INDICATOR</b>	<b>INDICATOR VALUE</b>									
	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
<b>COMPETITIVE QUALITY OF SERVICES OF THE CULTURAL SECTOR OF THE CITY</b>										
<b>INDICATOR</b>	<b>DESCRIPTION OF THE INDICATOR</b>								<b>RESPONSIBLE STRUCTURAL UNIT</b>	

Budget structure, %		The indicator shows the shares of the budget for culture dedicated to maintenance, of establishments, project and competitive funding.								Culture Structural Unit	
Investment in the city culture, the share of the budget for culture from the city budget, %		The indicator shows the share of the budget for culture (%) from the total city budget (without investment programme).								Culture Structural Unit	
The share of the budget for culture (without investment programme) per capita in the capital, %		The indicator shows the share of the budget for culture per capita in Vilnius city.								Culture Structural Unit	
INDICATOR		INDICATOR VALUE									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Budget structure, %	The share for competitive funding	9.4	10-12	Target indicator values for the planning period (by 2030) will be set by the Education and Cultural Affairs Committee by the end of 2021.						20	
	The share for project funding	18.7	19-20	Target indicator values for the planning period (by 2030) will be set by the Education and Cultural Affairs Committee by the end of 2021.						30	
	Maintenance of establishments	71.8	70	Target indicator values for the planning period (by 2030) will be set by the Education and Cultural Affairs Committee by the end of 2021.						50	
Investment in the city culture, the share of the budget for culture from the city budget, %		2.2	2,4+*	2,6+*	Target indicator values for the planning period (by 2030) will be set by the Education and Cultural Affairs Committee by the end of 2021.					4	
* -700th anniversary of Vilnius											
The share of the budget for culture (without investment programme) per capita in the capital, EUR		16.64	Target indicator values for the planning period (by 2030) will be set by the Education and Cultural Affairs Committee by the end of 2021.						30		

## 3.6. MOBILITY

Vilnius city communication system infrastructure is used by more than 600 thousand residents every day. Over the years, the transport system has been oriented towards moving by private car, according to the 2019 survey data, about 50 % of all trips are performed this way. This results in congestions on the streets of the city and a deterioration in the quality of life of Vilnius residents due to increased travelling duration and noise and pollution caused by vehicles.

In order to reduce the negative impact of transport on a man and nature, to respond to the human conservation values of the 21st century and to actively contribute to the “green” European course, sustainable mobility by walking, cycling, using public transport or other measures that are friendly to man and nature will be a priority in Vilnius city. A range of innovative measures to increase the attractiveness of public transport and other sustainable mobility means will aim to make a sustainable way of travel a priority for a Vilnius resident by 2030 and to reduce the share of trips made by a private car. By linking these values to the objective of a smooth city, the vision of Vilnius city in the field of mobility is **an innovative mobility system that provides funny, safe and comfortable travelling.**

Four objectives are set to implement the vision in the mobility field:

1. A short and smooth travelling
2. Human-oriented communication infrastructure
3. Significantly reduced adverse effects on man and the environment
4. Growing reach of the city

### 3.6.1. A SHORT AND SMOOTH TRAVELLING

The modal travel structure, which today is unsustainable in the global context of climate change and urbanisation, and most cities are setting targets to shift from travelling by private car towards more sustainable mobility principles. Vilnius city will ensure these trends by promoting the use of public transport more often, walking or cycling and implementing smooth multimodality.

For residents and guests of the city, multimodality will become the main principle of travelling: travels by means of several, most convenient and appropriate means of transport in a specific situation and the car-sharing service will be used more actively. Particular attention will be paid to increasing the attractiveness and accessibility of moving on foot, by motorless vehicles and public transport. Also, following the provisions of sustainable mobility, various measures will be implemented to improve the infrastructure and the communication system, making the ways of sustainable mobility more attractive and increasing the attractiveness of travelling by public transport.

The city will achieve a shorter travelling time by means of complex measures: by increasing the travel speed by public transport and by adapting the existing infrastructure to smooth mobility through these modes of travel, by creating local centres in different city areas, by ensuring that the city residents can get the necessary services close to their homes or without leaving their homes.

This strategic objective aims to achieve 30 % of all trips being performed by public transport, 29 % on foot, 8 % by bicycle, 3 % by other means of transport and the share of trips performed by car decrease to 30 % in 2030.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
<b>5.1.1.</b>	<b>TASK</b>	<b>Multimodality is an integral principle of travelling in Vilnius city</b> <i>This task will aim to make it customary for city residents and guests to combine different means of transport to achieve the purpose of their trip.</i>		Traffic Organisation Structural Unit	MCCS
5.1.1.1.	MEASURE	Install and support the city-level MAAS platform	2022-2025	Traffic Organisation Structural Unit	MCCS
5.1.1.2.	MEASURE	Develop Last mile system on the periphery of the city	2024-2026	Traffic Organisation Structural Unit	MCCS
5.1.1.3.	MEASURE	Ensure the possibilities of parking facilities around the centre and ensure a smooth operation of the Park and Go system	2021-2023	Traffic Organisation Structural Unit	MCCS
5.1.1.4.	MEASURE	Ensure the possibilities of parking in the outskirts of the city and smooth operation of the Park and Ride system	2021-2023	Traffic Organisation Structural Unit	MCCS
5.1.1.5.	MEASURE	Promote the development of the car-sharing system into the functional peripheral areas of the city	2021-2023	Traffic Organisation Structural Unit	MCCS
5.1.1.6.	MEASURE	Ensure the effectiveness of the parking system	2021-2023	Traffic Organisation Structural Unit	MCCS
<b>5.1.2.</b>	<b>TASK</b>	<b>The most commonly chosen way to travel is health-promoting walking or by motorless means of transport</b>		Traffic Organisation Structural Unit Infrastructure Structural Unit	MCCS
5.1.2.1.	MEASURE	Ensure priority for pedestrians and cyclists in the central part of the city	2021-2023	Traffic Organisation Structural Unit	MCCS

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
5.1.2.2.	MEASURE	Shape bicycle track networks of the city and its areas of influence for the needs of daily communication, prioritising the central part of the city and the core and inter-area communications	2021-2023	Traffic Organisation Structural Unit	MCCS
5.1.2.3.	MEASURE	Develop trunk bicycle tracks for fast communication	2024-2026	Infrastructure Structural Unit	
5.1.2.4.	MEASURE	Renew and expand the pedestrian and bicycle track network while ensuring the integrity of the network	2021-2030	Infrastructure Structural Unit	
5.1.2.5.	MEASURE	Marking bicycle tourism tracks and routes	2021-2023	Traffic Organisation Structural Unit	MCCS
<b>5.1.3.</b>	<b>TASK</b>	<p><b>The public transport system allows a Vilnius resident to move quickly, smoothly and comfortably</b></p> <p><i>This task will implement measures that will increase the accessibility and attractiveness of public transport. Public transport routes will be optimised, stops and platforms will be installed, access to stops will be improved, A lanes will be built and other measures that will bring the travelling time by public transport close to the travelling time by a private car will be implemented.</i></p>		Traffic Organisation Structural Unit	MCCS
5.1.3.1.	MEASURE	Optimise the public transport network and the infrastructure it needs	2021-2023	Traffic Organisation Structural Unit	MCCS
5.1.3.2.	MEASURE	Increase the length of uninterrupted A lanes on the main routes and the biggest downtime places of passengers	2021-2025	Traffic Organisation Structural Unit	
5.1.3.3.	MEASURE	Create priority traffic conditions for public transport at regulated crossings and pedestrian zebra crossings	2022-2025	Traffic Organisation Structural Unit	MCCS

### 3.6.2. HUMAN-ORIENTED COMMUNICATION INFRASTRUCTURE

At the heart of the vision in the field of mobility, there is a person who is enabled to choose freely, without any obstacles, the mode of mobility for reaching the purpose of travel. The entire infrastructure of the Vilnius City communication system will be adapted for city residents and guests with different needs. With a view of achieving a quality life in the capital, the communication infrastructure in the central and residential areas of the city will be humanised.

Living in the digital age the advanced solutions for the management of the communication system should also not be overlooked, which are becoming an increasingly important part of smart urban infrastructure. The most up-to-date measures will ensure efficient management of the communication system, allowing seamless urban mobility by any means of transport.

As the city grows, the needs of the residents and guests of the city grow as well, and therefore a great deal of attention will be paid to the development of the communication system infrastructure to new city areas while ensuring the highest quality of the existing infrastructure.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
5.2.1.	TASK	<p><b>Urban communication infrastructure adapted to the needs of the whole population</b></p> <p><i>The infrastructure of the communication system will be adapted to all the needs of residents and guests of the city so that everyone is able to choose the most attractive way to travel. This includes responding to the needs of the population through the humanisation of communication infrastructure.</i></p>		<p>Infrastructure Structural Unit</p> <p>Traffic Organisation Structural Unit</p>	
5.2.1.1.	MEASURE	Shape communication convenient infrastructure adapted to the needs of different population groups	2021-2030	Infrastructure Structural Unit	
5.2.1.2.	MEASURE	Increase the number of quiet traffic streets	2021-2029	Traffic Organisation Structural Unit	
5.2.1.3.	MEASURE	Renew public infrastructure in residential neighbourhoods	2021-2027	Infrastructure Structural Unit	
5.2.1.4.	MEASURE	Form the circuit roundabouts of the central part of the city and limit transit in the central part of the city	2021-2023	Traffic Organisation Structural Unit	
5.2.1.5.	MEASURE	Reconstruct and equip communication infrastructure	2022-2026	Infrastructure	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		with clear street function, design elements and traffic priority for participants according to city functional areas and street categories		Structural Unit	
5.2.1.6.	MEASURE	Ensure high-quality and efficient design of communication infrastructure	2021-2030	Infrastructure Structural Unit	
5.2.1.7.	MEASURE	Prepare a plan for the functional division of streets and types of crossroads	2021-2022	Traffic Organisation Structural Unit	
<b>5.2.2.</b>	<b>TASK</b>	<p><b>Tailored to the management of the ITS system of communication, openness to transport innovation</b></p> <p><i>This task aims at applying the most modern and innovative means of managing the communication system.</i></p>		Traffic Organisation Structural Unit	MCCS
5.2.2.1.	MEASURE	Improve traffic control through ITS (intelligent transport system) and other innovations	2021-2030	Traffic Organisation Structural Unit	MCCS
5.2.2.2.	MEASURE	Create conditions for using self-operated vehicles	2023-2030	Traffic Organisation Structural Unit	
<b>5.2.3.</b>	<b>TASK</b>	<p><b>Impeccable quality of urban communication infrastructure</b></p> <p><i>This task aims not only at expanding the communication infrastructure but also ensuring a high level of quality of already existing infrastructure.</i></p>		Infrastructure Structural Unit	UAB “Grinda”
5.2.3.1.	MEASURE	Launch the application of performance-based contracts for street maintenance works	2021-2030	Infrastructure Structural Unit	UAB “Grinda”
5.2.3.2.	MEASURE	Ensure consistent and efficient development of urban communication infrastructure (maintenance, repair, reconstruction)	2021-2030	Infrastructure Structural Unit	

### 3.6.3. SIGNIFICANTLY REDUCED ADVERSE EFFECTS ON MAN AND THE ENVIRONMENT

In the last decade, it has been difficult for Vilnius city to manage the number of road accidents and the number of people injured and killed in them. The objective for the next decade is to ensure full safety on the roads and to achieve the absence of road deaths in the capital and the number of road accidents and injuries themselves would reduce significantly.

Harmonious and sustainable mobility in Vilnius city is a key priority in the area of mobility. For years, transport and ecology have been incompatible, but with a modern human dictating environment protection values, transport can finally be friendly both to the individual and to the surrounding environment.

A range of measures will be implemented to reduce the noise and pollution levels caused by transport and to deploy the principles of the green economy and promote the use of vehicles that are human and environmentally friendly.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
<b>5.3.1.</b>	<b>TASK</b>	<b>Vilnius is a city without fatalities in road accidents</b> <i>The most modern measures to increase traffic safety and education of road users, which have proved their worth in other cities of the world, will be applied.</i>		Traffic Organisation Structural Unit Infrastructure Structural Unit	
5.3.1.1.	MEASURE	Approve and implement the Vilnius City Traffic Safety Programme for 2021-2030.	2021-2030	Traffic Organisation Structural Unit	
5.3.1.2.	MEASURE	Carry out the reconstruction of streets and crossings by installing modern traffic safety measures	2021-2026	Infrastructure Structural Unit	
5.3.1.3.	MEASURE	Renew pedestrian crossings based on traffic safety and universal design principles	2021-2023	Infrastructure Structural Unit	
5.3.1.4.	MEASURE	Install underground crossings and pedestrian tunnels under the railway	2021-2030	Infrastructure Structural Unit	
5.3.1.5.	MEASURE	Ensure adequate and comprehensive data collection on traffic safety and use in on-site analysis and planning of traffic safety measures	2021-2030	Traffic Organisation Structural Unit	
5.3.1.6.	MEASURE	Conduct education of all road users	2021-2030	Traffic Organisation Structural Unit	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
5.3.1.7.	MEASURE	Perform traffic safety audit and monitoring of the effects of traffic safety measures	2021-2030	Traffic Organisation Structural Unit	
5.3.1.8.	MEASURE	Ensure continuity of monitoring of recorded road accidents and black spots	2021-2030	Traffic Organisation Structural Unit	
<b>5.3.2.</b>	<b>TASK</b>	<p><b>The urban communication system is friendly to the health and the environment of the population</b></p> <p><i>This task will seek to reduce the negative impact of the communication system on a man and the environment and to implement the principles of sustainable mobility and the circular economy.</i></p>		Infrastructure Structural Unit	UAB “Vilniaus viešasis transportas”
5.3.2.1.	MEASURE	Prepare, approve and start applying circular economy principles in the implementation of the communication infrastructure projects	2022-2030	Infrastructure Structural Unit	
5.3.2.2.	MEASURE	Create conditions for more active use of electric vehicles by installing charging stations for electric vehicles	2021-2025	Infrastructure Structural Unit	
5.3.2.3.	MEASURE	Renew the public transport fleet with eco-friendly vehicles	2021-2030	Traffic Organisation Structural Unit	UAB “Vilniaus viešasis transportas”
5.3.2.4.	MEASURE	Introduce low pollution zones	2024-2030	Traffic Organisation Structural Unit	
5.3.2.5.	MEASURE	Enable and deploy urban-level air mobility communication systems	2027-2030	Traffic Organisation Structural Unit	
5.3.2.6.	MEASURE	Promote the use of bicycles in the transport of goods and in activities of undertakings	2024-2026	Traffic Organisation Structural Unit	
5.3.2.7.	MEASURE	Improve logistics system in Vilnius city	2024-2026	Traffic Organisation Structural Unit	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
5.3.2.8.	MEASURE	Implement noise management solutions	2021-2027	Infrastructure Structural Unit	

### 3.6.4. GROWING REACH OF THE CITY

The attractiveness of the city is strongly influenced by the accessibility of the city. In order for Vilnius city to be an attractive city for both residents and businesses, it is necessary to ensure that the city can be conveniently accessed by various means of transport from various parts of Lithuania and the world. To this end, regional communication infrastructure will be improved, the unified ticket system will be joined both in Lithuania and internationally, as well as the directions of travel by trains and airplanes will be expanded to make it convenient for Vilnius residents to visit foreign countries and to make it easy for foreign guests and businessmen to arrive in the capital of Lithuania.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
<b>5.4.1.</b>	<b>TASK</b>	<b>Vilnius city is conveniently accessible to passengers from surrounding areas</b>		Infrastructure Structural Unit Traffic Organisation Structural Unit	MCCS
5.4.1.1.	MEASURE	Create conditions to reach the city from the Vilnius district by bicycle and on foot	2021-2023	Infrastructure Structural Unit	
5.4.1.2.	MEASURE	Connect urban trunk street links and bypass network with main country car roads	2024-2030	Infrastructure Structural Unit	
5.4.1.3.	MEASURE	Combine the regional public transport system and deploy a unified ticket system	2021-2023	Traffic Organisation Structural Unit	MCCS
<b>5.4.2.</b>	<b>TASK</b>	<b>Passenger-friendly international transport</b> <i>The aim of this task is to make Vilnius city accessible internationally.</i>		Traffic Organisation Structural Unit Foreign Affairs and Tourism Structural	MCCS

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
				Unit	
5.4.2.1.	MEASURE	Develop communication by railway transport in a targeted manner	2021-2030	Foreign Affairs and Tourism Structural Unit	
5.4.2.2.	MEASURE	Develop the infrastructure complex of Vilnius Airport in a consistent manner and increase the number of flight destinations	2021-2030	Foreign Affairs and Tourism Structural Unit	
5.4.2.3.	MEASURE	Join the international unified ticket and travel planning platform	2024-2026	Traffic Organisation Structural Unit	MCCS

### 3.6.5. INDICATORS

**10 key strategic indicators** will be used to monitor progress towards the achievement of objectives in the field of mobility.

A SHORT AND SMOOTH TRAVELLING												
INDICATOR	DESCRIPTION OF THE INDICATOR										RESPONSIBLE STRUCTURAL UNIT	
Modal structure of trips	The share of travel by private cars, public transport, bicycle, on foot and other means of transport in the overall travel structure of all modes of transport.										Traffic Organisation Structural Unit	
Relative indicator of average travel time of public transport and car	The ratio of the average travel time by public transport and private car										Traffic Organisation Structural Unit	
The average distance overcome by one resident on foot and by bicycle	The average distance of a resident when walking or cycling is selected to achieve the purpose of the travel.										Traffic Organisation Structural Unit	
INDICATOR	INDICATOR VALUE											
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	

Modal structure of trips, %	Private car	49.0 <sup>(1)</sup>	47.0	44.7	43.0	40.9	38.9	37.0	35.3	33.5	31.6	30.0
	Public transport	24.1 <sup>(1)</sup>	<b>24.7</b>	25.4	25.9	26.6	27.2	27.8	28.3	28.9	29.5	30.0
	Bicycle	1.5 <sup>(1)</sup>	<b>2.1</b>	2.8	3.3	3.9	4.5	5.3	6.0	6.7	7.4	8.0
	On foot	24.5 <sup>(1)</sup>	<b>25.0</b>	25.6	26.0	26.5	27.0	27.4	27.8	28.2	28.7	29.0
	Other means of transport	0.9 <sup>(1)</sup>	<b>1.2</b>	1.5	1.8	2.1	2.4	2.5	2.6	2.7	2.8	3.0

Relative indicator of average travel time of public transport and car	The methodology and monitoring of the indicator will be developed by 2023											
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The average distance of one resident overcome by walking and cycling, km	On foot	<b>1.34</b>	1.36	1.38	1.40	1.42	1.44	1.46	1.48	1.50	1.52	1.54
	By bicycle	<b>5.18</b>	5.20	5.22	5.24	5.25	5.27	5.29	5.31	5.33	5.35	5.37

#### HUMAN-ORIENTED COMMUNICATION INFRASTRUCTURE

INDICATOR	DESCRIPTION OF THE INDICATOR											RESPONSIBLE STRUCTURAL UNIT
Indicator of satisfaction of the population with all communication infrastructure	The level of satisfaction of Vilnius city residents with the whole urban communication infrastructure											Traffic Organisation Structural Unit
Level of quality of the communication infrastructure	Level of quality of the entire Vilnius city communication infrastructure											Infrastructure Structural Unit
INDICATOR	INDICATOR VALUE											
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Indicator of satisfaction of the population with all communication infrastructure	The methodology and monitoring of the indicator will be developed by 2023											
Level of quality of the communication infrastructure	The methodology and monitoring of the indicator will be developed by 2023											

<sup>(1)</sup> Data for 2017

SIGNIFICANTLY REDUCED ADVERSE EFFECTS ON MAN AND THE ENVIRONMENT												
INDICATOR		DESCRIPTION OF THE INDICATOR										RESPONSIBLE STRUCTURAL UNIT
Noise level indicator		The number of people living in buildings exposed to excessive noise levels according to L <sub>dvn</sub> indicator (rounded to the accuracy of hundreds).										Traffic Organisation Structural Unit
Pollution indicator		The annual mean concentration of pollutants measured in air quality testing stations.										Traffic Organisation Structural Unit
Accident rate indicator		The number of road accidents, involving suffered people, and the injured and fatalities in road accidents per year.										Traffic Organisation Structural Unit
INDICATOR		INDICATOR VALUE										
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Noise level indicator, pcs.		101 200 <sup>(1)</sup>	101 200	96 622	92 044	87 467	82 889	78 311	73 733	69 156	64 578	60 000
Pollution indicator	Old Town NO2	15	18	17.1	16.2	15.3	14.4	13.6	12.7	11.8	10.9	10
	Lazdynai NO2	11	11	10.7	10.3	10.0	9.7	9.4	9.0	8.7	8.4	8
	Žirmūnai NO2	25	31	29.4	27.9	26.3	24.8	23.2	21.6	20.1	18.5	17
	Savanorių pr. NO2	14	18	17.1	16.2	15.3	14.4	13.6	12.7	11.8	10.9	10
	Old Town PM10	24	26	25.3	24.7	24.0	23.3	22.7	22.0	21.3	20.6	20
	Lazdynai PM10	25	17	16.2	15.4	14.7	13.9	13.1	12.3	11.5	10.8	10
	Žirmūnai PM10	27	30	29.4	28.9	28.3	27.8	27.2	26.6	26.1	25.5	25
	Savanorių pr. PM10	13	19	18.2	17.4	16.7	15.9	15.1	14.3	13.5	12.8	12
	Žirmūnai PM2.5	13.6	16	15	14	13	12	11	10	9	8	7
Accident ratio indicator, pcs.	Traffic accidents	528	487	442	397	351	306	261	215	170	125	120
	The injured	629	583	537	491	445	399	353	307	261	215	169

<sup>(1)</sup> Data for 2016

	The dead	19	17	15	13	11	9	7	5	3	1	0
<b>GROWING REACH OF THE CITY</b>												
<b>INDICATOR</b>	<b>DESCRIPTION OF THE INDICATOR</b>											<b>RESPONSIBLE STRUCTURAL UNIT</b>
The share of cars bypassing Vilnius city	The share of cars that are in transit through Vilnius city, i.e. Vilnius is not their travel destination but is crossed to reach the travel destination, of all cars entering Vilnius											Traffic Organisation Structural Unit
The distribution of people arriving in Vilnius by different means of transport	Accessibility of the city expressed in proportions of people arriving in Vilnius city by different means of transport											Traffic Organisation Structural Unit
<b>INDICATOR</b>	<b>INDICATOR VALUE</b>											
	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	
The share of cars bypassing Vilnius city	The methodology and monitoring of the indicator will be developed by 2023											
The distribution of people arriving in Vilnius by different means of transport	The methodology and monitoring of the indicator will be developed by 2023											

### 3.7. ECONOMIC DEVELOPMENT AND TOURISM

The vision of Vilnius city in the field of economic development is **open to innovation and a fast city**. The clusters of high added value growing here will continue to strengthen and cooperate actively to develop unique common ideas. Foreign talents will feel here at home and enjoy the easy start of life in the city and opportunities to improve. There will be plenty of space for businesses to set up and expand, and it will be easy to do so thanks to smooth urban services, properly prepared investment areas, a motivated and skilled workforce, and exceptional attention to their needs. The most innovative ideas will easily find the way to implementation, solutions that allow experimentation and growth in the city will be taken quickly and innovatively.

Creative solutions will continue to proclaim Vilnius city internationally. With targeted marketing measures, the city will attract not only business but also domestic and foreign guests. Vilnius will be rich in high-quality tourist areas and services, which will respond to the needs of even the most selective. The guests of the city will want to come back here due to its rich historical and cultural heritage and sapid leisure opportunities.

Three objectives are set for the implementation of the vision in the field of economic development:

1. Exceptional, globally successful innovative business ecosystems
2. The most convenient city for dynamic businesses
3. Vilnius is a tourism leader in the Baltic Sea region, creating exceptional value for citizens and guests of the city

#### 3.7.1. EXCEPTIONAL, GLOBALLY SUCCESSFUL INNOVATIVE BUSINESS ECOSYSTEMS

Although Vilnius city is already known as the centre of attraction of businesses operating in the financial, life sciences and laser industries, these industries must be enabled to grow further. In order for these efforts to gain momentum, it will be clearly agreed which clusters are a priority in defining a strategy for targeted industries and reaching agreements with the stakeholders. Industrial parks, science valleys, favourable business environment conditions and talents will continue to attract the most advanced businesses to the city. Targeted marketing tools will help to create a unique and easily recognisable image of Vilnius city, and high positions in city rankings will speak for themselves. The city will welcome foreign talents and their families, and the services will be tailored to their needs. We will provide all the assistance needed for smooth settlement and integration into society.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
6.1.1.	TASK	<p><b>Vilnius is an international centre of attraction for high value-added creating businesses</b></p> <p><i>The task will seek to identify priority industries for the city, to which the measures promoting</i></p>		Foreign Affairs and Tourism Structural Unit	Public Enterprise “GO Vilnius”

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>entrepreneurship and attracting businesses will be directed. Vilnius is sought to become a centre of attraction for these targeted industry businesses in the international context.</i>			
6.1.1.1.	MEASURE	Create and implement a strategy and action plan for the development of the city target industries	2024-2026	Foreign Affairs and Tourism Structural Unit	Public Enterprise "GO Vilnius"
6.1.1.2.	MEASURE	Simplify the process of setting up businesses by creating a favourable legal environment and forming a system of incentives for settling	2024-2026	Licensing and Permit Issuance Structural Unit	Public Enterprise "GO Vilnius"
6.1.1.3.	MEASURE	Targeted development of industrial parks and science valleys	2021-2030	Foreign Affairs and Tourism Structural Unit	Public Enterprise "GO Vilnius"
6.1.1.4.	MEASURE	Promote cooperation between Vilnius clusters, create <i>Techfusion</i> city ecosystem	2021-2023	Public Enterprise "GO Vilnius"	Foreign Affairs and Tourism Structural Unit
6.1.1.5.	MEASURE	Promote conference tourism of target fields	2021-2030	Public Enterprise "GO Vilnius"	Foreign Affairs and Tourism Structural Unit
6.1.1.6.	MEASURE	Actively contribute to a successful business settlement in the city by providing information and coordination services	2021-2030	Public Enterprise "GO Vilnius"	Foreign Affairs and Tourism Structural Unit
<b>6.1.2.</b>	<b>TASK</b>	<b>Widely known and competitive city in target foreign markets</b>  <i>The aim of this task is to make Vilnius city internationally known and to have a recognisable</i>		Public Enterprise "GO Vilnius"	Foreign Affairs and Tourism Structural Unit

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>image that attracts foreign investors and businesses.</i>			
6.1.2.1.	MEASURE	Increase the notoriety and attractiveness of Vilnius by forming a unique image of the city	2021-2030	Public Enterprise “GO Vilnius”	Foreign Affairs and Tourism Structural Unit
6.1.2.2.	MEASURE	Develop and implement marketing tools designed for business attraction	2021-2030	Public Enterprise “GO Vilnius”	Foreign Affairs and Tourism Structural Unit
6.1.2.3.	MEASURE	Ensure the monitoring of the competitiveness of Vilnius city and seek leadership positions in city rankings	2021-2030	Public Enterprise “GO Vilnius”	Foreign Affairs and Tourism Structural Unit
<b>6.1.3.</b>	<b>TASK</b>	<p><b>Vilnius city is one of the most attractive choices for foreign talents who value the quality of life</b></p> <p><i>For this purpose, the aim will be to attract professionals in their field to Vilnius. In order to increase the attractiveness of Vilnius city in the eyes of foreign talents, measures will be implemented to facilitate the integration of foreigners and further life in the city.</i></p>		Foreign Affairs and Tourism Structural Unit	Public Enterprise “GO Vilnius”
6.1.3.1.	MEASURE	Develop and implement marketing tools to attract talents	2021-2030	Foreign Affairs and Tourism Structural Unit	Public Enterprise “GO Vilnius”
6.1.3.2.	MEASURE	Facilitate the integration of foreign talents and their families by providing targeted information and services, organising integration activities	2021-2023	Foreign Affairs and Tourism Structural Unit	Public Enterprise “GO Vilnius”
6.1.3.3.	MEASURE	Tailor the services provided by the city to the needs of foreign talents and their families	2021-2030	Inter-institutional Cooperation	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
				Coordination Structural Unit	

### 3.7.2. THE MOST CONVENIENT CITY FOR DYNAMIC BUSINESSES

All the necessary conditions for the development of innovative ideas and businesses by providing exceptionally smooth services by implementing measures to promote entrepreneurship will be created in Vilnius city. The interests of the business representatives will be heard in a consistent and transparent manner and taken into account in the decision-making process.

The ideas in the city will not only be born but will also be implemented. Vilnius will seek to be the first to admit ideas that have not yet been tested anywhere else, will quickly make enabling decisions, provide the necessary infrastructure and open the data of the city. Businesses in Vilnius will find a workforce that meets their needs, which is motivated, quickly adapts to changing needs and is a longlife learner.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
<b>6.2.1.</b>	<b>TASK</b>	<b>Innovative and fast-responsive business environment</b> <i>This task seeks to ensure that the city responds quickly and efficiently to the issues and problems of the city businesses and to create convenient conditions for the establishment and growth of businesses.</i>		Licensing and Permit Issuance Structural Unit	Innovation and Technology Group
6.2.1.1.	MEASURE	Ensure the accessibility of all municipal administrative services necessary for business in electronic space	2021-2023	Licensing and Permit Issuance Structural Unit	Innovation and Technology Group
6.2.1.2.	MEASURE	Actively involve the business community in the relevant decision-making process in order to ensure the representation of business interests	2021-2023	Marketing and Communication Structural Unit	
6.2.1.3.	MEASURE	Ensure a demand-meeting supply of commercial and industrial areas and investment facilities	2024-2026	Municipal Administration	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
6.2.1.4.	MEASURE	Develop and implement programmes promoting entrepreneurship and innovation	2024-2026	Municipal Administration	
<b>6.2.2.</b>	<b>TASK</b>	<p><b>Vilnius is a laboratory and accelerator of a smart city business</b></p> <p><i>This task will aim to make Vilnius an open space for testing innovative business ideas in the fields of mobility of the city and management</i></p>		Municipal Administration Innovation and Technology Group	
6.2.2.1.	MEASURE	Implement the vast majority of smart city projects involving business partners	2021-2030	Innovation and Technology Group	
6.2.2.2.	MEASURE	Create opportunities for global businesses to test new smart city solutions and models in Vilnius	2021-2030	Municipal Administration	
6.2.2.3.	MEASURE	Encourage Vilnius city companies and potential investors to offer and test their products and services using the infrastructure of the Vilnius city ecosystem and open data	2021-2030	Municipal Administration	
<b>6.2.3.</b>	<b>TASK</b>	<p><b>Flexible and ambitious people are the economy and competitiveness motor of the city</b></p> <p><i>The aim will be to ensure that the supply of the labour market in the city meets the needs of the city and its businesses and that professionals in various fields have the opportunity to retrain and continuously improve.</i></p>		Youth Affairs Structural Unit	
6.2.3.1.	MEASURE	Promote the exchange of information and cooperation between vocational education, higher education institutions and business	2021-2030	Youth Affairs Structural Unit	
6.2.3.2.	MEASURE	Ensure opportunities for retraining and lifelong learning	2024-2026	Youth Affairs Structural Unit	

### 3.7.3. VILNIUS IS A TOURISM LEADER IN THE BALTIC SEA REGION, CREATING EXCEPTIONAL VALUE FOR CITIZENS AND GUESTS OF THE CITY

We will actively act and create exceptional value for city residents and tourists in order to make Vilnius, as a tourist destination, becomes a leader in the Baltic Sea region. The competitiveness of Vilnius tourism will be strengthened by effective management of the tourist destination, the creation of an attractive tourism environment (infrastructure, attraction objects, partnership of stakeholders), strengthening the quality of tourism services and tourism products, and executing targeted tourism marketing activities.

We will constantly respond to the needs of townspeople, tourists and tourism businesses, strive for efficient management of the tourist area, when planning the development of new attractions and infrastructure, we will follow the principles of sustainable tourism development, reduce the seasonality of tourism and increase the tourist exclusivity of Vilnius city. Tourist destination management will include strategic planning for tourism development, tourism policy formulation and implementation, promotion of financing and investment, market research, development of tourism products, innovation, monitoring, crisis management, training and capacity building, marketing activities. Vilnius tourism marketing is especially important because of the created tourist image of the city and presentation of tourism products, while the management will identify the needs and will deal with the problems of citizens and travellers, tourism businesses and other tourism stakeholders. Great attention will be paid to actions associated with various public authorities and stakeholders to facilitate and support the development of the tourism sector in Vilnius city, involving relevant public and private stakeholders, residents and local communities in order to contribute to the development of tourism in the capital and to ensure the competitiveness of the Vilnius tourism sector in the Baltic Sea region.

We will strive to make Vilnius attractive to townspeople and tourists by exploiting our cultural, leisure and tourism resources and preserving the singularity of the city; the experience of visiting Vilnius would exceed the travellers' expectations and would lead to an increasing level of satisfaction; the city would be distinguished by a significant increase in the number of tourists and their overnight stays and the growth of income from tourism.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
6.3.1.	TASK	<p><b>Efficient management of tourist destination and attractive tourism environment</b></p> <p><i>This task will aim to ensure the effective management of Vilnius as an attractive tourist destination. The management capacity of the tourist destination is linked to sustainable tourism planning, the development of infrastructure and attraction objects, and the promotion of partnership. Tourism trends and the sustainable development of tourism encourage</i></p>		Foreign Affairs and Tourism Structural Unit	Public Enterprise "GO Vilnius" Investment Projects Management Structural Unit Chief Urban Architect's Structural Unit

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>responding to the needs of city residents and travellers, seeking socio-economic benefits for the city and the population, and strengthening cooperation between tourism stakeholders.</i>			Infrastructure Structural Unit Culture and Art Structural Unit Health Promotion Structural Unit Urban Environment Management and Environmental Protection Structural Unit Public and Private Partnership Unit
6.3.1.1.	MEASURE	Ensure efficient planning, implementation and monitoring of sustainable tourism development, taking into account the needs of tourists, economic benefits for the city and the population	2021-2030	Foreign Affairs and Tourism Structural Unit	Public Enterprise "GO Vilnius"
6.3.1.2.	MEASURE	Promote inter-institutional and inter-branch cooperation with a view of developing tourism as an integral part of urban development as a whole	2021-2030	Foreign Affairs and Tourism Structural Unit	Public Enterprise "GO Vilnius" Chief Urban Architect's Structural Unit Infrastructure Structural Unit Culture and Art Structural Unit Health Promotion

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
					Structural Unit
6.3.1.3.	MEASURE	Develop high-quality leisure and urban amenities infrastructure for city residents and guests	2021-2030	Foreign Affairs and Tourism Structural Unit	Infrastructure Structural Unit Urban Environment Management and Environmental Protection Structural Unit
6.3.1.4.	MEASURE	Create a strong tourism community in Vilnius by implementing partnership projects	2021-2030	Foreign Affairs and Tourism Structural Unit	Public Enterprise “GO Vilnius”
6.3.1.5.	MEASURE	Promote public and private partnership projects by setting up new attraction objects	2021-2030	Foreign Affairs and Tourism Structural Unit	Public Enterprise “GO Vilnius” Public and Private Partnership Unit Investment Projects Management Structural Unit
<b>6.3.2.</b>	<b>TASK</b>	<p><b>City attracting tourists with high-quality tourism services and competitive tourism products</b></p> <p><i>This task will aim to strengthen the competitiveness of the tourism sector in the city of Vilnius, balance the supply and demand of tourism services and increase the satisfaction of tourists. Meeting the needs of tourists, exploiting opportunities by attracting more different markets and segments of tourists, and adapting to changes in the tourism sector (e.g. impact of COVID-19, deployment of innovation) lead to processes for</i></p>		Foreign Affairs and Tourism Structural Unit	Public Enterprise “GO Vilnius”

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>developing new tourism products and improving the quality of services. Creativity and consumer orientation are essential to create and deliver high-quality tourism products to tourists. The development of tourism products requires cooperation between all stakeholders interested in tourism so as to integrate the tourism products of the city of Vilnius and create opportunities to achieve the growth of tourist satisfaction.</i>			
6.3.2.1.	MEASURE	Develop high-quality cultural and niche tourism products through creative and innovative solutions	2021-2030	Foreign Affairs and Tourism Structural Unit	Public Enterprise "GO Vilnius"
6.3.2.2.	MEASURE	Strengthen the quality of tourism services and tourist servicing, competences and hospitality of tourism sector participants	2021-2030	Foreign Affairs and Tourism Structural Unit	Public Enterprise "GO Vilnius"
6.3.2.3.	MEASURE	Involve city residents and communities in the creation and dissemination of tourism products	2021-2030	Foreign Affairs and Tourism Structural Unit	Public Enterprise "GO Vilnius"
<b>6.3.3.</b>	<b>TASK</b>	<p><b>Purposefully executed marketing activities</b></p> <p><i>This task will aim to attract more tourists from priority tourism markets and reduce the seasonality of the tourism sector. Through targeted and coordinated tourism marketing in local and foreign target markets, Vilnius city can increase the socio-economic benefits received from tourism (increase the number of local and foreign tourists and overnight stays, their expenses, solve seasonality problems, create new job places). Continuous and targeted planning, implementation and monitoring of tourism marketing allows for efficient use of funds and achievement of tourism indicators.</i></p>		Foreign Affairs and Tourism Structural Unit	Public Enterprise "GO Vilnius"

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
6.3.3.1.	MEASURE	Promote inbound tourism from priority foreign markets through effective marketing tools	2021-2030	Public Enterprise “GO Vilnius”	Foreign Affairs and Tourism Structural Unit
6.3.3.2.	MEASURE	Implement marketing measures to promote cognition of the city and local tourism	2021-2030	Foreign Affairs and Tourism Structural Unit	Public Enterprise “GO Vilnius”
6.3.3.3.	MEASURE	Reduce the seasonality of tourism through targeted marketing measures	2021-2030	Public Enterprise “GO Vilnius”	Foreign Affairs and Tourism Structural Unit
6.3.3.4.	MEASURE	Implement integrated marketing communication projects for priority tourism products	2021-2030	Public Enterprise “GO Vilnius”	Foreign Affairs and Tourism Structural Unit
6.3.3.5.	MEASURE	Increase the duration of the overnight stay for tourists arriving in Vilnius by marketing measures and encourage a re-visit	2021-2030	Public Enterprise “GO Vilnius”	Foreign Affairs and Tourism Structural Unit

### 3.7.4. INDICATORS

**11 key strategic indicators** will be used to monitor progress towards the achievement of objectives in the field of economic development presented in the table below.

#### EXCEPTIONAL, GLOBALLY SUCCESSFUL INOVATIVE BUSINESS ECOSYSTEMS

INDICATOR	DESCRIPTION OF THE INDICATOR	RESPONSIBLE STRUCTURAL UNIT
Average net wage	Average monthly wage after taxes.	Foreign Affairs and Tourism Structural Unit
Gender pay gap	The gender pay gap, after-tax, between men and women.	Foreign Affairs and Tourism Structural Unit
GDP per capita	Gross domestic product per capita at prices of that time.	Foreign Affairs and Tourism Structural Unit

Assessment of satisfaction of business representatives	The indicator according to the methodology applied by Vilnius city, measured annually										Public Enterprise “GO Vilnius”
Place in FDI rating ‘European Cities and Regions of the Future’	The place of Vilnius City in the FDI rating ‘European Cities and Regions of the Future’.										Municipal Administration
INDICATOR	INDICATOR VALUE										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Average net wage, EUR	940 <sup>(1)</sup>	1054	1112	1173	1238	1306	1378	1454	1533	1618	1707
Gender pay gap, %	17 <sup>(2)</sup>	17	16.5	16	15.5	15	14	14.5	13	12.5	12
GDP per capita, thous. EUR	25.4 <sup>(1)</sup>	25.5	26.7	27.7	28.8	30.0	31.2	32.4	33.7	35.1	36.5
Assessment of satisfaction of business representatives	6.71 <sup>62</sup>	7.0									
Place in FDI rating ‘European Cities and Regions of the Future’	4 <sup>(2)</sup>	4	3	3	2	2	2	2	1	1	1
THE MOST CONVENIENT CITY FOR DYNAMIC BUSINESS											
INDICATOR	DESCRIPTION OF THE INDICATOR										RESPONSIBLE STRUCTURAL UNIT
Level of entrepreneurship	The number of small and medium-sized operating enterprises per 1000 inhabitants. The indicator shows the level of entrepreneurship in society.										Licensing and Permit Issuance Structural Unit
Number of start-ups in Vilnius city	Number of start-ups operating in Vilnius city. The indicator shows the number of innovative businesses in the city.										Innovation and Technology Group
Business satisfaction with the business environment of the city	The methodology and monitoring of the indicator will be developed by 2023										Licensing and Permit Issuance Structural Unit
INDICATOR	INDICATOR VALUE										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030

<sup>(1)</sup> Data for 2019<sup>(2)</sup> Data for 2018<sup>62</sup> Data for 2019<sup>(2)</sup> Assessment of 2018-2019

Level of entrepreneurship, pcs.	<b>55.9</b>	55.9	56.1	56.3	56.5	56.7	56.9	57.0	57.2	57.4	57.6
Number of start-ups in Vilnius city, pcs.	<b>466</b>	653	750	800	840	880	920	940	960	980	1000
Business satisfaction with the business environment of the city	The methodology and monitoring of the indicator will be developed by 2023										

**VILNIUS IS A TOURISM LEADER IN THE BALTIC SEA REGION, CREATING EXCEPTIONAL VALUE FOR CITIZENS AND GUESTS OF THE CITY**

INDICATOR	DESCRIPTION OF THE INDICATOR											RESPONSIBLE STRUCTURAL UNIT
Number of tourists	The indicator shows the number of local and foreign tourists in accommodation establishments of Vilnius city											Foreign Affairs and Tourism Structural Unit
Number of overnight stays of tourists	The indicator shows the number of overnight stays of local and foreign tourists in accommodation establishments of Vilnius city											Foreign Affairs and Tourism Structural Unit
Level of satisfaction of foreign tourists	The indicator shows what proportion of foreign tourists is satisfied with the stay in Vilnius city											Public Enterprise "GO Vilnius"
INDICATOR	INDICATOR VALUE											
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Number of tourists, units	404 198	505 248	757 871	1 136 807	1 364 168	1 500 585	1 650 644	1 815 708	+ 1 997 279	+ 2 197 007	+ 2 416 707	
Number of overnight stays of tourists, units	840 324	909 446	1 364 168	2 046 252	2 455 503	2 701 053	+ 2 971 158	+ 3 268 274	+ 3 595 102	+ 3 954 612	+ 4 350 073	
Satisfaction rate of tourists, %	<b>81<sup>(1)</sup></b>	-	82	-	83	-	84	-	85	-	85	

<sup>(1)</sup> Data for 2019

## 3.8. ENVIRONMENT AND URBAN DEVELOPMENT

The last few decades marked Vilnius as a very fast-growing and expanding city, which led to the unbalanced extension of the city and the high costs of maintaining non-priority areas. This is also illustrated by a significant increase in the number of residents who use Vilnius city infrastructure compared to the number of people living in the municipality and the uncoordinated construction of new RE projects in the peripheral area of the city. Statistics show that the average housing of a Vilnius resident is constantly declining, there is a lack of variety of housing typologies, and in parallel, the index of affordability of new housing is worsening; as the biggest problem in the city, Vilnius residents note unreasonably high housing prices.

In order to create a sustainable, multifunctional and harmoniously developing environment that responds to the needs of the population, the priority in Vilnius city will be given to fully and comprehensively raise the quality of life in the sub-centres, to deliberately manage the city's growth as well as to protect the distinctiveness of Vilnius as a city with a unique number of green spaces, and to expand and improve green infrastructure. During the execution of foreseen strategic development strategies, the aim will be to bring average residential satisfaction in the residential area in 2030 would equate to the satisfaction of Vilnius city in general, increasing the accessibility, supply and quality of social, cultural services. The housing affordability index will be improved in order to reduce the gap between those who earn higher incomes and who appreciate their life in Vilnius city better and those with lower incomes and living poorer and will aim to create favourable conditions for housing rent.

The vision of Vilnius city in the field of environment and urban development is **An open, innovative, constantly experimenting and sustainably developing city.**

Three objectives are set for the implementation of the vision in the field of environment and urban development:

1. Quality of life regardless of the residential area
2. Complex transformation of the city according to individual recipes
3. Nature-based and nature-enhancing solutions for healthy and high-quality living in the city

### 3.8.1. QUALITY OF LIFE REGARDLESS OF THE RESIDENTIAL AREA

The aim is to improve the quality of life in the Vilnius sub-centres in a coordinated and comprehensive way. Given that the pace of change of the urban environment is slow, urban development must primarily be managed strategically, paying due attention to the collection and monitoring of urban satisfaction and socio-economic factor data, by developing strategies addressing the specific challenges of each district on the basis of these data.

The imbalance in the quality of life is currently also reflected in the moderately lower satisfaction of the population with their residential area than Vilnius city in general<sup>63</sup>. Strategies developed specifically for each area will be directed comprehensively at raising satisfaction with the living environment by increasing the accessibility of housing and forming multifunctional areas/centres where access to services and cultural activities and the localisation of job places will be ensured.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
7.1.1.	TASK	<p><b>The living environment of Vilnius residents evokes a sense of happiness</b></p> <p><i>The aim of this task is to establish a Quality Standard Monitoring System that would help to objectively measure the satisfaction of the population with the living environment, to track recurring trends and to identify emerging challenges and weaknesses and actively eliminate them.</i></p>		Chief Urban Architect's Structural Unit	
7.1.1.1.	MEASURE	Establish a Quality Standard Monitoring System (hereinafter-QSMS) designed for monitoring the socio-economic situation of the city and satisfaction with the living environment	2021-2023	Chief Urban Architect's Structural Unit	
7.1.1.2.	MEASURE	Collect data, analyse them, monitor recurring and/or ongoing trends in accordance with the established QSMS	2021-2030	Chief Urban Architect's Structural Unit	
7.1.1.3.	MEASURE	Identify new indicators improving the life quality based on data (considering the age, socio-economic situation, household composition and size)	2021-2030	Chief Urban Architect's Structural Unit	
7.1.2.	TASK	<p><b>The residential housing market adapts to the needs of the population, the housing is diverse and easily accessible</b></p> <p><i>Given the relatively low housing affordability index in</i></p>		Chief Urban Architect's Structural Unit	

<sup>63</sup> A representative survey of Vilnius residents conducted in December 2020

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>Vilnius city and the downward trend of average family housing, the aim is to increase the diversity of types and sizes of housing and to create more favourable conditions for the purchase and rental of housing.</i>			
7.1.2.1.	MEASURE	Increase the supply of housing in areas with incompletely completed potential (Naujininkai, Naujamiestis, Vilkpėdė, Naujoji Vilnia, Žirmūnai, Šnipiškės, etc.)	2021-2030	Chief Urban Architect's Structural Unit	
7.1.2.2.	MEASURE	Strive for the greater diversity of types and sizes of housing in the execution of strategic planning with the participation of developers	2021-2030	Chief Urban Architect's Structural Unit	
7.1.2.3.	MEASURE	Ameliorate the housing affordability index	2021-2030	Chief Urban Architect's Structural Unit	
7.1.2.4.	MEASURE	Create attractive conditions for the rent of housing	2021-2030	Chief Urban Architect's Structural Unit	
7.1.2.5.	MEASURE	Improve the existing concept of municipal housing and plan development in a targeted way	2021-2030	Social Services Structural Unit	
<b>7.1.3.</b>	<b>TASK</b>	<b>Residential areas are a multifunctional and interesting to live environment</b>  <i>The aim of this task is to improve the quality of life in urban residential areas and to create a high-quality, diverse and interesting environment for all groups living in them.</i>		Chief Urban Architect's Structural Unit	Social Services Structural Unit
7.1.3.1.	MEASURE	Expand and promote the supply and diversity of cultural and artistic services in residential areas (sub-centres)	2021-2030	Chief Urban Architect's Structural Unit	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
7.1.3.2.	MEASURE	Expand and promote the diversity and supply of social services in residential areas (sub-centres)	2021-2030	Chief Urban Architect's Structural Unit	Social Services Structural Unit
7.1.3.3.	MEASURE	Promote the localisation of job places in residential areas (sub-centres)	2021-2030	Chief Urban Architect's Structural Unit	

### 3.8.2. COMPLEX TRANSFORMATION OF THE CITY ACCORDING TO INDIVIDUAL RECIPES FOR EACH BUILD-UP TYPOLOGY

The scale of Vilnius city stretch<sup>64</sup> is the fastest in Lithuania: urbanisation processes in non-urbanised areas are the fastest and characterised by the greatest volumes. This trend is identified as one of the main problems of the capital region as a whole. To address this challenge, the aim is to deliberately manage urban growth, achieve greater sustainability and balanced development. Socially and economically important priorities will be set, specific development strategies will be formed in both urbanised and non-urbanised areas, and integration of newly constructed real estate (hereinafter-RE) objects into urban fabric will be prioritised.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
7.2.1.	TASK	<b>Socially, economically and functionally viable Vilnius city</b> <i>In order to fulfil the potential of Vilnius city and assess the importance of transparent planning, this task aims to draw attention to territories with potential in urbanised area and areas under urbanisation, to reduce urbanisation processes in the peripheral zones of the city and to deliberately involve the public in urban planning.</i>		Chief Urban Architect's Structural Unit  Property Structural Unit	
7.2.1.1.	MEASURE	Formulate guidelines for the development of territories	2021-2023	Chief Urban	

<sup>64</sup> Based on the calculated expansion index

		with potential		Architect's Structural Unit	
7.2.1.2.	MEASURE	Observe and foresee zones of potential priority in low urbanised areas and areas under urbanisation in Vilnius	2021-2030	Chief Urban Architect's Structural Unit	
7.2.1.3.	MEASURE	Not to reduce social, spatial and economic diversity in the development of the city	2021-2030	Chief Urban Architect's Structural Unit	
7.2.1.4.	MEASURE	Apply the principles of vertical multifunctional zoning	2021-2030	Chief Urban Architect's Structural Unit	
7.2.1.5.	MEASURE	Carry out inventory and digitalisation of existing assets, comprehensively plan the update	2021-2030	Real Estate Structural Unit	
7.2.1.6.	MEASURE	Take into account the specifics and quality of planned activities when making the existing RE active	2021-2030	Real Estate Structural Unit	
7.2.1.7.	MEASURE	Initiate amendments to legal acts relating to "orphan" assets	2021-2023	Real Estate Structural Unit	
7.2.1.8.	MEASURE	Ensure transparent planning processes and publicly accessible discussions in areas of importance to urban communities	2021-2030	Chief Urban Architect's Structural Unit	
<b>7.2.2.</b>	<b>TASK</b>	<p><b>New real estate projects are an integral and inseparable part of the city</b></p> <p><i>The aim of this task is to increase the integration of new RE objects and to coordinate their development in non-priority areas, taking into account the Vilnius City Master Plan (hereinafter-MP) and expanding the quality requirements in these zones.</i></p>		Chief Urban Architect's Structural Unit  Land Management and Administration Structural Unit  Finance and Economy Structural Unit	
7.2.2.1.	MEASURE	Encourage responsible renewal or creation of existing	2021-2030	Chief Urban	

		characteristic and local spirit-generating objects around Vilnius centre		Architect's Structural Unit	
7.2.2.2.	MEASURE	Ensure that newly developed RE objects do not reduce the ecological value of the area by assessing the content of conductive coatings	2021-2030	Land Management and Administration Structural Unit	Chief Urban Architect's Structural Unit
7.2.2.3.	MEASURE	Ensure that the infrastructure charge collected in a specific area contributes to reducing the complex environmental impact of the specific territory	2021-2030	Finance and Economy Structural Unit	
7.2.2.4.	MEASURE	Considering the Vilnius city MP, establish quality criteria for the development of non-priority residential areas	2021-2023	Chief Urban Architect's Structural Unit	
<b>7.2.3.</b>	<b>TASK</b>	<p><b>Quality of life does not raise by chance but under clear priorities</b></p> <p><i>In accordance with the established priorities, the aim is to improve the quality of life in the sub-centres in a coordinated and complex manner, through the renovation of multi-apartment buildings, the extension of the infrastructure of motorless means as well as the urban renewal of essential social services.</i></p>		Chief Urban Architect's Structural Unit Housing Administration Structural Unit Infrastructure Structural Unit Finance and Economy Structural Unit	
7.2.3.1.	MEASURE	Carry out complex renovation of multi-apartment buildings in accordance with Vilnius city MP priorities	2021-2030	Housing Administration Structural Unit	
7.2.3.2.	MEASURE	Development of attractive routes for pedestrians and cyclists between areas by encouraging the movement by motorless vehicles	2021-2030	Infrastructure Structural Unit	
7.2.3.3.	MEASURE	Supplement financing models for the renewal of Soviet-built residential environments	2024-2026	Finance and Economy	Housing Administration

				Structural Unit	Structural Unit
7.2.3.4.	MEASURE	Prioritise and respectively fund urban regeneration strategies and implementation works for social services (polyclinics, schools, etc.)	2021-2030	Chief Urban Architect's Structural Unit	
<b>7.2.4.</b>	<b>TASK</b>	<b>Vilnius is a growing city in concentrated and conscious manner</b> <i>The aim of this task is to address the problem of the city stretch in a coordinated manner by activating the infrastructure law and strengthening relations with neighbouring municipalities.</i>		Chief Urban Architect's Structural Unit  Infrastructure Structural Unit	
7.2.4.1.	MEASURE	Address metropolitan development challenges of the city in a coordinated manner by strengthening relations with neighbouring municipalities	2021-2030	Chief Urban Architect's Structural Unit	
7.2.4.2.	MEASURE	Develop guidelines defining infrastructure development and minimum qualitative indicators	2021-2023	Infrastructure Structural Unit	
7.2.4.3.	MEASURE	Develop a coherent policy on the application of the Law on Infrastructure for the management of extension	2021-2023	Chief Urban Architect's Structural Unit	

### 3.8.3. NATURE-BASED AND NATURE-ENHANCING SOLUTIONS FOR HEALTHY AND HIGH-QUALITY LIVING IN THE CITY

The exclusivity and uniqueness of Vilnius city on a European scale is nature, which creates peace and cosiness for the residents of the city. A clean, green and circular economy promoting city is an aspiration for the future. Vilnius aims for city trees, parks, green spaces, gardens, forests, riverside areas, city streets and green spaces on roofs to help improve the well-being of people in the city, encourage walking or cycling, improve air quality, promote being outdoors and healthy lifestyles in every possible way, help combat climate change and increase biodiversity in the city.

As the city grows and develops, the importance of developing green infrastructure areas, improvement of their quality and increase in the accessibility to the population, regardless of in which part of the city they live. The development of a circular economy requires the expansion of collection systems for different waste streams, the creation of a culture of sharing objects, the promotion of sorting and the proper collection and recovery of separated waste streams. The waste management system in Vilnius city, in line with the principles of circular economy, is the key to more conscious, sustainable, healthier and happier life.

SEQ.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION	THE MAIN RESPONSIBLE	OTHER RESPONSIBLE
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NO.			PERIOD	STRUCTURAL UNIT	STRUCTURAL UNITS
7.3.1.	TASK	<p><b>A quality urban environment for a healthier life in the city</b></p> <p><i>The aim of this task is to improve the quality of the urban environment, which would contribute to a healthier lifestyle, by reducing pollution, sustainably managing surface water and implementing measures to improve the ecological-energetic, economic and socio-recreational quality of the city.</i></p>		Urban Environment Management and Environmental Protection Structural Unit Elderships	
7.3.1.1.	MEASURE	Deploy innovative solutions for a more sustainable surface water circulation cycle	2021-2030	Urban Environment Management and Environmental Protection Structural Unit	
7.3.1.2.	MEASURE	Seek to make the roofs of urban buildings contribute to the improvement of the ecological-energetic, economic and socio-recreational quality of the city	2021-2030	Urban Environment Management and Environmental Protection Structural Unit	
7.3.1.3.	MEASURE	Strive that citizens would convert the boilers inefficiently using solid fuel into more efficient technologies using renewable energy for heat production	2021-2030	Energy Structural Unit	
7.3.2.	TASK	<p><b>Circular economy-based waste management culture in Vilnius</b></p> <p><i>Respond to the objectives of the circular economy and the requirements of the European Union, and strengthen a waste management system that is closer to the population and promotes their conscious sorting and life cycle by assessing and returning waste as a raw material.</i></p>		Urban Environment Management and Environmental Protection Structural Unit	

7.3.2.1.	MEASURE	Develop a collection system for bulky waste	2021-2030	Energy Structural Unit	Elderships
7.3.2.2.	MEASURE	Ensure sorting and more productive classification of different domestic materials	2021-2030	Energy Structural Unit	Elderships
7.3.2.3.	MEASURE	Promote a culture of exchange and repair (extension of the life cycle of things)	2021-2030	Urban Environment Management and Environmental Protection Structural Unit	Elderships
7.3.2.4.	MEASURE	Initiate and promote energy production from biodegradable waste through composting	2024-2026	Urban Environment Management and Environmental Protection Structural Unit	
7.3.2.5.	MEASURE	Foresee motivational measures to encourage the use of ecological construction methods and environmentally friendly and recycled materials	2024-2026	Urban Environment Management and Environmental Protection Structural Unit	
<b>7.3.3.</b>	<b>TASK</b>	<p><b>The harmonious life of a man in the city is based on the preservation and strengthening of natural elements and connections</b></p> <p><i>The task aims at ensuring a sustainable and high-quality living environment for the city residents by increasing the quantity and accessibility of high-quality greenery and the area per capita, by regenerating damaged or degraded natural framework, strengthening existing and creating new natural corridors and connections.</i></p>		Urban Environment Management and Environmental Protection Structural Unit	Elderships
7.3.3.1.	MEASURE	Improving the accessibility of greenery and maintaining or	2021-2030	Urban Environment	Elderships

		increasing the area per capita		Management and Environmental Protection Structural Unit	
7.3.3.2.	MEASURE	Regenerate damaged or degraded natural framework territories	2021-2030	Urban Environment Management and Environmental Protection Structural Unit	
7.3.3.3.	MEASURE	Improve the quality of existing greenery	2021-2030	Urban Environment Management and Environmental Protection Structural Unit	Elderships
7.3.3.4.	MEASURE	Strengthen existing and develop new natural/ecological units, corridors or connections	2021-2030	Urban Environment Management and Environmental Protection Structural Unit	

### 3.8.4. INDICATORS

**17 key strategic indicators** will be used to monitor progress towards the achievement of objectives in the field of environment and urban development presented in the table below.

QUALITY OF LIFE REGARDLESS OF THE RESIDENTIAL AREA		
INDICATOR	DESCRIPTION OF THE INDICATOR	RESPONSIBLE STRUCTURAL UNIT
Population satisfaction rate in the living environment, %	Monitoring the change in population satisfaction with their living environment through survey data.	Chief Urban Architect's Structural Unit

Quality Standard Monitoring System has been prepared	A system to collect has been prepared for collecting, analysing and monitoring data to monitor the socio-economic situation of the city and satisfaction with the living environment.										Chief Urban Architect's Structural Unit
The share of the population using cultural and artistic services in sub-centres	The change in the proportion of the population using cultural and artistic services in the sub-centres is valued. The calculation is performed by estimating the ratio of the total population in a particular sub-centre to the number of people using the named services.										Chief Urban Architect's Structural Unit
Change in the number of social services in sub-centres	The change in the number of newly established and operating social services is calculated										Chief Urban Architect's Structural Unit
<b>INDICATOR</b>	<b>INDICATOR VALUE</b>										
	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Population satisfaction rate in the living environment, %	Expected	76	77	78	79	80	81	82	83	84	85
Quality Standard Monitoring System has been prepared	The measurement methodology will be developed over 2021 linking to the quality level indicator of the services provided. See <a href="#">3.11.4. Indicators of services, management excellence and planning</a> .										
The share of the population using cultural and artistic services in sub-centres	The methodology and monitoring of the indicator will be developed by 2023										
Change in the number of social services in sub-centres	The methodology and monitoring of the indicator will be developed by 2023										
<b>COMPLEX TRANSFORMATION OF THE CITY ACCORDING TO INDIVIDUAL RECIPES FOR EACH BUILD-UP TYPOLOGY</b>											
<b>INDICATOR</b>	<b>DESCRIPTION OF THE INDICATOR</b>										<b>RESPONSIBLE STRUCTURAL UNIT</b>
Guidelines for the development of territories with potential have been formulated	Guidelines have been formulated for the sustainable development of areas with potential.										Chief Urban Architect's Structural Unit
Number of visions in the preparation which the society has been involved	Change in the number of openly organised discussions.										Chief Urban Architect's Structural Unit
Number of projects with an unchanged indicator of conductive coating	The number of projects in which the indicator of conductive coating has not changed.										Chief Urban Architect's Structural Unit
The number of comprehensively renovated housings in multi-apartment buildings	The number of comprehensively renovated housings in multi-apartment buildings.										Chief Urban Architect's Structural Unit

Urban expansion index	In accordance with the methodology approved by the Ministry of Interior for the calculation of the urban expansion index. The indicator is calculated at the level of counties.										Chief Urban Architect's Structural Unit
<b>INDICATOR</b>	<b>INDICATOR VALUE</b>										
	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Guidelines for the development of territories with potential have been formulated	The guidelines will be prepared by 2023										
Number of visions in the preparation which the society has been involved	The methodology and monitoring of the indicator will be developed by 2023										
Number of projects with an unchanged indicator of conductive coating	The methodology and monitoring of the indicator will be developed by 2023										
The number of comprehensively renovated housings in multi-apartment buildings	The methodology and monitoring of the indicator will be developed by 2023										
Urban expansion index	<b>164.92</b>	Since this is a relative indicator that depends on the sustainability of urbanisation in other regions, the objective of this indicator is associated not with a specific target value, but with stabilising negative trends and improving situation vis-à-vis other regions.									

**NATURE-BASED AND NATURE-ENHANCING SOLUTIONS FOR HEALTHY AND HIGH-QUALITY LIVING IN THE CITY**

<b>INDICATOR</b>	<b>DESCRIPTION OF THE INDICATOR</b>	<b>RESPONSIBLE STRUCTURAL UNIT</b>
Air pollution indicator (PM 10)	Average annual concentration of particulate matter (PM10), µg/m <sup>3</sup>	Urban Environment Management and Environmental Protection Structural Unit
Air pollution indicator (PM 2.5)	Average annual concentration of particulate matter (PM2.5), µg/m <sup>3</sup>	Urban Environment Management and Environmental Protection Structural Unit
Average annual NO <sub>2</sub> concentration indicator	Average annual concentration of nitrogen dioxide (NO <sub>2</sub> ), µg/m <sup>3</sup>	Urban Environment Management and Environmental Protection Structural Unit
Recycled/reused municipal waste	Recycled or reused share of municipal waste from the total municipal waste collected in Vilnius city	Urban Environment Management and

		Environmental Protection Structural Unit										
The number of bulky waste collection sites (hereinafter-BWCS) per resident of Vilnius city	The indicator shows the bulky waste collection sites per 45 000 residents of the City of Vilnius											Urban Environment Management and Environmental Protection Structural Unit
The share of secondary raw materials in the composition of mixed municipal waste	The indicator shows the presence of secondary raw materials in the composition of the mixed municipal waste following morphological surveys.											Urban Environment Management and Environmental Protection Structural Unit
The share of biodegradable waste in the composition of mixed municipal waste	The indicator shows the amount of biodegradable waste in the composition of the mixed municipal waste following morphological surveys.											Urban Environment Management and Environmental Protection Structural Unit
Indicator of green areas occupied	The indicator shows the share of the area of Vilnius city occupied by green areas											Urban Environment Management and Environmental Protection Structural Unit
<b>INDICATOR</b>	<b>INDICATOR VALUE</b>											
	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	
Air pollution indicator (PM 10)	<b>22.75</b>	22.48	22.20	21.93	21.65	21.38	21.10	20.83	20.55	20.28	≥20	
Air pollution indicator (PM 2.5)	<b>13.6</b>	13.24	12.88	12.52	12.16	11.80	11.44	11.08	10.72	10.36	≥10	
Average annual NO <sub>2</sub> concentration indicator	<b>16.25</b>	≥40										
Recycled/reused municipal waste, %	<b>53.65<sup>65</sup></b>	57.79	61.92	66.06	70.19	74.33	78.46	82.60	86.73	90.87	95	
The number of BWSA sites per 45 thousand of residents of Vilnius city, pcs.	<b>0.4</b>	0.46	0.52	0.58	0.64	0.7	0.76	0.82	0.88	0.94	1	
The share of secondary raw materials in the composition of mixed municipal waste, %	<b>45</b>	42.5	40	37.5	35	32.5	30	27.5	25	22.5	20	

<sup>65</sup> Data for 2019

The share of biodegradable waste in the composition of mixed municipal waste, %	<b>21</b>	19.6	18.2	16.8	15.4	14	12.6	11.2	9.8	8.4	5
Indicator of green areas occupied	<b>62</b>	62	62	63	63	63	63	64	64	64	65

### 3.9. SECURITY AND PROTECTION

The existing security situation is to be assessed positively in both national and international contexts. However, by distinguishing security as a separate strategic direction, the city envisages paying greater attention to this area, expanding the scope of security management and focusing on preventive and pro-active resilience measures.

Security in the Strategic Development Plan covers security in physical spaces, security of information systems and infrastructural objects, protection of personal data and assurance of privacy. The city sets separate goals in the context of physical, electronic, psychological and biological space seeking to increase resilience to different kinds of threats, and will search for the most effective solutions by initiating and maintaining dialogue with interested institutions, will become a leading and connecting party.

In order to increase the level of security and resilience of Vilnius city to various possible threats, a vision is formulated in this area: the **safest<sup>66</sup> capital in Europe, where physical, electronic, psychological and biological spaces are adapted to safe work and life.**

Four objectives are set for the implementation of the vision in the field of security, covering all security-relevant spaces.

1. Physical space: Actively increase the resilience of the city to physical space threats through technology
2. Cyberspace: Strengthen the resilience of cyberspace intended for the population and provision of services
3. Psychological space: Increase the psychological safety of city residents and guests
4. Biological space: Create a clean environment thus ensuring the security of biological space

Through the increase of resilience in all designated areas, the city will seek to actively cooperate with other responsible authorities and initiate and develop measures within its remit.

#### 3.9.1. PHYSICAL SPACE: ACTIVELY INCREASE THE RESILIENCE OF THE CITY TO PHYSICAL SPACE THREATS THROUGH TECHNOLOGY

The concept of physical space in the context of security covers a wide range of areas: public spaces, criminality, security of public and personal property. The city intends to focus on enhancing security in this area, firstly, on the security of above-ground but also underground infrastructure and airspace.

The resilience of urban spaces, where various gatherings of people take place, is one of the priorities of the city. Currently, various models are used to assess the resilience of public spaces. The methodology used for assessing resilience is planned to be coordinated with other institutions directly involved in the security of public spaces (e.g.: Department of State Protection (SPD), Vilnius county Chief Police Headquarters)

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<sup>66</sup> In the assessment of the level of protection, official sources currently only indicate the overall crime indicators of the country. Additionally, various other security-related indicators are counted, but they are often based on subjective assessment and do not cover aspects other than physical space. Among the indicators available for the use of the assessment, there is [a Number crime index](#). In it, Vilnius, among the EU capitals, scores 27.59 points. . Warsaw, Tallinn, Prague, Helsinki, Vienna, Copenhagen, Luxembourg and Ljubljana (9th place) have better assessments.

Particular attention will be paid to technologies that effectively capture and transmit data on various types of infringements. The involvement of the community, which is analysed in more detail in the psychological security part, in the planned initiatives will also make a significant contribution to increasing the security of the physical space.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
8.1.1.	TASK	<p><b>Public spaces resistant to security threats and relevant buildings</b></p> <p><i>This task will aim to assess, in a structured manner using a harmonised methodology, the level of security of urban public spaces where people gatherings take place and to strengthen the pre-assessment of security of newly developed public spaces and relevant buildings.</i></p>		Public Order Structural Unit	Administrative Operations Structural Unit
8.1.1.1.	MEASURE	Prepare and classify a list of public spaces and buildings subject to security assessment	2021-2023	Administrative Operations Structural Unit	Public Order Structural Unit
8.1.1.2.	MEASURE	Conduct security assessments in a consistent manner	2021-2030	Public Order Structural Unit	
8.1.1.4.	MEASURE	Include security criteria in spatial and building planning processes	2024-2026	Chief Urban Architect's Structural Unit	Public Order Structural Unit
8.1.2.	TASK	<p><b>Aim at 0 fatalities in the city due to road accidents and other managed environmental factors</b></p> <p><i>The aim of eliminating fatalities in road accidents is set in documents at the national level. The city seeks to extend this concept to other areas and, as far as possible, reduce the number of fatalities from deaths other than those caused by health or serious crime. Environmental pollution, psychological causes or events ending with death in public spaces or events fall under</i></p>		Traffic Organisation Structural Unit	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>the category of the managed environment.</i>			
8.1.2.1.	MEASURE	Review and update the plan on 0 fatalities in road accidents	2021-2023	Traffic Organisation Structural Unit	
8.1.2.2.	MEASURE	Extend measures by discussing other managed environmental factors	2021-2023	Public Order Structural Unit	
<b>8.1.3.</b>	<b>TASK</b>	<p><b>Effective emergency management, organisation of regular complex exercises</b></p> <p><i>The task aims at intensifying the use of this instrument by organising complex exercises to manage threats arising in different spaces. This task also includes the expansion of information measures for the population.</i></p>		Civil Protection Structural Unit	
8.1.3.1.	MEASURE	Initiate and organise exercises in line with the Preventive Measures Plan, including not only physical space but also relevant aspects of electronic and biological spaces in the scenarios	2021-2030	Civil Protection Structural Unit	
8.1.3.2.	MEASURE	Carry out the development of a system for alerting and informing citizens about emergencies	2027-2030	Civil Protection Structural Unit	
<b>8.1.4.</b>	<b>TASK</b>	<p><b>Innovative and efficiently used security-enhancing technology solutions</b></p> <p><i>Technological solutions, including currently deployed, allow to effectively identify, capture and transfer various types of violations of the law to further management. With the introduction of new technologies, the flow of data capturing incidents is also increasing, but the ability of the responsible institutions with the authority to take further steps in the process to react is becoming a limiting factor. This task seeks to ensure the efficient functioning of the</i></p>		ME “Vilnius plan” (Structural Unit of Intelligent Solutions and Data Management)	Innovation and Technology Group

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>whole process, from the recording of the event to the application of disciplinary measures.</i>			
8.1.4.1.	MEASURE	Develop a harmonised system for classifying events being received using technological solutions	2021-2023	Administrative Offence Examination Structural Unit Public Order Division	Innovation and Technology Group
8.1.4.2.	MEASURE	Coordinate formats, scopes and other relevant aspects for the transmission of data being received using technological solutions with the responsible authorities	2021-2023	Innovation and Technology Group	
8.1.4.3.	MEASURE	Review data transmission and processing processes seeking to automate them	2021-2030	Administrative Offence Examination Structural Unit Public Order Structural Unit	Innovation and Technology Group
8.1.4.4.	MEASURE	Assess relevant existing regulation by initiating necessary amendments (as required)	2021-2030	Innovation and Technology Group	Law Group
8.1.4.5.	MEASURE	Initiate and/or participate in projects demonstrating/testing security-related innovative technologies	2021-2030	Innovation and Technology Group	
<b>8.1.5.</b>	<b>TASK</b>	<b>Safety in the city is enhanced by activated airspace</b> <i>The task covers the activation of airspace in a wide range of areas, including the possibilities provided by enhancing security through the use of unmanned aerial vehicles (drones). Unmanned aerial vehicles are expected to be used for the prevention of misconduct</i>		ME “Vilniaus planas” (Structural Unit of Intelligent Solutions and Data Management)	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>and crime by enhancing the security of public spaces, monitoring events and gatherings, for inter-institutional cooperation with special services, monitoring accidents, natural and emergency situations, searching for lost or absconded persons, and searching for escaped animals.</i>			
8.1.5.1.	MEASURE	Develop a business model for activating drones that would cover their use for security purposes and societal needs	2021-2023	ME “Vilniaus planas” (Structural Unit of Intelligent Solutions and Data Management)	
8.1.5.2.	MEASURE	Prepare and adopt an isolated artificial intelligence (AI) manifest	2021-2023	ME “Vilniaus planas” (Structural Unit of Intelligent Solutions and Data Management)	
8.1.5.3.	MEASURE	Create and approve the plan for the second floor of Vilnius city	2024-2026	ME “Vilniaus planas” (Structural Unit of Intelligent Solutions and Data Management)	
8.1.5.4.	MEASURE	Ensure the fulfilment of the duties of the controller and processor and compliance with legal acts covering privacy and personal data protection aspects	2024-2026	Data Protection Structural Unit	
8.1.6.	TASK	<p><b>Inter-institutional model for complex prevention of legal infringements in force</b></p> <p><i>The task covers the creation of prevention as an effective instrument for reducing criminality. Inter-institutional cooperation is particularly important in the</i></p>		Prevention and Proceedings Subdivision	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>context of the task, especially with the Police Department and the Vilnius County Police Headquarters. The task is to be inked to an appropriate initiative at national level. In this case, the capital seeks to initiate and actively participate in the development of the model, which can be adapted in other municipalities.</i>			
8.1.6.1.	MEASURE	Participate in the development and start applying a complex model for the prevention of complex prevention of legal infringements developed by the Ministry of Interior	2024-2026	Public Order Structural Unit	

### 3.9.2. CYBERSPACE: STRENGTHEN THE RESILIENCE OF CYBERSPACE INTENDED FOR THE POPULATION AND PROVISION OF SERVICES

Security in cyberspace is becoming more and more relevant, while the city does not have a clearly defined perimeter of its cyberspace, so it cannot independently control the security of information systems and infrastructure to the full extent. However, the security of access to the network of the infrastructure within the competence of the city (municipality and subordinate enterprises and institutions) can be strengthened, including the use of ethical hacking practices to increase resilience.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
8.2.1.	TASK	<p><b>Strengthen the security of the cyberspace of the Municipality and subordinate enterprises and institutions.</b></p> <p><i>The task will seek to provide electronic infrastructure managers at different levels with additional tools and environments enabling to increase resilience to threats in this space. The task covers both the promotion of</i></p>		Innovation and Technology Group	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>cooperation between cyber safety professionals and the deployment of technical tools for cybersecurity.</i>			
8.2.1.1.	MEASURE	Form an effectively operating forum of cybersecurity specialists for cooperation between the Municipality and infrastructure managers of its subordinate bodies.	2021-2023	Innovation and Technology Group	
8.2.1.2.	MEASURE	Develop the concept of “Vilnius Cyber Grid” enabling municipal enterprises and subordinate bodies to manage cyberspace threats more effectively.	2021-2023	Innovation and Technology Group	
<b>8.2.2.</b>	<b>TASK</b>	<b>Develop the Hack me if you can initiative</b> <i>The task aims at expanding the number of information systems available to ethical hacking activities thus seeking to obtain more information about potential vulnerabilities.</i>		Innovation and Technology Group	
8.2.2.1.	MEASURE	Expand the scope of information systems included in the initiative.	2021-2030	Innovation and Technology Group	
8.2.2.2.	MEASURE	Develop methods to attract as many pro-active participants of the programme as possible	2021-2030	Innovation and Technology Group	

### 3.9.3. PSYCHOLOGICAL SPACE: INCREASE THE PSYCHOLOGICAL SAFETY OF CITY RESIDENTS AND GUESTS

The psychological security of city residents and guests can be understood as a consequence of the total subjective assessment of the overall security situation. Vilnius city will seek to play an active role in shaping the psychological security of the citizens. The main focus on developing psychological security will be to involve communities in a range of relevant measures and play an active role in creating a safe environment.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
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SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
8.3.1.	TASK	<p><b>Systematic assessment of subjective security in the city</b></p> <p><i>This task is aimed at continuous monitoring of the subjective security indicator, evaluation of results and strengthening of its individual components through communication tools as needed.</i></p>		Health Care Structural Unit	BE Public Health Bureau of the City of Vilnius
8.3.1.1.	MEASURE	Continuously monitor the indicator and respond as needed	2021-2030		
8.3.2.	TASK	<p><b>The city community actively participates in security-enhancing activities</b></p> <p><i>The active participation of communities in various security-related initiatives increases both the objective level of security and its subjective assessment. An important component of this task is the popularisation of capturing practices and the deployment of tools to form such practices. The capturing is understood not as a denunciation, but as transmission of facts to the responsible authorities.</i></p>		Vilnius City Administration (issues of elderships and communities)	
8.3.2.1.	MEASURE	Prepare a communication plan to promote capturing, accentuating the rights and obligations of the population	2021-2023	Vilnius City Administration (issues of elderships and communities)	
8.3.2.2.	MEASURE	Expand instruments for cooperation with communities (integration with community official, Secure neighbourhood, etc.)	2021-2030	Vilnius City Administration (issues of elderships and communities)	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
8.3.3.	TASK	<b>Airspace enhancing psychological security</b> <i>The adaptation of unmanned aircraft to enhance security presented in the tasks and tools of physical space will also contribute to a sense of psychological safety. Along with the direct application of drones for security purposes, it is envisaged that the business model will enable residents also to use them for other purposes, such as escorting children, monitoring of risk areas, prompt receipt of the information on the condition of relatives, etc.</i>		ME “Vilniaus planas” (Structural Unit of Intelligent Solutions and Data Management)	
8.3.3.1.	MEASURE	Carry out communication on the efficiency of using drones for enhancing security	2024-2026	ME “Vilniaus planas” (Structural Unit of Intelligent Solutions and Data Management)	
8.3.3.2.	MEASURE	Activate drones to increase personal security	2024-2026	ME “Vilniaus planas” (Structural Unit of Intelligent Solutions and Data Management)	

### 3.9.4. BIOLOGICAL SPACE: CREATE A CLEAN ENVIRONMENT THUS ENSURING THE SECURITY OF BIOLOGICAL SPACE

The city inevitably faces challenges of environmental cleanliness. This is caused by ongoing construction, use of fuel for heating, transport flows, events posing environmental risks. The city aims to control pollution and reduce it as far as possible. The reduction opportunities are to be related to the monitoring of ecological risk posing objects, the management of construction works, the adaptation of urban infrastructure and the reduction of air pollution.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
8.4.1.	TASK	<p><b>Objects posing ecological risks are effectively monitored and controlled</b></p> <p><i>The aim of the task is to better manage the threats posed by risky objects by involving, as far as possible, these threats and facility managers in exercises, encouraging drawing up environmental plans and harmonising risk management plans.</i></p>		Civil Protection Structural Unit	Urban Environment Management and Environmental Protection Structural Unit
8.4.1.1.	MEASURE	Establish a monitoring and cooperation framework	2021-2023	Civil Protection Structural Unit	
8.4.2.	TASK	<p><b>Construction works in the city are the most environmentally friendly</b></p> <p><i>The division of responsibilities and the sizes of penalties currently do not encourage builders to observe their cleanliness-related obligations. This task is aimed at seeking new regulations or obligations that would allow reducing the environmental impact of ongoing construction.</i></p>		Public Order Structural Unit	Administrative Operations Structural Unit
8.4.2.1.	MEASURE	Prepare and submit proposals for a possible amendment of relevant legal regulation	2024-2026	Public Order Structural Unit	Administrative Operations Structural Unit

### 3.9.5. INDICATORS

**18 key strategic indicators** will be used to monitor progress towards the achievement of objectives in the field of security presented in the table below.

ACTIVELY INCREASE THE RESILIENCE OF THE CITY TO PHYSICAL SPACE THREATS THROUGH TECHNOLOGY		
INDICATOR	DESCRIPTION OF THE INDICATOR	RESPONSIBLE STRUCTURAL UNIT

Level of criminality	The criminality rate is calculated as recorded offences per 100,000 inhabitants. The indicator is used to monitor the situation and compare it with other capitals and other municipalities.	Public Order Structural Unit									
The number of registered minor <sup>67</sup> offences and criminal offences per 100,000 inhabitants.	The crimes to be mainly linked to the subjective assessment of overall security are assessed. Serious and very serious crimes; murders; severe health impairments; crimes and criminal offences related to the possession and smuggling of narcotic drugs or psychotropic substances do not fall within the scope of assessment.	Public Order Structural Unit									
The resilience of public spaces	It is proposed to finally formulate the indicator by choosing a methodology for assessing the resilience of public spaces (a model such as: VAT (Vulnerability Assessment Tool, DG HOME, 2019). Depending on the possibilities of the chosen methodology/model to present a quantitative estimate of the resilience of a certain space, the change in the resilience of the spaces under assessment over time may be assessed. If the methodology/model does not provide such a possibility, the estimation volumes (the proportion of spaces assessed) or the additional volumes of resilience increasing measures may be calculated.	Public Order Structural Unit									
Number of deaths	The number of deaths associated with road accidents is easily identified. However, as the aim is to extend the concept to other controlled environmental factors, the scope of the indicator is also expanding. The calculation methodology for the indicator depends on the extension of the concept and the assignment of the corresponding deaths as indicator variables.	Traffic Organisation Structural Unit									
Number of complex exercises	Only the number of complex exercises (involving more than 3 institutions and covering more than 1 space) is assessed, as the objectives, tasks and effectiveness are assessed individually for each exercise.	Civil Protection Structural Unit									
The continuity index of incidents being transmitted	The share of incidents transmitted to other authorities for further proceeding being processed is calculated.	ME “Vilniaus planas” (Structural Unit of Intelligent Solutions and Data Management)									
Indicator related to airspace activation	At present, the second-floor plan and the business model for the unmanned aerial vehicles are not finally drawn up and approved. The relevant indicator would be formed within the scope of these activities.	ME “Vilniaus planas” (Structural Unit of Intelligent Solutions and Data Management)									
Prevention model indicator	The results of preventive activities are reflected in the overall criminality indicators and it is therefore proposed not to formulate a separate indicator.	Prevention and Proceedings Subdivision									
<b>INDICATOR</b>	<b>INDICATOR VALUE</b>										
	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Level of criminality	2100±5 %	2100±5 %	2100±5 %	2050±5 %	2050±5 %	2050±5 %	2000±5 %	2000±5 %	2000±5 %	1900±5 %	1900±5 %
The number of registered minor <sup>68</sup> offences and criminal offences per	830±5 %	830±5 %	830±5 %	820±5 %	820±5 %	820±5 %	810±5 %	810±5 %	810±5 %	800±5 %	800±5 %

<sup>67</sup> Serious and very serious crimes; murders; severe health impairments; crimes and criminal offences related to the possession and smuggling of narcotic drugs or psychotropic substances do not fall within.

100,000 inhabitants.											
The resilience of public spaces	The methodology and monitoring of the indicator will be developed by December 2022										
Number of deaths	The methodology and monitoring of the indicator will be developed by December 2022										
Number of complex exercises	0	1	0	0	1	0	0	1	0	0	1
The continuity index of incidents being transmitted	The methodology and monitoring of the indicator will be developed by December 2022										
Indicator related to airspace activation	The methodology and monitoring of the indicator will be developed by December 2022										

**STRENGTHEN THE RESILIENCE OF CYBERSPACE INTENDED FOR THE POPULATION AND PROVISION OF SERVICES**

INDICATOR	DESCRIPTION OF THE INDICATOR											RESPONSIBLE STRUCTURAL UNIT
The number of cyber threats identified in the scope of the measure.	At this stage, it is planned to calculate the total number of identified cyber incidents that have occurred/are likely to occur, which have been prevented or enabled for rapid response on the basis of the Vilnius Cyber Grid measure.											Innovation and Technology Group
The share of information systems available for the initiative, %	The number of information systems accessible to participants of the “Hack me if you can” initiative compared to their total number in the Municipality and subordinate bodies.											Innovation and Technology Group
The number of unique vulnerabilities revealed	The registered number of unique vulnerabilities revealed using “Hack me if you can” is designed for externally accessible information systems.											Innovation and Technology Group
INDICATOR	INDICATOR VALUE											
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
The number of cyber threats identified in the scope of the measure Vilnius Cyber Grid.	The methodology and monitoring of the indicator will be developed by December 2022											
The share of information systems	10	20	30	40	50	60	70	80	90	100	100	

<sup>68</sup> Serious and very serious crimes; murders; severe health impairments; crimes and criminal offences related to the possession and smuggling of narcotic drugs or psychotropic substances do not fall within.

available for the initiative											
The number of unique vulnerabilities revealed	1	1	1	2	2	2	3	3	3	4	4

**INCREASE THE PSYCHOLOGICAL SAFETY OF CITY RESIDENTS AND GUESTS**

INDICATOR	DESCRIPTION OF THE INDICATOR	RESPONSIBLE STRUCTURAL UNIT
Index of happiness	According to the calculation methodology	Health Care Structural Unit
Security perception index	Continuous assessment based on the study by the Ministry of the Interior “Opinion of the population on law enforcement institutions and assessment of the public security situation”	Health Care Structural Unit
Indicator related to airspace activation	At present, the second-floor plan and the business model for the unmanned aerial vehicles are not finally drawn up and approved. The relevant indicator would be formed within the scope of these activities.	ME “Vilnius planas” (Structural Unit of Intelligent Solutions and Data Management)
Communality index	At present, there are no indicators to reflect the efforts or results of community involvement in security enhancement. It is envisaged to develop an index that brings together community activity and criminality indicators. The structure of the indicator depends on the initiatives to be implemented.	Vilnius City Administration (issues of elderships and communities)

INDICATOR	INDICATOR VALUE										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Index of happiness	3.1	3.16	3.22	3.28	3.34	3.4	3.46	3.52	3.58	3.64	3.7
Security perception index	90±5	90±5	90±5	90±5	90±5	90±5	90±5	90±5	90±5	90±5	90±5
Indicator related to airspace activation	The methodology and monitoring of the indicator will be developed by December 2022										
Communality index	The methodology and monitoring of the indicator will be developed by December 2021										

**CREATE A CLEAN ENVIRONMENT THUS ENSURING THE SECURITY OF BIOLOGICAL SPACE**

INDICATOR	DESCRIPTION OF THE INDICATOR	RESPONSIBLE STRUCTURAL UNIT
Damage caused by objects posing an ecological threat	The monitoring system is designed for prevention in order to minimise the resulting environmental damage caused during incidents. The damage caused by such incidents shall be calculated accordingly. Incidents caused by force majeure would be excluded from the scope of the damage.	Civil Protection Structural Unit
Response speed	Response times should be considered as one of the key instruments to mitigate the potential environmental impact of incidents. Accordingly, depending on the characteristics of the monitoring system, the expected target response times can be foreseen and assessed	Civil Protection Structural Unit

Amendments to the legal framework adopted, number	At this stage, it is proposed to confine to the number of amendments adopted to the legal regulation governing the distribution of responsibilities for the supervision of construction sites and the level of fines. The indicator of result is currently hard tangible. An additional indicator and its calculation methodology may be developed following amendments to the legal regulation to monitor the effectiveness of the amendments.										Public Order Structural Unit Administrative Operations Structural Unit
Volumes of environmental pollution of construction sites	Less than 50%										Public Order Structural Unit Administrative Operations Structural Unit
<b>INDICATOR</b>	<b>INDICATOR VALUE</b>										
	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Damage caused by objects posing an ecological threat	0	0	0	0	0	0	0	0	0	0	0
Response speed	The methodology and monitoring of the indicator will be developed by December 2022										
Amendments to the legal framework adopted, number	0	0	1	0	The methodology and monitoring of the indicator may be further revised						
Amendments to the legal framework adopted, number	The methodology and monitoring of the indicator will be developed by December 2023										

### 3.10. SERVICES

Smooth services are the cornerstone prerequisite of a smooth city, and almost all the works and functions performed by the municipality can be perceived through the prism of the service to the resident. In order to achieve a smooth vision of the city, the municipality will pay particular attention to making the city resident obviously feel an improvement in quality in all areas relevant to him, and works will be started with a modified approach: from the functional perception of each service to “resident centricity”, where all initiatives are evaluated through the prism of quality, privity and satisfaction of the resident. The city will seek to create an exemplary service quality management system and maximise the quality and speed of service delivery through intense exploitation of the potential of digitalisation.

Two objectives in the area of services are set:

1. Citizen-oriented services
2. Top-level service quality management

#### 3.10.1. CITIZEN-ORIENTED SERVICES

Vilnius city will aim to ensure the provision of services focused on the quality of services and customer experience. Top-level service quality is understood here as the provision of services without any disruption, personalisation of services according to the needs of each, collection of feedback and rapid response to problems related to the provision of services. The quality of customer service will be raised by learning to know the customer and being able to manage his/her experience. Vilnius residents will be provided with personalised relevant information, opportunities to engage in service improvement processes will be created, and data on quality of service monitoring will be made available to everyone.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
9.1.1.	TASK	<p><b>Services provided by the Municipality to meet the needs of citizens and are convenient</b></p> <p><i>This task will aim to ensure that services are citizen-centred and meet all their needs and reach comfortably.</i></p>		<p>Human Resources Management Structural Unit</p> <p>Customer Service Structural Unit</p> <p>Innovation and Technology Group</p>	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
9.1.1.1.	MEASURE	Citizen-oriented organisation	2021-2030	Human Resources Management Structural Unit	
9.1.1.2.	MEASURE	Purposefully establish joint customer service centres	2021-2023	Customer Service Structural Unit	
9.1.1.3.	MEASURE	Deploy and maintain an efficient customer management system (CRM)	2021-2023	Innovation and Technology Group	
9.1.1.4.	MEASURE	Ensure collection and analysis of population feedback and improve services accordingly	2021-2030	Innovation and Technology Group	
<b>9.1.2.</b>	<b>TASK</b>	<p><b>The resident is informed of the services provided and their status</b></p> <p><i>The aim of this task is to make all residents aware of relevant information about what is happening in their city and in the residential area.</i></p>		Municipal Administration  Marketing and Communication Structural Unit  Innovation and Technology Group	
9.1.2.1.	MEASURE	Empower elderships as centres of information for the residents	2021-2023	Municipal Administration	
9.1.2.2.	MEASURE	Open data for service quality monitoring in current time	2024-2026	Innovation and Technology Group	
9.1.2.3.	MEASURE	Provide personalised, territorial, citizen-relevant information on permanent, real-time ongoing and planned activities and projects in the residential environment	2021-2030	Marketing and Communication Structural Unit	

### 3.10.2. TOP-LEVEL SERVICE QUALITY MANAGEMENT

At present, most parts of the services provided by the City of Vilnius and its enterprises are not defined by service quality standards, no active control of the quality of service provision is carried out, and data related to the quality of services and customer feedback are not systematically collected and analysed. All this leads to the uneven quality of the services provided and customer dissatisfaction. In the next 10 years, this situation has to change completely, and the service quality management of Vilnius must become an example for other public and private sector organisations. Quality standards for service provision will be set, a unified service management policy will be put in place, and service providers' commitment in respect of the quality of service for their recipients will be ensured.

Almost all services can be delivered much faster without losing quality, and for this purpose, the aim will be to maximise the digitalisation and optimisation of the services provided and ensure the smooth delivery of complex services.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
9.2.1.	TASK	<p><b>Consistent and sustainable management of administrative and public services ensures excellent quality of service</b></p> <p><i>The aim of this task is to ensure that all services provided by Municipality and municipal enterprises are of equally high quality, provided according to standardised principles.</i></p>		Innovation and Technology Group	
9.2.1.1.	MEASURE	Draw up and implement standards, processes and tools implementing service management policy	2021-2023	Innovation and Technology Group	
9.2.1.2.	MEASURE	Ensure that all services provided by the Municipality and a municipal group of enterprises contain specified (minimum and targeted) obligations regarding the quality of service provision for service recipients	2024-2026	Innovation and Technology Group	
9.2.1.3.	MEASURE	Define qualitative measurement indicators for all services provided by the Municipality and a municipal group of enterprises and ensure a continuous process of monitoring indicators by assigning responsible persons	2021-2023	Innovation and Technology Group	
9.2.1.4.	MEASURE	Effectively analyse indicators and other collected data in each Municipal unit and a company of the municipal	2021-2030	Innovation and	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		group of enterprises providing services, and ensure that decision-making process is based on data		Technology Group	
<b>9.2.2.</b>	<b>TASK</b>	<b>Administrative and public services optimised and digitised of to the maximum extent</b> <i>The aim of this task is to maximise the implementation of digitalisation solutions through the provision of both administrative and public services.</i>		Innovation and Technology Group ME “Vilniaus planas”	
9.2.2.1.	MEASURE	Continue digitalisation and automation of administrative services	2021-2023	Innovation and Technology Group	
9.2.2.2.	MEASURE	Conduct continuous analysis of administrative services and seek their optimisation	2021-2030	Innovation and Technology Group	
9.2.2.3.	MEASURE	Seek mechanisation and digitalisation of public services	2021-2023	ME “Vilniaus planas”	
9.2.2.4.	MEASURE	Seek to exploit the potential of the Internet of Things (IoT) for monitoring the quality of public services	2021-2023	ME “Vilniaus planas”	
<b>9.2.3.</b>	<b>TASK</b>	<b>Seamless provision of complex services</b> <i>The aim of this task is to ensure the smooth and rapid provision of services organised by several establishments so that the residents would not feel any difficulties due to this complexity.</i>		Municipal Administration ME “Vilniaus planas”	
9.2.3.1.	MEASURE	Smooth process of cooperation between the Municipality, municipal enterprises and related parties in providing faultless services to residents	2021-2030	Municipal Administration	
9.2.3.2.	MEASURE	Actively operating centre for advanced and sustainable solutions and research of public services provided by Vilnius city, which enables the implementation of innovative ideas	2021-2023	ME “Vilniaus planas”	



### 3.10.3. INDICATORS

Common indicators will be used to monitor progress towards the achievement of the objectives in the field of Service and Management excellence and planning are presented in the Management Excellence and Planning section.

### 3.11. MANAGEMENT EXCELLENCE AND PLANNING

The management of the ecosystem of Vilnius City Administration, its institutions and companies is a complex task due to the large number of operating participants, complex data flows and foreseen ambitious changes. On the other hand, it is important for the resident that all, even the most complex processes run clear and smooth, and that the activities of the Municipality are based and transparent, and the taxes paid are used efficiently. To achieve these objectives, ambitious objectives in the fields of process and organisation improvement and digitisation are set.

Three objectives are set in the field of management excellence and planning:

1. Clarity is ensured both externally and internally - processes that are understandable and efficient for everyone
2. The best example of the city and management of organisation
3. Vilnius is a smart city where value through the targeted use of data is created and continuous improvement is ensured

#### 3.11.1. CLARITY IS ENSURED BOTH EXTERNALLY AND INTERNALLY - PROCESSES THAT ARE UNDERSTANDABLE AND EFFICIENT FOR EVERYONE

The processes and current affairs in the Municipality must be clearly understandable to the stakeholders and transparent possibilities to take part in the decision-making must be provided. The most important change and development projects need to be managed according to best practices, accumulating these competences and reaching an increasingly advanced level of project management maturity. The Municipality must consciously manage its opportunities for international cooperation and partnership to create the image of a progressive city that creates good practices.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
10.1.1.	TASK	<p><b>Informed and involved in decision-making society</b></p> <p><i>The aim of this task is to involve the community in the governance of the city and it would feel that it has the right and duty to contribute to a better life in Vilnius city.</i></p>		Marketing and Communication Structural Unit	
10.1.1.1.	MEASURE	Inform the society about ongoing activities and projects and to involve in the decision-making in a structured manner	2021-2030	Marketing and Communication Structural Unit	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
10.1.1.2.	MEASURE	Create a coherent structure and practice for consultations with the stakeholders	2021-2023	Marketing and Communication Structural Unit	
<b>10.1.2.</b>	<b>TASK</b>	<p><b>Clear and structured management of projects and programmes</b></p> <p><i>The aim will be to uniform project and programme management principles and apply best practices throughout the Municipality and municipal enterprises.</i></p>		Investment Projects Structural Unit	
10.1.2.1.	MEASURE	Deploy in full and use a unified methodology ensuring systematic and standardised project management	2021-2023	Investment Projects Structural Unit	
10.1.2.2.	MEASURE	Ensure continuous monitoring of ongoing programmes and projects and report the projects	2021-2030	Investment Projects Structural Unit	
10.1.2.3.	MEASURE	Systematically collect the entire knowledge of project management and apply it in implementing projects	2021-2030	Investment Projects Structural Unit	
10.1.2.4.	MEASURE	Balance the volume of projects considering available resources	2021-2030	Investment Projects Structural Unit	
<b>10.1.3.</b>	<b>TASK</b>	<p><b>The Municipality, creating a wide network of partners</b></p> <p><i>The aim will be for Vilnius city to have a wide network of local and international partners, with the help of which the quality of life in the capital grows faster.</i></p>		Municipal Administration	
10.1.3.1.	MEASURE	Actively cooperate with state institutions and engage in the activities of organisations and associations operating in Lithuania	2021-2030	Municipal Administration	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
10.1.3.2.	MEASURE	Ensure international cooperation and develop links with foreign state cities	2021-2030	Municipal Administration	
10.1.3.3.	MEASURE	Become a good practice former in the field of testing innovative services and products in the activities of international organisations and other international cooperation activities	2021-2030	Municipal Administration	

### 3.11.2. THE BEST EXAMPLE OF THE CITY AND MANAGEMENT OF ORGANISATION

The quality of operation of the City of Vilnius is determined by its employees and its expanded ecosystems, which include institutions and municipal enterprises. The most important tasks remain a unified culture across the ecosystem and management of human resources in a unified manner, cooperation between subdivisions, institutions and enterprises so as to provide high-quality complex services, and the need to adapt the organisation flexibly to unavoidable changes in the future.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
<b>10.2.1.</b>	<b>TASK</b>	<b>The stable and flexible organisational structure</b> <i>This task will aim to ensure that the organisational structure of VCA ensures the effective performance of the functions of the Municipality.</i>		Municipal Administration	
10.2.1.1.	MEASURE	Effectively organise the implementation of the functions of the Municipality in subdivisions	2021-2030	Municipal Administration	
10.2.1.2.	MEASURE	Ensure the high-quality performance of the functions delegated to the state municipalities	2021-2030	Municipal Administration	
<b>10.2.2.</b>	<b>TASK</b>	<b>An efficient operating VCA ecosystem that ensures the high-quality performance of functions of the Municipality</b> <i>The task will seek to make the activities of</i>		Municipal Administration	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<i>Municipality and municipal enterprises as effective as possible.</i>			
10.2.2.1.	MEASURE	Ensure cooperation and sharing of information and knowledge between Municipality divisions and subordinate enterprises	2021-2030	Inter-Institutional Cooperation Coordination Structural Unit	
10.2.2.2.	MEASURE	Ensure centralised, consistent and optimised strategic planning at all levels of the VCA ecosystem and in the field of services provided	2021-2030	Finance and Economy Structural Unit	
<b>10.2.3.</b>	<b>TASK</b>	<b>Unanimously and strategically managed human resources and competences of the Municipality</b> <i>This task will aim at coherent and uniform principles-based management of human resources in the Municipality and municipal enterprises.</i>		Human Resources Management Structural Unit	
10.2.3.1.	MEASURE	Ensure coordination between VCA subdivisions through the education of competences related to the provision of services	2021-2030	Human Resources Management Structural Unit	
10.2.3.2.	MEASURE	Enable mentoring subdivisions to develop employee motivation systems that respond to the specifics and objectives of the areas	2021-2023	Human Resources Management Structural Unit	
10.2.3.3.	MEASURE	Organise innovative training so as to raise the competences of each employee	2021-2030	Human Resources Management Structural Unit	
10.2.3.4.	MEASURE	Improve the level of the digital literacy of employees	2021-2023	Human Resources Management Structural Unit	
<b>10.2.4.</b>	<b>TASK</b>	<b>A unified culture based on innovation, the whole of knowledge and equal values across the VCA</b>		Human Resources Management	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
		<b>ecosystem</b>		Structural Unit	
10.2.4.1.	MEASURE	Systematically develop the wholeness of VCA values and knowledge of conduct model	2021-2023	Human Resources Management Structural Unit	
10.2.4.2.	MEASURE	Form a breakthrough team that combines different fields and competences and implements innovative initiatives	2021-2023	Human Resources Management Structural Unit	

### 3.11.3. VILNIUS IS A SMART CITY WHERE VALUE THROUGH THE TARGETED USE OF DATA IS CREATED AND CONTINUOUS IMPROVEMENT IS ENSURED

Vilnius City Administration is an organisation responsible for a large number of services, implementing activities through complex internal processes, managing municipal enterprises and assets. Municipality processes are expected to be in a state of uninterrupted improvement, constantly searching for opportunities to abandon unnecessary steps and to adopt the right decisions faster. It is sought to move towards data-driven decisions, open data culture. This in turn will increase the transparency and traceability of decisions and create additional opportunities to empower external partners to contribute to a better Vilnius. To achieve these objectives, competences of employees will be strengthened, investment in the tools will be done, the data analytics centre of Vilnius city ecosystem will be enhanced, and investments in data security will be made.

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
10.3.1.	TASK	<b>Optimised and value-creation-oriented internal processes</b> <i>This task will aim to optimise internal processes and increase the productivity of Municipality employees.</i>		ME “Vilniaus planas” Innovation and Technology Group	
10.3.1.1.	MEASURE	Develop digital policies and provide continuous consultations on digital transformation skills to Vilnius city enterprises	2021-2030	ME “Vilniaus planas”	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
10.3.1.2.	MEASURE	Increase productivity of VCA employees: implement plans to reduce administrative burdens	2021-2030	Innovation and Technology Group	
10.3.1.3.	MEASURE	Conduct pilots of good process practices and establish laboratories	2021-2030	ME “Vilniaus planas”	
10.3.1.4.	MEASURE	Ensure the acquisition of services and tools necessary for the Municipality and municipal enterprises	2021-2030	Innovation and Technology Group	
<b>10.3.2.</b>	<b>TASK</b>	<p><b>Enabled data analysis centre of Vilnius city ecosystem, ensuring smooth data and information management</b></p> <p><i>This task will seek that the indicators set are continuously tracked, analysed and exploited to the maximum extent by allowing them to be used in the development of new services or the implementation of innovative ideas.</i></p>		ME “Vilniaus planas”	
10.3.2.1.	MEASURE	Ensure monitoring and control of Vilnius city key performance indicators (KPI) and service-level agreement indicators (SLA)	2021-2023	ME “Vilniaus planas”	
10.3.2.2.	MEASURE	Ensure the allocation of material, human and financial resources necessary for monitoring	2021-2030	ME “Vilniaus planas”	
10.3.2.3.	MEASURE	Bring together a partner ecosystem for data exchange	2021-2023	ME “Vilniaus planas”	
10.3.2.4.	MEASURE	Open VCA data for business experimentation in the implementation of innovative initiatives	2021-2030	ME “Vilniaus planas”	
<b>10.3.3.</b>	<b>TASK</b>	<p><b>Data-driven decision-making</b></p> <p><i>The aim will be to ensure that every decision is based on data, that the quality of each service is constantly monitored and that the causes of anomalies are analysed.</i></p>		Municipal Administration	

SEQ. NO.	ACTION	TITLE AND DESCRIPTION OF THE ACTION	IMPLEMENTATION PERIOD	THE MAIN RESPONSIBLE STRUCTURAL UNIT	OTHER RESPONSIBLE STRUCTURAL UNITS
10.3.3.1.	MEASURE	Digitise managed assets, their status, preparing for investment management and life-cycle management based on data	2021-2023	Municipal Administration	
10.3.3.2.	MEASURE	Ensure the necessary data, infrastructure, communications, processes and equipment for data-driven management	2021-2030	Municipal Administration	
<b>10.3.4.</b>	<b>TASK</b>	<b>Maximum data security ensured</b> <i>After ensuring the collection, monitoring and analysis of data, the task is to ensure the security of these data.</i>		Innovation and Technology Group	
10.3.4.1.	MEASURE	Ensure cybersecurity, compliance with GDPR	2021-2030	Innovation and Technology Group	
10.3.4.2.	MEASURE	Ensure data reliability through data management centres	2021-2030	Innovation and Technology Group	

#### 3.11.4. INDICATORS

**3 key strategic indicators** will be used to monitor progress towards the achievement of objectives in the field of services, management excellence and planning presented in the table below.

SERVICES, MANAGEMENT EXCELLENCE AND PLANNING		
INDICATOR	DESCRIPTION OF THE INDICATOR	RESPONSIBLE STRUCTURAL UNIT
Index of Lithuanian municipalities, area of governance	The indicator is based on a complex management assessment (budget management, asset management, administration), the sum collected by the City of Vilnius for management out of 100 possible points is used.	Municipal Administration
Level of the quality of services provided	Summarising indicator of the quality of services of Vilnius city	Innovation and Technology Group

Amount of datasets opened	The amount of datasets opened by the City of Vilnius										Innovation and Technology Group
<b>INDICATOR</b>	<b>INDICATOR VALUE</b>										
	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Index of Lithuanian municipalities, area of governance, points	53 <sup>(1)</sup>	56	59	62	65	68	71	74	77	80	83
Level of the quality of services provided	The measurement methodology will be developed over 2021										
Amount of datasets opened, pcs.	<b>160</b>	175	191	200	215	230	245	260	275	290	300

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<sup>(1)</sup> Data for 2019

## 4. NEEDS OF FUNDS AND SOURCES OF FUNDING

When drawing up a Strategic Development Plan, a long-term forecast of the need for financing and possible sources of financing were compiled, taking into account the ambition of the set objectives. The planning was carried out considering the main formation principles of a financial projection provided for in the planning of progress at the national level:

- Based on the macroeconomic assumption of nominal growth, the projection of expected municipal income (mainly applying 4-5 % of nominal GDP growth assumption, without predicting systemic changes to the tax system) has been formed, and the growth rate of funds allocated by the national budget has been anticipated (at a level of 2-4 %). The volume of EU grants has been planned conservatively, taking into account the change in the status of the Capital region, with the application of annual growth but from reduced volumes between 2022 and 2023<sup>69</sup>. In addition, it was assumed that the various forms of cooperation with the private sector will also be used over the next 10 years and will at least partially replace structural funds.
- For the period 2021-2023, the detailed measures planned by areas are taken into account;
- The cost lines currently bearing the service tag in the VCA planning system were assigned to the costs of follow-up activities. These costs in the period after 2023 are mostly projected with nominal annual growth of 3 % - 5 %. It should be noted that the definition of services does not fully correspond to the concept of costs of follow-up activities, as it is used in the Strategic Management Methodology, since the costs of the divisions implementing transformations are often also attributed to services.
- The remaining budget was allocated to the implementation of projects and progress measures, extrapolating the project funding volumes forecast in more detail in 2021-2023, giving slightly higher growth rates depending on the importance and scope of the measures according to the strategic directions.

**Figure 37: Funding need by the field of activity and type, million, EUR <sup>70</sup>**

AREA	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>EDUCATION</b>	<b>417</b>	<b>469</b>	<b>477</b>	<b>497</b>	<b>518</b>	<b>540</b>	<b>559</b>	<b>581</b>	<b>605</b>	<b>629</b>
Follow-up activities	405	415	446	463	481	501	519	540	562	584
Projects and progress measures	12	54	31	34	37	38	40	42	43	45
<b>SOCIAL SECURITY</b>	<b>220</b>	<b>218</b>	<b>221</b>	<b>227</b>	<b>232</b>	<b>239</b>	<b>247</b>	<b>256</b>	<b>267</b>	<b>278</b>
Follow-up activities	215	215	217	223	228	235	242	252	262	273
Projects and progress measures	5	3	4	4	4	4	4	5	5	5
<b>HEALTH, HEALTH PROMOTION AND SPORT</b>	<b>45</b>	<b>52</b>	<b>54</b>	<b>55</b>	<b>57</b>	<b>58</b>	<b>60</b>	<b>62</b>	<b>65</b>	<b>67</b>
Follow-up activities	24	26	28	29	30	31	33	34	35	37
Projects and progress measures	21	27	26	26	27	27	28	28	29	30

<sup>69</sup> To review and revise the forecast in the event of established practices in the new funding period is recommended

<sup>70</sup> Strategic Action Plan of the City of Vilnius City for 2021-2023

<b>CULTURE</b>	<b>13</b>	<b>15</b>	<b>15</b>	<b>14</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>18</b>
Follow-up activities	11	12	10	10	11	11	12	12	12	13
Projects and progress measures	2	4	5	4	4	4	4	4	5	5
<b>MOBILITY</b>	<b>75</b>	<b>108</b>	<b>115</b>	<b>120</b>	<b>125</b>	<b>130</b>	<b>135</b>	<b>140</b>	<b>146</b>	<b>152</b>
Follow-up activities	41	58	73	76	79	82	85	89	92	96
Projects and progress measures	34	50	42	45	46	48	49	52	54	56
<b>ECONOMIC DEVELOPMENT AND TOURISM</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>
Follow-up activities	5	6	6	6	7	7	7	8	8	8
<b>ENVIRONMENT AND URBAN DEVELOPMENT</b>	<b>105</b>	<b>131</b>	<b>129</b>	<b>135</b>	<b>142</b>	<b>147</b>	<b>153</b>	<b>159</b>	<b>166</b>	<b>173</b>
Follow-up activities	88	110	111	115	120	125	130	135	141	147
Projects and progress measures	17	21	18	20	21	22	23	24	25	26
<b>SECURITY AND PROTECTION</b>	<b>7</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>
Follow-up activities	7	9	10	10	10	10	11	11	11	11
Projects and progress measures		1	1	1	1	1	1	1	1	1
<b>SERVICES, MANAGEMENT EXCELLENCE AND PLANNING</b>	<b>98</b>	<b>93</b>	<b>92</b>	<b>92</b>	<b>96</b>	<b>100</b>	<b>104</b>	<b>108</b>	<b>113</b>	<b>118</b>
Follow-up activities	97	93	92	92	96	100	103	108	112	117
Projects and progress measures	1	.2	.2	.4	1	1	1	1	1	1
<b>TOTAL FOLLOW-UP ACTIVITIES</b>	<b>894</b>	<b>942</b>	<b>993</b>	<b>1 025</b>	<b>1 062</b>	<b>1 102</b>	<b>1 142</b>	<b>1 188</b>	<b>1 237</b>	<b>1 287</b>
<b>TOTAL PROJECTS AND PROGRESS MEASURES</b>	<b>91</b>	<b>159</b>	<b>126</b>	<b>133</b>	<b>140</b>	<b>145</b>	<b>150</b>	<b>156</b>	<b>162</b>	<b>168</b>
<b>TOTAL NEED</b>	<b>985</b>	<b>1 101</b>	<b>1 119</b>	<b>1 158</b>	<b>1 202</b>	<b>1 247</b>	<b>1 292</b>	<b>1 343</b>	<b>1 399</b>	<b>1 455</b>

At the time of planning, the need for funding for services and management excellence has been broadly forecast, as both strands are currently co-financed<sup>71</sup>.

Reflecting the relevance of the areas, the current state and the need for funding for projects and progress measures, funding and investment in education, mobility, urban development and the health

<sup>71</sup> The planning programme is distributed between urban development and planning and Services, management excellence and planning directions

system will be the most significant<sup>72</sup>. The average (annual) growth of funding measures the average planned annual dynamics of funding needs over the funding period from the actual levels of 2020.

**Figure 38: Financing need by activity areas and type over the whole period (EUR million), average annual growth rate**

	TOTAL PLANNED NEED	OF WHICH: FINANCING OF PROJECTS	AVERAGE GROWTH
Education	5,291	375	5%
Social security	2,404	42	3%
Health, health promotion and sports	576	268	6%
Culture	154	40	3%
Mobility	1,245	475	3%
Economic development and tourism	69	-	11%
Environment and urban development	1,440	217	5%
Security and protection	105	6	5%
Services, management excellence and planning	1,015	6	4%
<b>Total volume</b>	<b>12,300</b>	<b>1,429</b>	<b>5%</b>

In terms of sources of funding, the most significant part of the funding is provided from the municipal budget revenues and the state budget.

**Figure 39: The main sources of funding, EUR thousand <sup>73</sup>**

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Municipal budget revenue	463	538	572	603	637	670	698	729	762	795
State budget grants and specific programmes	416	437	451	460	469	480	494	514	534	555
Borrowed funds	43	58	30	26	27	27	28	29	29	30
EU grants and partnerships	42	38	36	37	37	38	39	39	40	41
Revenue from the services, rent, sale of property	21	30	31	31	32	32	32	33	34	34
<b>Total:</b>	<b>985</b>	<b>1101</b>	<b>1119</b>	<b>1158</b>	<b>1202</b>	<b>1247</b>	<b>1292</b>	<b>1343</b>	<b>1399</b>	<b>1455</b>

In addition to these main sources, the growth of other resources is expected in a conservative manner. The volume of EU grants is likely to be stable or decreasing in the coming years, but it is expected that this decrease will be partially compensated by the Municipality using the partnership forms in municipal projects (PPSP, concessions, etc.). The level of borrowed funds and miscellaneous income is projected at a similar level as in the reference period.

<sup>72</sup> In the social field, the bulk of funding depends to a large extent on the volume of social benefits financed from the State budget

<sup>73</sup> Strategic Action Plan of the City of Vilnius City for 2021-2023

## 5. IMPLEMENTATION AND MONITORING OF THE STRATEGIC DEVELOPMENT PLAN

### 5.1. THE PURPOSE OF THE PROCEDURE FOR MONITORING THE IMPLEMENTATION OF SDP

The monitoring of the implementation of strategic planning documents is a separate stage in the management of activities, which aims at collecting and analysing information on the results of the implementation of the strategic planning documents and to take timely decisions on improving performance management. Monitoring is defined as the continuous and systematic collection and analysis of information on the values of the evaluation criteria in order to provide information on the achievement of objectives in the current period.

The SDP of Vilnius city for 2021-2030 sets out long-term strategic priorities, objectives and tasks. Regular monitoring of the implementation of the SDP is required in order to assess the results achieved. The procedure for monitoring the implementation of the SDP enables the control of the implementation of the SDP, to assess the impact of the implementation of the SDP on urban development and, if necessary, to supplement or adjust it.

The procedure for monitoring the implementation of the SDP is a systematic process for recording, evaluating and implementing proposals for qualitative and quantitative changes in the environment, including a system of indicators, on the basis of which the SDP implementation report is drawn up periodically (each year). In the evaluation of the implementation of the SDP, representative indicators defined for each strategic objective and/or task are used. When implementing SDP, risks that could influence the successful implementation of the SDP are monitored and actions to mitigate their impact are planned.

In order to fulfil the strategic directions identified in the SDP, to achieve the objectives set and thus to approach the implementation of the vision, the Vilnius City Administration will assess and control the progress achieved every two years. On the basis of the information gathered, problematic areas for improvement will be identified. If new external factors are identified in the evaluation process or if there are significant changes in the economic, political, social environment or other essential strategic assumptions, the SDP may be improved and the target values of the indicators will be adjusted.

The SDP monitoring procedure is intended for the Vilnius City Administration staff responsible for the preparation and implementation of the strategic plans.

This procedure for monitoring the implementation of the SDP defines:

- The institutional structure of monitoring the implementation of the SDP;
- The monitoring process of the implementation of the SDP;
- A system of indicators of the implementation of the SDP.

The SDP monitoring procedure shall be approved by the decision of the Vilnius City Council as an integral part of it. The SDP monitoring procedure has been developed to ensure the implementation of the Strategic Development Plan of Vilnius City for 2021-2030.

#### **Abbreviations used in the text**

*Municipality* means City of Vilnius

*SDP or Strategic Development Plan* means Strategic Development Plan of Vilnius City for 2021–2030;

SAP is a three-year activity plan of the City of Vilnius.

**Terms used in the text**

*Indicator* means an evaluation criterion, expressed in a clear unit of measure, providing information on the impact of the implementation of the Strategic Development Plan on urban development (certain development area);

*Monitoring* means the continuous recording of data on the results of the implementation of the Strategic Development Plan (evaluation criteria) with a view to taking timely and relevant decisions on the more effective implementation of the Strategic Development Plan;

*Strategic planning* means a process during which the directions of activities and ways of carrying out the mission of the institution, achievement of target objectives and results, making efficient use of financial, material and human resources are set;

*Strategic planning team* means a working group responsible for strategic planning in the structural units, approved by order of the Director of Vilnius City Administration, consisting of employees of the Vilnius City Administration;

*Strategic planning commission* means a working group consisting of the members of the Vilnius City Council approved by a decision of the Vilnius City Council;

*Coordinators of objectives and tasks* mean units of the City of Vilnius responsible for the implementation of the objectives and tasks.

## 5.2. INSTITUTIONAL STRUCTURE FOR MONITORING THE IMPLEMENTATION OF THE SDP OF THE CITY OF VILNIUS

The institutional structure for monitoring the implementation of the SDP comprises 2 levels: political and administrative. The description of the institutional structure is given in the table below.

NO	INSTITUTION	MAIN TASKS FOR THE IMPLEMENTATION OF SDP
<b>POLITICAL LEVEL</b>		
1.	Vilnius City Council	Approves the periodic reports on the implementation of the SDP, the adjustments to the SDP and the annual budget of the Municipality.
2.	Committees of Vilnius City Council	Consider periodic reports on the implementation of the SDP and proposals for adjusting the SDP.
3.	Strategic Planning Commission	Analyses the proposals received for the adjustment of the SDP, submits proposals for its fulfilment, modification and implementation reports.
4.	Socio-economic partners Formed/comprised of representatives of the most important interest groups of the city (international, public, private institutions and communities) and act on a societal basis.	Develop cooperation with the Municipality, submit proposals for the implementation and/or adjustment of the SDP.
<b>ADMINISTRATIVE LEVEL</b>		
5.	Units of the Municipality responsible for the implementation of the objective	In view of the approved SDP, the structural units organise the preparation and implementation of the SDPA.
6.	The unit of the Municipality responsible for strategic planning (Strategic Planning Unit)	Prepares annual reports on the implementation of the SDP. Submits proposals for adjusting the SDP. Taking into account the approved SDP, summarises and systematises the proposals submitted by the structural units of the Municipality.
7.	Strategic Planning Team	Collects proposals for SDP from all links in the structural unit, summarises this information (taking into account the SDP) and coordinates the implementation of the SDP.

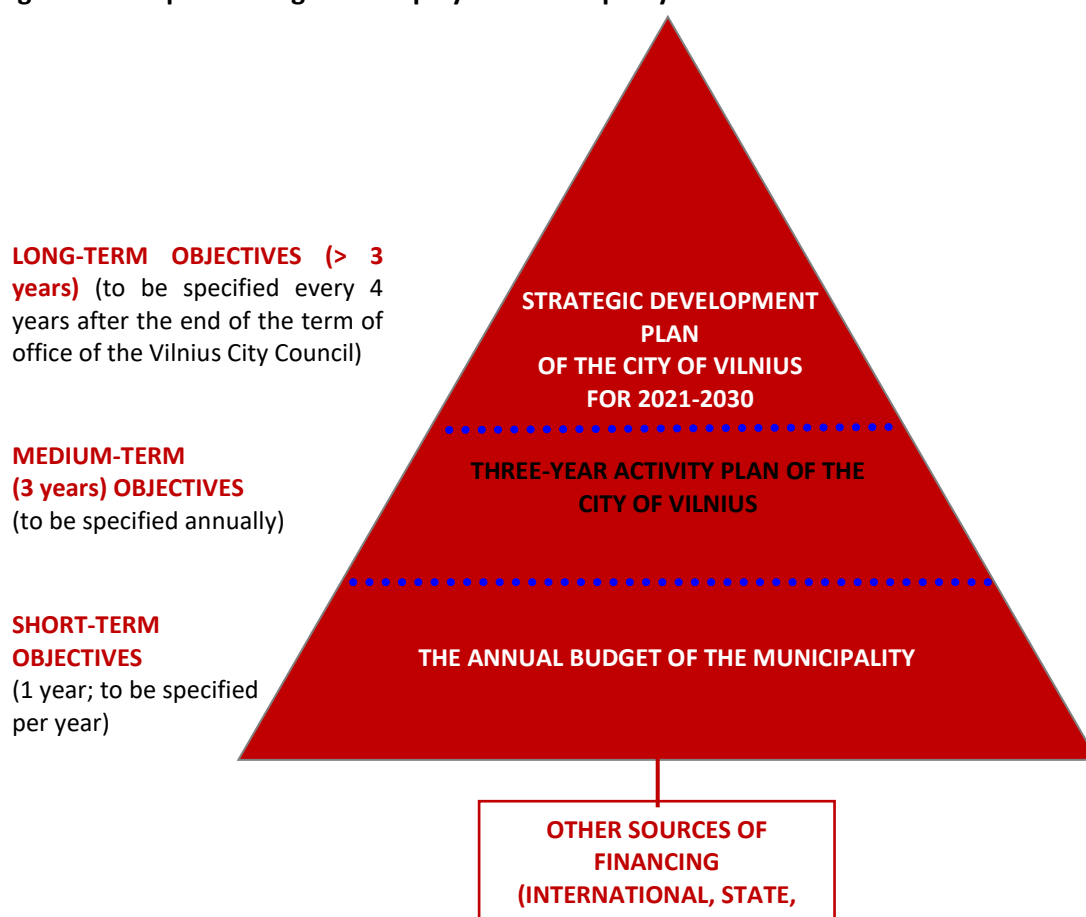
### 5.3. IMPLEMENTATION, MANAGEMENT AND MONITORING OF THE SDP

The Municipality implements the Strategic Plan of Vilnius City for 2021-2030 by including its actions (detailing by means of measures) into the three-year activity plan of the City of Vilnius. Each structural unit of administration has appointed staff responsible for the strategic planning.

The implementation of the SDP actions is coordinated with the socio-economic partners (at the political level) and the strategic planning team (at the administrative level) to ensure cooperation between the public and private sectors, the possibilities to specify the responsibilities of the operators of the actions covered by the SDP and specify the scope of implementation of the actions, the funds needed, the sources of funding. Depending on the needs, contracts may be signed between the Municipality and other operators to define more precisely the terms and conditions of joint operation and obligations.

Strategic planning documents of Vilnius city are interlinked. A diagram of the plans being drawn up by the Municipality is presented in Figure 40.

**Figure 40 Diagram of the plans being drawn up by the Municipality**



A report on the implementation of the SDP shall be drawn up and considered every year. Depending on the results, the SDP and the SAP shall be supplemented and amended and the programmes shall be executed. The management and monitoring of the Strategic Development Plan of Vilnius City for 2021-2030 shall be carried out in accordance with a pre-approved calendar schedule prepared by the Strategic Planning Unit and approved by the Strategic Planning Team. The drawn-up calendar also indicates the responsibilities of the individual units of the Municipality and governing bodies.

Management and monitoring of the Strategic Development Plan of Vilnius City for 2021-2030 (on a one-yearly basis):

1. External institutions and other units of the Municipality responsible for the implementation of actions shall submit "Report of external institutions and other units of the Municipality responsible for the implementation of SDP actions" to the main responsible (coordinating) units (SDP section "Main responsible structural unit") in accordance with the agreed form;
2. The administrative structural units responsible for the implementation of the objective shall submit "Report on the implementation of the SDP objective";
3. After examining the reports submitted by the main (coordinating) units responsible for the implementation of the objective on implementation of objectives of the Strategic Development Plan, the Strategic Planning Unit shall prepare a summary "Report on the implementation of the Strategic Development Plan of Vilnius City for 2021-2030". The prepared document shall be submitted to the Strategic Planning Team for approval;
4. The Strategic Planning Team, having familiarised itself with the report on the implementation of the Strategic Development Plan of the Vilnius City for 2021-2030 submitted by the Strategic Planning Unit, shall formulate conclusions and recommendations on the further development of the Strategic Development Plan;
5. The report on the implementation of the Strategic Development Plan of Vilnius City for 2021-2030 shall be presented to the Strategic Planning Commission, the Vilnius City Council Committees and submitted to the Vilnius City Council for approval. Periodic discussion of the results shall be held;
6. The units of the Municipality responsible for the implementation of the objective shall submit the "Annual report on the Achievement of the SDP indicators", in accordance with the established form, to the Strategic Planning Unit according to their assigned responsibilities (actual values of indicators);
7. The Strategic Planning Unit shall systematise the indicator reports received from the individual units and prepare the "Report on the Achievement of Indicators of the Strategic Development Plan of the Vilnius City for 2021-2030", which shall be submitted to the Strategic Planning Commission;
8. The structural units of the administration responsible for the implementation of the objective shall submit proposals to the Strategic Planning Unit for the adjustment of the Strategic Development Plan (if necessary) based on the results achieved/unachieved values of the set indicators and, if necessary, to submit proposals for revision of the SDP, considering the changes in the SDP;
9. The Strategic Planning Unit shall systematise the received applications for improvement of the SDP in a single document. The revised SDP shall be submitted to the Strategic Planning Commission for consideration.

## 5.4. SDP ADJUSTMENT

Taking into account the results of the implementation of the previous period SDP actions and the achievement of the relevant indicators, as well as evaluating the changing environment of Vilnius city, the Strategic Planning Commission shall review the SDP and assess its relevance and effectiveness. If necessary, the SDP shall be adjusted, but the vision of the city can only change with major revisions or the preparation of a new SDP.

The following options for adjusting the list of SDP actions are distinguished:

- Revision of an existing SDP action (substantial or non-substantial);
- Deletion of an existing SDP action;
- Supplement to the SDP including a new action.

Apart from the Strategic Planning Commission, proposals for the adjustment of the SDP may be submitted by other persons and institutions: members of the City Council, representatives of the Vilnius City Administration, public institutions, non-governmental organisations, business representatives and the society (hereinafter - the initiators of the SDP adjustment).

The initiators of the SDP adjustment shall submit reasoned proposals in writing in accordance with the pre-established form of the proposal (request) for the adjustment of the actions of the Strategic Development Plan of Vilnius City in accordance with its competence to the responsible municipal structural unit, which shall carry out an analysis of the need for adjustment and decide on the forwarding of the request for further consideration. Following a positive decision by the responsible structural unit on the appropriateness of the SDP adjustment, it shall complete the SDP adjustment form and submit it to the Strategic Planning Unit, which, after examining the received request for the adjustment of the SDP, decides on its expedience:

- If the proposed SDP adjustment is non-substantial, the amendments shall be approved by the Director of the Vilnius City Administration;
- If the proposed SDP adjustment is substantial, the need for amendments shall first be considered in the Strategic Planning Commission regarding the consistency with the city vision and SDP objectives. By submission of the Strategic Planning Commission, such amendments must be further discussed in the Vilnius City Council Committees. The substantial corrections of the SDP shall be approved by the Vilnius City Council.

## 5.5. INDICATORS OF THE IMPLEMENTATION OF THE SDP

The Strategic Plan enshrines the main strategic development directions of Vilnius City, sets the goals and tasks to be achieved, and the main measures to achieve the objectives set as well as a system of indicators that will help to measure the impact and success of the implemented measures in achieving the strategic goals. The SDP will be implemented through the transfer of the actions provided for therein to the Strategic Action Plans (hereinafter - SAP) for each year.

Target values for 2030 and interim annual targets for the 2021-2030 period have been set in order to measure the impact of the SDP implementation more effectively. Target values have been set taking into account historical data and trends of the relevant indicator, planned actions and amendments to the SDP and the specificity of the indicator itself.

Reporting on the indicators shall take place annually. Data on the actual values of indicators shall be collected by the competent Vilnius City Administration units as indicated in the relevant indicator tables and submit annual reporting to the Strategic Planning Unit on the achievement of the SDP indicators. The Strategic Planning Unit shall submit the aggregated report on the achievement of the indicators of the Strategic Development Plan of Vilnius City for 2021-2030 to the Strategic Planning Commission, which shall assess the dynamics and trends of the indicators. When comparing actual and target values, the intermediate and total (compared to the target in 2020) level of achievement of the indicator (expressed as a percentage) shall be estimated. With the view of the results of the achievement of the indicators, the Strategic Planning Commission shall initiate the adjustment of the SDP where necessary. The indicator system does not provide separate indicators for operations, but the physical implementation rate thereof shall be measured in the SAP, which presents the details of the measures for the implementation of the relevant SDP actions.

## 5.6. ADJUSTMENT OF THE SYSTEM OF THE SDP INDICATORS

The list of SDP indicators is not static. In the light of the SDP adjustments and the changing urban environment, the SDP monitoring and management system may be revised by adjusting the list of indicators and/or target values set. Amendments to the list of indicators shall be initiated by the Strategic Planning Commission and/or by the units of the City of Vilnius responsible for the implementation of the relevant strategic objective.

The system of indicators shall be amended by adding new ones, deleting existing indicators and adjusting target values. The system of indicators shall be adjusted in the following cases:

- If the ESD is amended (e.g. by adding new actions);
- If there is a need after assessing the report on the achievement of the indicators of the Strategic Development Plan of Vilnius City for 2021-2030 (e.g. the selected indicators do not sufficiently reflect the desired progress in the respective management area);
- If the national statistical reports are supplemented with new, higher quality indicators or the relevant indicators cease to be tracked at the national level.

Initiators of the adjustment of the system of indicators shall submit reasoned proposals in writing in accordance with a pre-defined form. Strategic Planning Unit, which shall submit the proposal to the Strategic Planning Commission together with the report on the achievement of the indicators of the Strategic Development Plan of the Vilnius city for 2021-2030. The decision on the adjustment of the system of indicators shall be taken by the Vilnius City Council.