

“FLUXUS LABAS” (FLUXUS HELLO)

CASE STUDY SHORT SUMMARY REPORT

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Case Study at a Glance

The community program "Fluxus Labas!" is a series of community laboratories operating in Kaunas from 2018 to 2022, which brought together residents, artists, creators, activists, entrepreneurs and educators with a common goal - to create a vibrant, creative and inclusive environment. Using artistic and creative activities, these laboratories were in all 11 Kaunas neighborhoods, promoting community spirit and strengthening local identity.

The problem determining the project was the monotonous and uninviting residential areas created during the Soviet era, characterized by mass typical construction. These territories were developed with uniform, unexpressive, and "gray" architecture, lacking individuality and aesthetic appeal. One of the key urban challenges is the unclear relationship between public and private spaces. Residents who live in apartment blocks do not have a sense of community, apartment yards are not suitable for active activities, do not encourage communication, and are aesthetically unattractive.

One of the parts of the project was "Fluxus Labas! Kiemas" ("Fluxus Hello! Courtyard"), it aimed to encourage courtyard residents to actively contribute to improving their environment, in collaboration with neighbors and local and foreign artists. Together, they creatively addressed the infrastructure, social and cultural challenges arising in the courtyard, aiming to create a more cozy and communal space.

This report was prepared by the team of Kaunas University of Technology (KTU) within the UPRUN project. The team of KTU is responsible for the content and the accuracy of the statements presented in this report.

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Case Study Profile

Topic

- ☐ Community Gardening & Urban Agriculture
- ☒ Community Hubs & Cultural Activities
- ☐ Urban Design & Planning Processes
- ☐ Public Space Development & Management
- ☐ Local Economic Development
- ☐ Urban Regeneration & Rehabilitation

Scale

- ☐ Metropolitan / city region
- ☒ City scale
- ☐ Neighbourhood scale
- ☐ Block scale
- ☐ Building scale

Resilience Challenge

- ☐ Environmental and ecological resilience
- ☒ social & cultural resilience
- ☐ Infrastructure and technological resilience
- ☐ Economic & livelihood resilience

Duration

- ☐ Immediate (less than 1 month)
- ☐ Project-Based (1–12 months)
- ☒ Programme-Based (1–3 years)
- ☐ Strategic (3–5 years)
- ☐ Structural / Transformative (more than 5 years)

Stakeholders

- ☒ Community members
- ☒ Local government
- ☒ Non-governmental organizations (NGOs)
- ☐ Private sector
- ☐ Academic and research institutions

Type of Civic Engagement Supporting Neighborhood Resilience

- ☐ Resident-led and grassroots initiatives
- ☒ Collaborative planning projects or processes
- ☐ Advocacy and capacity building
- ☐ Volunteer and community service projects
- ☐ Short-term, more flexible project-based engagement
- ☐ Long-term, more institutionalized engagement (development of stable structures, etc.)
- ☐ Protest and resistance mobilization
- ☒ Art-and culture-based civic Engagement

Level of Civic Participation

- ☐ Information
- ☒ Involvement or participation
- ☒ Collaboration or co-creation
- ☒ Empowerment
- ☐ Resistance and protest-based empowerment

Empirical Basis and Methodological Approach

The community program "Fluxus Labas!" is a series of community laboratories operating in Kaunas from 2018 to 2022, which brought together residents, artists, creators, activists, entrepreneurs and educators with a common goal - to create a vibrant, creative and inclusive environment. Using artistic and creative activities, these laboratories were in all 11 Kaunas neighborhoods, promoting community spirit and strengthening local identity.

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As part of the case study, we conducted a total of three interviews:

- » **One interview with an initiator.** The "Fluxus Labas!" project was initiated as part of the "Kaunas – European Capital of Culture 2022" program, aiming at cultural decentralization and strengthening community involvement. Over time, the project evolved from its initial plan, adapting to community needs. The organizational team ranged from 3 to 6 members depending on the period, working closely with residents to shape activities based on participation and co-creation principles.
- » **One interview with a governmental body.** Kaunas City Municipality places significant emphasis on urban infrastructure renewal, including the revitalization of its microdistricts. The Department of Culture, while supporting the "Kaunas 2022 Fluxus Labas!" community program, did not intend for it to facilitate infrastructure projects. Instead, the program was designed to focus on "soft" initiatives—encouraging social engagement, fostering neighborhood collaboration, and strengthening community participation in cultural activities.
- » **One interview with a beneficiary.** This section outlines the background and involvement of G.P. in the Fluxus Labas! initiative, which aimed to enhance neighborhood resilience through creative community engagement. She served as a coordinator for the Fluxus Labas! community program from 2020 to 2022. One of her key responsibilities was managing the Fluxus Labas! Kiemas project, which sought to empower local residents to reshape their communal spaces with artistic interventions.

Summary

Introduction

The *Fluxus Labas!* project was implemented as part of the *Kaunas – European Capital of Culture 2022* program, aiming at cultural decentralization and community engagement. Running from 2018 to 2022, the project involved Kaunas residents, artists, activists, and entrepreneurs in a collaborative creative process. The primary issue addressed by the initiative was the uniform, aesthetically unappealing, and socially inactive residential spaces shaped during the Soviet era.

The project was coordinated by Kaunas 2022, which acted as a facilitator between various stakeholders. Residents were not only observers, but also active participants – they provided ideas, participated in activities and sometimes even took initiatives themselves. Artists acted as moderators of the creative process and community inspirers. The municipality did not directly participate in the implementation of the activities, but provided financial support for the project and helped resolve permit issues. Fluxus Labas developed three projects: ‘Fluxus Labas! Laboratories’, which goal was to bring together formal and informal communities of Kaunas city, organizations from various sectors, and individuals and encourage them to get involved in community cultural and artistic activities in a specific microdistrict. ‘Fluxus Labas! Courtyard’, which goal was to involve courtyard residents and encourage them to change their living environment together with their neighbors and artists. The goal of the ‘Fluxus Labas! Communities’ initiative was to support local initiatives and strengthen them with artistic input and publicity. This research is based on interviews with project initiators, government representatives, and beneficiaries.

Neighborhood challenge

The Fluxus Labas! project was implemented in 11 Kaunas microdistricts, which were united by several common urban and social challenges. These districts were characterized by high urban density, uniform Soviet-era architecture, and unclear boundaries between public and private spaces. Due to limited communication opportunities between neighbors, community spirit was often lacking, and courtyards were unattractive and unsuitable for joint activities. As one project coordinator emphasized, residents often felt isolated, and meeting spaces were physically and symbolically distant. These challenges prompted the search for solutions based on co-creation, artistic expression, and community involvement.

Response to the challenge

The project initiators (*kaunas 2022*) implemented creative interventions that actively involved residents in shaping their living environment. One of the key initiatives—*fluxus labas! Kiemas*—encouraged neighbors to collaborate with local and international artists to transform their courtyards into more appealing spaces. The project process included a research phase (meetings, surveys, mapping), creative workshops, idea development and implementation – from wall painting to interactive architectural solutions. As one project participant noted, “residents not only participated, but also took on decision-making themselves, which encouraged community responsibility.” Project timeline:

1. Analysis and community engagement – meetings, surveys, idea collection, and issue identification.
2. Creative workshops – collaboration between artists and residents to develop ideas.
3. Implementation – projects such as mural painting, architectural solutions, and interactive elements.
4. Evaluation and future plans – involving the community in the long-term maintenance of public spaces.

Mechanisms of civic engagement

The project was based on the “bottom-up” principle – residents were invited not only to observe, but also to shape their environment. The most successful ways of engagement were direct communication – conversations in yards, door-to-door campaigns, discussions over a cup of tea. Artists acted as mediators who helped residents express their ideas creatively. Participation was flexible – in some places games and votes were organized, while in others the main thing was to provide people with a safe space to express their concerns. As one of the initiative coordinators noted, without a facilitator, engaging residents would have been much more difficult. Engagement methods:

- Participatory architecture and design – residents and artists co-created visions for their spaces.
- Community meetings and discussions – residents voiced their needs and ideas.
- Artistic interventions – murals, public space design experiments.
- Direct communication – visiting courtyards, conversing with residents.

Case study findings and lessons learned

The project strengthened the ties between neighbors and encouraged them to take more active care of their environment. Community groups were formed in many neighborhoods, which still organize events and coordinate initiatives. One of the most striking forms of change was the transformation of courtyards into meeting spaces with benches, art installations, and lighting. Although the project was not focused on infrastructural changes, a clear change in behavior and space use was observed - residents began to use public spaces more actively and took more responsibility for them. At the same time, it became clear that long-term engagement requires a clear financing strategy and stronger institutional support - this became evident during the pandemic, when some activities were suspended, and some communities lacked the resources to continue their activities.

Most Effective Community Engagement Methods:

- **Direct communication** – door-to-door campaigns and local meetings.
- **Experimental methods** – collective games, social experiments.
- **Visual and interactive solutions** – street art, outdoor furniture creation.

Challenges:

The biggest challenges were the bureaucracy of obtaining permits and the uncertain continuity of funding. The municipality allocated significant funding for the project for five years, but did not actively engage with residents – this remained the responsibility of the organizers. Some projects had to change

the format due to environmental restrictions. In addition, not all communities were equally prepared – some needed more help and coordination, especially during the pandemic.

Conclusion

Key Findings:

Although some interventions were temporary, the impact of the project remained – some communities continue their activities in various microdistricts. The main achievement was a change in behavior: people began to communicate, cooperate, and organize activities independently. As one coordinator emphasized, the most important thing was not the physical intervention itself, but the empowerment of residents and strengthening of trust.

The most successful ideas were those that were relevant to the local community, involved residents in the creative process of activities, reflected the principles of “Fluxus Labas!” – interdisciplinarity, spontaneity, adventure, the “do-it-yourself” spirit, the unity of art and life – and were related to local history, current affairs, and contributed to the creation of Kaunas’ identity as a modern European Capital of Culture.

After the implemented courtyard transformations, residents began to use the spaces not only as passing courtyards, but also as a social gathering place. Events, workshops, and neighbor meetings began to be held here. Such changes indicate that communities have gained a greater sense of ownership of space, and joint activities have helped to transcend previously existing social boundaries.

Recommendations for Future Projects:

The project demonstrated that urban planning can be based on civic engagement, community initiative, and creative expression. To ensure continuity, it is necessary to create a long-term funding structure, promote training for community leaders, and ensure that cultural micro-initiatives are not overshadowed by mass events. It is also recommended for future projects:

- **Strengthen collaboration between institutions and communities** – municipalities should actively engage residents in urban planning.
- **Establish a long-term funding mechanism** – consistent financial support is essential to sustain results.
- **Provide training for community leaders** – on securing funding, organizing activities, and coordinating decisions.

Applicability in Other Cities:

The Fluxus Labas! model is easily adaptable to other urban environments, if creative practices and community participation are combined. The key to successful implementation is the support of local activists, a creative approach and flexible management. The project has proven that small-scale actions can have a big impact if they are based on trust, cooperation and shared responsibility.

Long-Term Vision:

The project demonstrated that urban planning can be rooted in civic engagement, community initiatives, and creative expression. Future urban planning should encourage community autonomy, ensure sustained support, and include socially vulnerable groups in shaping public spaces.

Compendious summary

Part 1. Interview with an initiator

1. Introduction and Motivation

The "Fluxus Labas!" project was initiated as part of the "Kaunas – European Capital of Culture 2022" program, aiming at cultural decentralization and strengthening community involvement. Over time, the project evolved from its initial plan, adapting to community needs. The organizational team ranged from 3 to 6 members depending on the period, working closely with residents to shape activities based on participation and co-creation principles. The project's success largely depended on active local residents who, through personal initiatives and enthusiasm, promoted community engagement.

2. Project Design and Approach

The main objective was to use cultural tools to build community resilience and foster social connections in micro-districts. During the research phase, individual meetings, public space mapping, surveys, and community events were organized. Initiatives like "Fluxus Courtyard" allowed residents to identify issues in their neighborhoods and seek solutions in collaboration with artists. The project also encouraged experimental community engagement methods, such as collective games, social experiments, and creative workshops, which helped strengthen intergenerational relationships among residents.

3. Participation and Actions

The most effective community engagement methods included direct communication—door-to-door interactions, courtyard conversations over tea, and interactive activities like mural painting, planned and executed jointly by residents and artists. Challenges arose due to skepticism, public procurement procedures, and environmental restrictions in public spaces. It was also observed that for long-term engagement, trust between residents and institutions needed to be strengthened through consistent meetings, discussions, and mutual decision-making processes.

4. Challenges and Support

The municipality provided financial support throughout the project's duration, allowing activities to grow and develop over five years. Due to the pandemic, part of the funding was reallocated, leading to the search for alternative community participation formats instead of large gatherings. Funding was gradually increased, though bureaucratic constraints sometimes slowed processes. The issue of long-term support remains critical, as sustainable project continuation requires a clear strategy and a stable funding source.

5. Results and Reflections

The project's impact was most evident in the strengthened social connections among residents and the rise of more active local initiatives. Many micro-districts retained independently functioning community groups that continue to organize events and enhance local engagement. However, ensuring the project's long-term sustainability remains a challenge due to funding constraints and municipal priorities favoring

large-scale events over small community initiatives. Nevertheless, the growing awareness among residents and their willingness to actively participate in local life indicate that community activities will remain an integral part of the city's cultural landscape.

6. Lessons Learned and Future Directions

The key lessons include the importance of community involvement, the need for flexible methodologies, and the necessity of a long-term vision. More effective community engagement strategies could have included additional training for community leaders on obtaining permits, securing funding, and managing organizational processes. It is also crucial to encourage cooperation between local institutions and residents through continuous dialogues, practical workshops, and informational campaigns.

7. Impact and Long-Term Vision

While some initiatives have remained, the project's further expansion depends on funding opportunities and local government priorities. It is essential to continue promoting community engagement and seeking ways for long-term initiatives to integrate into the city's strategic planning. To sustain the project's impact, new community project funding programs could be considered, or business partners could be involved to ensure activity continuity. In the future, developing community education will be crucial so that local leaders can independently create and manage their initiatives.

Part 2. Interview with a governmental body

1. Introduction and Role

During the preparation phase of the "Kaunas – European Capital of Culture 2022" application, it was discovered that the project initiators, based on conducted research, had outlined eight programs of strategic importance to Kaunas city, each aligned with European values. These programs were designed to strengthen the cultural landscape of Kaunas. One of these initiatives was "Fluxus Labas!", a community program aimed at fostering civic engagement, enhancing neighborhood interactions, and decentralizing cultural activities. The Department of Culture actively participated in shaping the program and allocating its budget.

2. Spatial Challenges

Kaunas City Municipality places significant emphasis on urban infrastructure renewal, including the revitalization of its microdistricts. While the city does not undertake large-scale territorial planning, each year, more areas are designated for improvement to enhance residents' quality of life and recreational opportunities. Spatial improvements and upgrades are consistently considered; however, these responsibilities fall under different municipal departments. The Department of Culture, while supporting the "Kaunas 2022 Fluxus Labas!" community program, did not intend for it to facilitate infrastructure projects. Instead, the program was designed to focus on "soft" initiatives—encouraging social engagement, fostering neighborhood collaboration, and strengthening community participation in cultural activities. In some projects, only small-scale architectural installations were implemented.

3. Policy and Governance Framework

In the project's implementation, organizers avoided extensive bureaucratic document approvals (such as detailed descriptions and visualizations), which would have required review by multiple municipal departments, including environmental protection, urban maintenance, and law enforcement agencies. Projects could only commence upon obtaining all necessary permits. Since project organizers anticipated the required documentation, approvals, and risk assessments in advance, there was no need for urgent interventions. The greatest challenge was budget alignment, as community-driven projects often lack a predefined concept—artists and local communities collaboratively shape ideas, which frequently evolve. This makes it challenging to define and plan such projects in advance, particularly before the community and the artist have even met.

4. Collaborative Efforts and Challenges

There was no need for direct municipal involvement in communication with residents; all engagement was delegated to project organizers, who were responsible for organizing meetings and collecting community feedback.

5. Barriers and Solutions

Communities wished to conduct activities in parks and other public spaces with significant tree coverage. However, certain urban areas have strict environmental protections in place due to local wildlife habitats, leading to restrictions on some community projects. For example, attaching decorations to park trees during community events was not permitted. Due to these environmental considerations, communities had to seek alternative formats for implementing their projects.

6. Support, Funding, and Resource Allocation

The municipality provided full financial support for the project over a five-year period, with budget allocations increasing annually in proportion to project growth. Securing funding was the most crucial factor in the project's successful implementation.

7. Impact and Long-Term Vision

The project did not have direct infrastructure-related objectives, so its impact is not immediately visible—aside from a few small-scale architectural installations. However, after its completion, there was a notable increase in the number of active citizens, neighborhood initiatives, and community-led events (compared to 2016). This significantly contributed to the overall well-being of Kaunas residents. As a result of this initiative, over ten community groups continue to operate actively in various Kaunas microdistricts. Additionally, this project became a visible and practical tool for Kaunas City Municipality, helping to address community needs more effectively while positioning the city as one that prioritizes civic engagement and participatory urban planning. While continuing the project would be beneficial, it would require a dedicated initiative team and sustainable funding, which the Kaunas City Municipality has not currently planned for.

Part 3. Interview with a beneficiary

1. Introduction and Involvement

This section outlines the background and involvement of G.P. in the *Fluxus Labas!* initiative, which aimed to enhance neighborhood resilience through creative community engagement. She served as a coordinator for the *Fluxus Labas!* community program from 2020 to 2022. One of her key responsibilities was managing the *Fluxus Labas! Kiemas* project, which sought to empower local residents to reshape their communal spaces with artistic interventions. This initiative caught her attention due to its connection with *Kaunas 2022 – European Capital of Culture*, which was actively recruiting for its community programs.

2. Participation

G.P.'s role in *Fluxus Labas! Kiemas* was multifaceted, encompassing project coordination, facilitation, and administrative oversight. As the coordinator, she played a central role in managing the project, acting as a mediator between community members and artists. The initiative successfully engaged residents in a participatory process, allowing them to identify and enhance community spaces through artistic collaboration. The structured yet flexible approach helped prioritize spaces in need while encouraging community-driven decision-making.

3. Understanding Resilience and Participation

Resilience was described as a community's ability to come together, discuss problems openly, find solutions collectively, and take responsibility for their surroundings. For her, resilience also meant creating an environment where people felt comfortable engaging with neighbors, organizing activities, and fostering a sense of shared responsibility for public spaces. One of the most frequently mentioned concerns was the lack of communal gathering spaces, making social interactions and community-building difficult. Social isolation and lack of engagement among neighbors were identified as key issues, often exacerbated by limited interaction and trust. Some neighbourhoods struggled with poor lighting and unsafe public spaces, which contributed to a sense of insecurity. G.P. found the participatory process highly valuable, particularly in terms of fostering active engagement among residents. She believed that having a structured yet inclusive approach, such as voting on project spaces and involving artists in problem-solving, made participation more meaningful.

4. Perceived Benefits and Changes

The most visible transformation was the creation of new gathering spaces, such as seating areas and artistic installations, which provided residents with places to meet and interact. Community members took greater ownership of their environment, leading to increased maintenance and care for public areas. Some neighborhoods experienced improved lighting and safer communal spaces, addressing previous safety concerns. The project encouraged neighbors to continue organizing activities, such as small events and communal gatherings, beyond the initiative's timeline. Many residents began using the revitalized spaces more frequently, particularly those that incorporated seating and interactive elements. The *Fluxus Labas! Kiemas* project significantly improved social interaction, public space utilization, and community engagement. While it did not resolve all infrastructural challenges, it successfully strengthened neighborhood ties and fostered a proactive approach to local development.

5. Experience with the Process, Challenges and Concerns

G.P. found the overall process well-structured, with clear stages for participation, including open calls, voting, and collaborative planning. However, she noted that the level of clarity and accessibility varied between communities, depending on their familiarity with similar initiatives. Some residents required additional guidance and facilitation to fully understand their role and the expected outcomes of the project. The biggest challenge was concern with COVID-19 disruptions: the pandemic created logistical challenges, delaying project implementation and reducing opportunities for in-person engagement. G.P. emphasized that without a facilitator, participation would have been more difficult for certain communities, as many required help with communication, coordination, and decision-making. She also noted that the pandemic significantly impacted project execution, forcing adaptations to engagement methods.

6. Long-Term Impact, Future Participation and Recommendations

The *Fluxus labas! Kiemas* project had a lasting impact on social cohesion, local engagement, and participatory planning culture. While some physical improvements were made, the most valuable outcome was the empowerment of residents to take ownership of their shared spaces. To ensure long-term sustainability, future initiatives should integrate infrastructure improvements, flexible participation models, and consistent follow-up efforts. Ultimately, the project demonstrated that grassroots-driven resilience efforts can be highly effective, provided that they are well-supported and structured for long-term success.

Lasting impact and sustainability:

- The project fostered stronger social connections, making residents more engaged in shaping their local environment.
- A shift in mindset occurred, where people became more open to collaboration, taking initiative, and organizing local activities independently.
- While physical changes (e.g., seating areas, artistic installations) remain in place, the most significant impact is the behavioral and cultural shift toward community-led action.
- However, the long-term sustainability of these efforts depends on continued support and resources, as momentum can fade without structured follow-ups.

Future neighborhood evolution and resilience challenges:

- G.P. emphasized the need for more holistic urban planning that integrates social, cultural, and infrastructural resilience strategies.
- She noted that economic and environmental stressors could impact neighborhood development, making long-term planning essential.

Advices for other communities seeking to build resilience:

- Start small but focus on community-building first, ensuring that trust and collaboration are established before tackling larger urban planning challenges.
- Leverage local skills and knowledge, identifying strengths within the community to drive meaningful, resource-efficient improvements.

- Adopt a participatory approach, ensuring that all voices—especially those of marginalized groups—are included in decision-making.
- Encourage long-term commitment, designing projects with sustainability in mind rather than one-time interventions.

Attachments

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