



ComActivate

Enabling community action for energy sufficiency

D2.5 SUSTAINABILITY AND BUSINESS AND INVESTMENT PLANS FOR THE OPERATION OF THE LOCAL RC IN KAIŠIADORYS AND ELEKTRĖNAI IN LITHUANIA

April 30, 2026



Co-funded by
the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

Project Acronym	ComActivate
Project Name	Enabling community action for energy sufficiency
Project Coordinator	Habitat for Humanity International
Project Duration	36 months
Website	https://www.bpie.eu/comactivate-enabling-community-action-for-energy-sufficiency/

Deliverable No.	D2.5
Dissemination Level	PU - Public
Work Package	WP2
Lead beneficiary	Metropolitan Research Institute
Author(s)	Kristina Didjurgė (Kaišiadorys District Municipality), Evelina Gruzdienė (LCA), Laura Rudžianskaite (EKŪ), Vilija Leleivienė (EKŪ)
Reviewed by	Éva Gerőházi (MRI); Johann Strese (IWO)
Date	April 2026
File Name	D2.5 Sustainability and business and investment plans for the operation of the local RC in Kaišiadorys and Elektrėnai in Lithuania

1	INTRODUCTION	4
2	NATIONAL CONTEXT IN LITHUANIA	5
2.1	NATIONAL FINANCIAL FRAMEWORK	5
2.1.1	SUBSIDIES	5
2.1.2	BANK FINANCING.....	8
3	SUSTAINABILITY AND BUSINESS PLAN OF KAIŠIADORYS.....	9
3.1	LOCAL CONTEXT IN KAIŠIADORYS	9
3.1.1	REGIONAL OVERVIEW AND DEMOGRAPHICS.....	10
3.1.2	BUILDING STOCK CHARACTERISTICS.....	12
3.1.3	ENERGY CONSUMPTION AND PERFORMANCE TRENDS	13
3.1.4	ENERGY POVERTY AND SOCIAL CHALLENGES.....	14
3.2	VISION FOR KAIŠIADORYS	15
3.2.1	RENOVATION TARGETS	15
3.2.2	ROLE OF THE RESOURCE CENTRE	16
3.2.3	GOALS	18
3.3	SECURING SUSTAINABILITY TOWARDS THE 2030 GOALS IN KAIŠIADORYS.....	19
3.3.1	FUTURE CLIENTS.....	19
3.3.2	SERVICES TO BE PROVIDED IN THE FUTURE.....	19
3.3.3	HUMAN RESOURCES AND FINANCING.....	20
4	SUSTAINABILITY AND BUSINESS PLAN OF ELEKTRĖNAI.....	22
4.1	LOCAL CONTEXT IN ELEKTRĖNAI	22
4.1.1	BUILDINGS STOCK.....	23
4.1.2	ENERGY CONSUMPTION TRENDS	26
4.2	VISION FOR ELEKTRĖNAI	26
4.3	CURRENT OPERATION OF THE RC IN ELEKTRĖNAI.....	27
4.3.1	CLIENTS	27

4.3.2	SERVICES PROVIDED	27
4.3.3	HUMAN RESOURCES AND FINANCING.....	28
4.3.4	CHALLENGES	28
4.4	SECURING SUSTAINABILITY TOWARDS THE 2030 GOALS.....	28
4.4.1	CLIENTS	28
4.4.2	SERVICES PROVIDED	29
4.4.3	HUMAN RESOURCES AND FINANCING.....	29

1 Introduction

A fundamental question of the next years will be the capacity of the individual households and building communities to carry out necessary adjustments that are essential in reaching the EU's ambitious energy and climate targets. The latter includes a climate framework that centers on three ambitious targets for 2030. First, it aims to achieve a binding 42.5% share of renewable energy in its final energy mix, while maintaining an aspirational "top-up" goal of 45%. Parallel to this, energy efficiency efforts are backed by a binding mandate to reduce final energy consumption by at least 11.7% relative to 2020 projections. What regards residential buildings, as spelt out in the Energy Performance of Buildings Directive (EPBD), a 16% decrease needs to be achieved in their primary energy consumption by 2030. These measures are critical components of the overarching commitment to slash net greenhouse gas emissions by at least 55% compared to 1990 levels, providing a clear legislative pathway toward reaching total climate neutrality by 2050.¹

A key instrument in supporting the refurbishment of the existing residential building stock to achieve these goals, will be the one-stop-shops (OSSs). Designated as compulsory by the recast EPBD, and imagined on a geographical scale that they are equitable distributed for universal access, these OSS will serve as intermediaries between the residents/owners and the different public authorities, as well as provide advice on the availability of subsidies and maybe even support the buildings in choosing the appropriate contractors, and other professionals. Their exact profile, as well as the level they will be placed in the bureaucratic systems is still under development in most countries. Importantly, in many cases already existing OSSs will accommodate this EPBD demand.

The ComActivate project already made its contribution to the system of OSSs by establishing and/or supporting the operation of Resource Centres (RCs) in its pilot cities. An RC was established or assisted in Burgas (Bulgaria), Budapest-Józsefváros (Hungary), Elektrėnai and Kaišiadorys (Lithuania). All of them are operated by public entities. However, this model is not universal: NGOs and SMEs can become involved in their maintenance as well. The latter models – which are also widespread – typically have a diversified funding source, with little or no public funding. The funding model however determines the target audience: low income, vulnerable groups are unlikely to pay a service fee, thus their inclusion presupposes an OSS providing free services. Which is the case for the Resource Centres in the ComActivate project. RCs in ComActivate have a mixed audience, thus they need to serve both vulnerable households and those with a stable income. And while they are all situated within the municipal system, their long-term sustainability is less secure than it would be expected from such a public body.

The current Sustainability and Business and Investment Plan builds on the project research outcome, that the existence of Resource Centres partially depends on the availability of funding for building refurbishments, be it from the EU, or from national subsidy schemes. In addition, public funds are needed in case vulnerable residents are in the focus of operation.

The current Plan has the aim to consider both these external and internal contexts and create a feasible and sustainable pathway for the upcoming years. It aims to lay down the foundation of at least middle-term sustainability by outlining a vision of the municipality and the Resource Centre up to 2030 that relies on the current context and the current operation of the RC. It also takes a step ahead, and describes a way to sustainability until 2030, by focusing on the prospective clients, services, human resources and financing. The document contains two individual plans, one for the municipality of Kaišiadorys and the other for the municipality of Elektrėnai. As the RC opened up just recently in Kaišiadorys, its plan does not discuss the current operation of the RC and its planned operation individually, but merge it into one focusing on the short term goals the RC would like to fulfil in the coming 5 years.

¹ <https://caneurope.org/publications/2030-climate-energy-targets/>

2 National context in Lithuania

2.1 National financial framework

2.1.1 Subsidies

The renovation of MFABs is carried out through programs managed by the Environmental Projects Management Agency, funded by the EU. Multi-apartment buildings participating in the program must be built according to the technical construction regulations in effect by 1993².

The current state subsidy covers the following: costs for organizing the project or its parts, including project supervision and expert review of the renovation plan, if required by the Law on Construction – 100%; expenses for managing the project implementation and technical supervision of construction work – 100%; investment in energy efficiency measures determined by the government – 30%; and additional state support when a separate heating point is installed or an existing non-automated heating point is modernized, the heating system is rearranged or replaced in a multi-unit building by installing individual heat metering devices or a divider system in apartments or other premises as part of the renovation project – 10%.

According to Lithuanian law, an apartment building must be managed by someone and maintain its documentation. This means that an apartment building must (one of these three):

- establish a HOA/ apartment building owners association;
- establish a joint venture;
- have an administrator.

HOAs are also subject to the requirement that the apartment building must accumulate funds for repairs. Minimal mandatory accumulation of funds approved by Resolution No. 390 of the Government of the Republic of Lithuania of April 15, 2015 “On the Approval of the Procedure for the Collection, Calculation of the Amount, and Protection of Funds Allocated by Owners of Apartments and Other Premises for the Renovation of a Building (Structure) in Accordance with Mandatory Requirements for the Use and Maintenance of Structures” ,

Under this law, the minimum funds that must be set aside depend on the area used. The small multi-apartment buildings (up to 3000 sq. m.) have to accumulate 0,1281 Eur/m², the bigger buildings (3000 sq. m or more) 0,1025 Eur/m².

Starting July 1, 2026, the contribution will depend on the building's condition: poor condition or the absence of a long-term plan may increase the rate by 2–4 times, but it may not exceed 0.005 / 0.004 percent of the minimum annual wage (1.1533 EUR/sq. m.).

Residents are also offered favorable loan terms to cover renovation costs. It is important to note that documentation for apartment building modernization projects is processed in accordance with the published call for proposals and its terms and conditions. The published call specifies which specific financier to contact and outlines that financier's terms in the specific call.

It is important to note that owners of apartments eligible for heating cost compensation receive 100% support.

Currently, applications are still being accepted under the call for proposals issued on November 11, 2024, to renovate older apartment buildings to achieve an energy-efficiency class of B or higher and reduce heating costs by at least 40 percent. The European Investment Bank has allocated €165 million from the Modernization Fund to support this. Although the call was scheduled to end on October 1, 2025, the Environmental Project Management Agency (APVA), in consultation with the Ministry of the Environment, assessed that many investment plans had been prepared for this call, including cost estimates for apartment building modernization projects. Since it takes time to finalize these plans or

² Multi-apartment Building Renovation Programme <https://modernizuok.apva.lt/veiklos-sritys/administruojamos-programos/daugjabuciu-namu-atnaujinimo-modernizavimo-programa/102/>

organize meetings with apartment and other premises owners, they have extended the deadline until April 1, 2026.

Applicants: 1) The manager of the common areas of the apartment building; 2) An individual providing administrative services for implementing the apartment building renovation (modernization) project (hereinafter referred to as the Project); 3) The municipal administration; 3) An administrator designated by the municipality for implementing the municipal energy efficiency enhancement program.

Funder and conditions for providing a preferential loan: The financial institution offering a preferential loan for the renovation or modernization of the apartment building is UAB ILTE. Details about the call for applications for preferential loans from the apartment building modernization fund, along with the lending conditions and procedures, are published on the funder's website. The main conditions for granting a preferential loan are: type and interest rate -fixed annual interest rate of 3%; loan term -up to 20 years; loan amount -not exceeding the total construction costs, including VAT. Loan funds can be used for the following project expenses: 1) measures to improve energy efficiency; 2) other renovation or modernization measures; 3) value-added tax (VAT).

Eligible expenses for financing: Expenses for the preparation of the renovation (modernization) project or its parts, project implementation management, and construction technical supervision, as specified in the State Support for Apartment Buildings Renovation (Modernization) Provision and Supervision Rules for the Implementation of Apartment Buildings Renovation (Modernization) Projects, approved by Order No. D1-339 of the Minister of Environment of the Republic of Lithuania on October 16, 2024. The expenses for implementing the renovation (modernization) measures specified in the Program for the Renovation (Modernization) of Apartment Buildings, approved by Resolution No. 1213 of the Government of the Republic of Lithuania on September 23, 2004.

Minimum requirements and recommendations for projects: For apartment buildings subject to minimum mandatory energy-efficiency requirements under the Construction Law, energy-efficiency should be at least class B, with a calculated reduction in thermal energy consumption of at least 40 percent compared to pre-renovation costs. Requirements for publicizing project funding from the Modernization Fund are outlined in the state support agreements, as per paragraph 371 of the description of the selection and financing procedure for the Modernization Fund projects, approved by Resolution No. 1059 of the Government of the Republic of Lithuania on September 30, 2020. If the apartment building is renovated (modernized) using factory-made (prefabricated) panels to insulate the exterior walls, it is also recommended to follow the guidance published on the APVA website [<https://modernizuok.apva.lt/doclib/ecdzr9ilatovg48kuewem8neayy2ynetj>].

State support: Preparation of the apartment building renovation (modernization) project or its parts, project implementation administration, and construction technical supervision expenses. State support for the preparation of the project or its part, the administration of project implementation, and the technical supervision of construction is calculated and provided at fixed rates per 1 square meter of the apartment building's useful area.

	Energy efficiency class of the multi-apartment building renovation (modernization) project or applicable minimum mandatory energy performance requirements for buildings upon project implementation.	Fixed unit rates for project costs based on the useful area of the multi-apartment building renovation (modernization), Eur/m ²				
		not exceeding 499,99 m ²	from 500 to 999,99 m ²	from 1000 to 1499,99 m ²	from 1500 to 2999,99 m ²	exceeding 3000 m ²
1.	B energy efficiency class	120	104	89	54	42

2.	B or A energy efficiency class (fixed rate applies if the multi-apartment building is renovated (modernized) using panels)	142	123	105	64	50
3.	A energy efficiency class	142	123	105	64	50

Table 1. Fixed unit rates for preparing an apartment building renovation (modernization) project, including project implementation management and construction technical supervision costs

Expenses for implementing energy efficiency measures in the apartment building renovation (modernization) project. State support for these measures is calculated and provided at fixed rates per square meter of the apartment building's usable area, as shown in the following table.

	Energy efficiency class of the multi-apartment building renovation (modernization) project or applicable minimum mandatory energy performance requirements for buildings upon project implementation.	Fixed unit rates for project costs based on the useful area of the multi-apartment building renovation (modernization), Eur/m ²				
		not exceeding 499,99 m ²	from 500 to 999,99 m ²	from 1000 to 1499,99 m ²	from 1500 to 2999,99 m ²	exceeding 3000 m ²
1.	B energy efficiency class	153	137	120	115	112
2.	B energy efficiency class (fixed rate applies if the multi-apartment building is renovated (modernized) using panels)	220	197	172	165	160
3.	A energy efficiency class	246	220	192	185	179
4.	A energy efficiency class (fixed rate applies if the multi-apartment building is renovated (modernized) using panels)	291	261	227	218	212

Table 2. Fixed unit prices for implementing measures to improve energy efficiency in the apartment building renovation (modernization) project

State support for low-income residents and those affected by Soviet aggression. In Lithuania, low-income individuals eligible for heating assistance can receive 100% funding for renovations (Law of the Republic of Lithuania on Monetary Social Assistance to Needy Residents³). If the apartment owner's financial situation changes, there is no need to repay the contributions made by the State; the apartment owner assumes the remaining loan obligations).

In 2024, a provision was adopted stating that families of individuals who died or were injured (losing 45% or more of their working capacity) due to the Soviet Union's aggression between January 11 and

³ <https://www.e-tar.lt/portal/it/legalAct/TAR.3EEE59417F13/ygHqGIDVa/>

13, 1991, will have access to 100% coverage of renovation costs through state support. This support extends to family members of defenders of independence, including children, widows/widowers, and parents. Compensation for apartment building renovation costs applies to applications submitted after January 1, 2019. A one-time payment is also available if no loan was taken out for the renovation and the renovation was funded with personal funds. State support is provided only to homeowners for one property. On average, about 13,164 EUR per person is allocated for housing renovation.

Other types of support, including smaller-scale forms, are also offered through one-time, non-recurring calls for proposals.

In October 2024, a call for applications to renovate old multi-apartment buildings using prefabricated panels expired. 200 million EUR were allocated for this purpose; the funding is intended to finance construction contract work. It is expected that panel renovation will not only increase the building's energy efficiency but also accelerate the renovation process by at least 3 times. These projects benefit from the usual subsidies plus an additional 10% compensation for the renovation of the heating and hot water systems of a multi-apartment building.

Subsidies are also available for renovating family homes (the last call ended in October 2025, but new calls are planned). The renovation or modernization must reach an energy performance class of at least B. The maximum compensation for one home is up to 14,500 EUR. Subsidies for installing solar power systems are also available to individuals.

In general, renovations in Lithuania involve a significant amount of documentation and bureaucracy. Of course, when new laws are passed, efforts are made to reduce it. For example, during the last few renovation calls, it was possible to combine the residents' voting process (one approval for the investment plan and the bank application, previously, which were two separate meetings/two separate voting processes).

Some municipalities in Lithuania, such as the Vilnius District, use additional environmental improvements to encourage renovation. Residents modernize their homes, and the municipality invests its own funds in upgrading public spaces, including parking lots, sidewalks, lighting, playgrounds, sports fields, electric vehicle charging stations, and utility networks. This practice is not yet implemented in Elektrėnai.

In Lithuania, renovation bills are issued separately, and merging them into RenOnBill could complicate the process. Heat suppliers are not inclined to offer loans. Multi-apartment buildings have different forms of management and different heat suppliers. In general, it could be difficult to merge them into one under the current laws.

2.1.2 Bank financing

As mentioned earlier, in Lithuania, individuals must participate in calls announced by the Ministry of the Environment of the Republic of Lithuania to receive government support for renovating apartment buildings. Each published call indicates which funding provider to contact. Currently, most apartment building renovation projects are financed by the National Development Bank, formerly UAB "Investicijų ir verslo garantijos" (INVEGA, now ILTE), a public institution established to support the country's economic development.

The financier is UAB "ILTE" provides a preferential loan. Main terms and conditions for granting the preferential loan: a fixed annual interest rate of 3%. Loan term: up to 20 years. Loan amount: not exceeding the total cost of construction work, including VAT.

Lender: AB "Artea Bank" provides a preferential loan. Main terms and conditions of the preferential loan: a fixed interest rate of 3% for the first five years of the loan, and for the remaining fifteen years, a 3% bank margin plus the 6-month EURIBOR (if the EURIBOR is negative, it will be treated as 0). Loan term: up to 20 years. Loan amount: not exceeding the total cost of construction work, including VAT.

Every time a general renovation call is announced, it specifies which funding institution to contact. This is usually a financial institution that offers a preferential loan.

For the last call, "DNM-AM-DNAM13" (the call was active until 2026-04-01 16:00), the financial institution was UAB "ILTE".

Some calls before:

- 2018-2019 call, you could choose to get financing from Artea Bank or UAB ILTE.
- 2019-2020 call, you could only get financing from Artea Bank.

Some time ago, Swedbank was also a funding institution in the call.

If the call allows choosing between ILTE and Artea, the guarantees are the same; the differences lie in the banks' preferential loan terms, including the type and interest rate.

There are also banks, credit unions, and crowdfunding platforms operating in Lithuania, but this sector offers virtually no loans for building renovation projects.

In Lithuania, the legal framework for homeowners' associations makes it difficult to obtain loans. Although these associations are often formed in multi-apartment buildings, they are not always recognized as legal entities capable of taking on obligations. Consequently, banks and other financial institutions are less willing to lend money and may require additional guarantees. Lithuanian banks, like those in other countries, tend to be cautious when lending to groups or organizations without clear, stable income sources. HOAs may not have a steady or guaranteed income to ensure loan repayment, especially if the loan is for larger projects with unpredictable costs and scope.

In theory, apartment building associations can apply for loans from commercial lenders, but some lenders do not even offer loans with a term as long as 20 years; additionally, their interest rates are very high, and there is no government support for interest subsidies.

It is also important to note that the homeowners' association can only get a loan for renovation if no residents in the building are behind on their utility bills (with arrears over 200 euros and overdue for more than 60 calendar days). The number of debtors in an apartment building cannot exceed 10 percent. Therefore, if the building is larger and has more socially vulnerable residents, the chances of not receiving a renovation loan are higher.

3 Sustainability and business plan of Kaišiadorys

3.1 Local context in Kaišiadorys

The Kaišiadorys district, strategically located between Lithuania's two largest cities, Vilnius and Kaunas, covers a total area of 1,087 km², with the town of Kaišiadorys itself occupying approximately 11 km². Although the settlement's name was first mentioned in historical records as early as 1590, the town's

modern identity was forged in 1871 with the establishment of the railway station. While the town's origins are historic, its modern residential landscape was largely shaped during the mid-to-late 20th century.



Figure 1. Multi-apartments and family houses (in blue shape) areas in Kaišiadorys

The systematic construction of multi-apartment buildings in Kaišiadorys gained momentum in the 1960s and 1970s, following the typical Soviet-era urban planning models designed to accommodate a growing workforce. These buildings were designed to house the growing population during a period of rapid Soviet-era industrialization. Today, this legacy presents a significant challenge: a large portion of the district's residential stock consists of aging prefabricated and masonry blocks that lack modern thermal insulation and efficient engineering systems.

The housing stock in Kaišiadorys is characterized by the fact that for a long time (from 1994 to 2025) no new apartment buildings were built. This has resulted in the majority of the city being made up of old apartment buildings and individual houses. It is estimated that there are 81 apartment buildings and several hundred individual houses in the city of Kaišiadorys. For example, according to 2022 data, out of 50 building permits issued for residential buildings in the district, as many as 47 were for single-family homes. After a break of more than 30 years, in 2025–2026 the construction of new apartment buildings resumed in the city.

3.1.1 Regional Overview and Demographics

Kaišiadorys district is a strategically significant territory in Lithuania, situated between the two major economic hubs of Vilnius and Kaunas. As of early 2025, the municipality is home to approximately 28,554 residents, with nearly 60% of the population residing in rural areas.

The local economy is characterized by a growing entrepreneurship rate, with small and medium-sized enterprises dominating the market. The average gross monthly salary at the end of 2023 was EUR 1,676, placing Kaišiadorys in the middle tier of Lithuanian municipalities. The area is notably recognized for its massive poultry farms, alongside agriculture, wood processing, and construction material manufacturing. The population density of Kaišiadorys Municipality is 27.4 inhabitants/km², which is notably below the national average of 43.8 inhabitants/km².

The unemployment rate in 2024 stood at 7.9%, which is slightly more favourable than the national average. These economic conditions influence the residents' ability to invest in long-term building modernization projects.

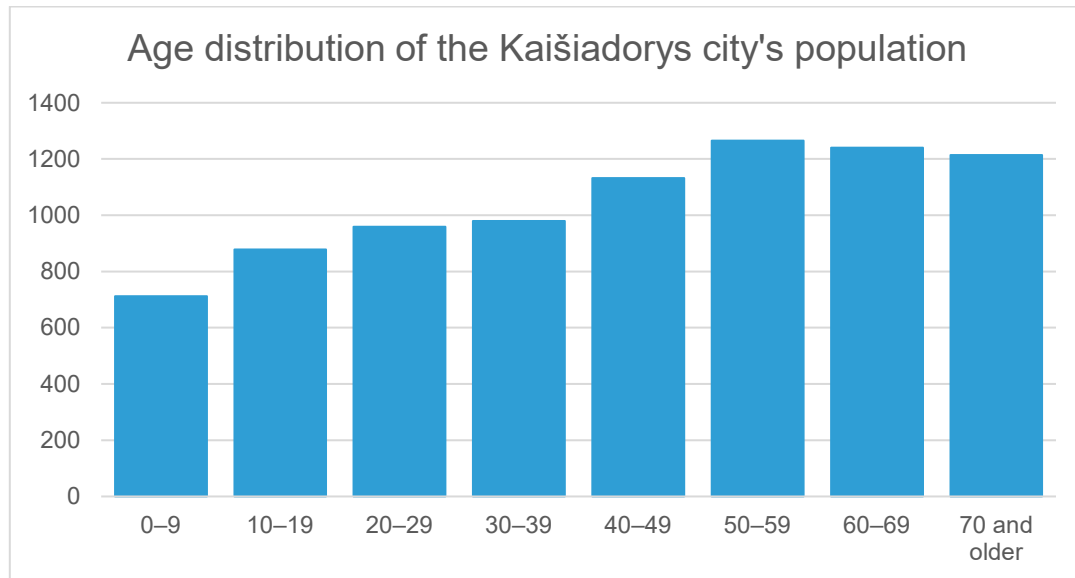


Figure 2. Composition of the residents in Kaišiadorys

As of early 2026, Kaišiadorys maintains a relatively stable but slightly aging population, common to many regional centre in Lithuania. The district reflects the aging demographics seen across the Baltic states: 0–17 years ~ 15%, 18–64 years ~ 62%, 65+ years ~ 23%.

The age of the residents of an apartment building has an impact on the renovation process. Most often, the residents of apartment buildings are young families with children or seniors. The most economically stable residents aged 45 - 65 choose to live in individually built houses, of which there are relatively many in the city of Kaišiadorys.

Taking this into account, younger residents (25-45 years old) are the biggest supporters of renovation. What is more important to them:

- Economic rationality: younger people see renovation as an investment. They understand that with an increase in the energy efficiency class, the market value of the property increases by an average of 15-25%.
- Comfort and aesthetics: not only bills are important to them, but also the quality of life - regulated heating, a modern facade, home environment.
- Long-term perspective: Since they plan to live in that apartment for decades or sell it profitably later, a 20-year loan does not seem scary to them.

Older people (65+) are statistically more likely to be sceptical or afraid of renovation, paradoxically, they are the ones who receive the most state support. This group is characterized by:

- Financial insecurity - people of retirement age are afraid of any long-term financial obligations. The phrase "20-year loan" scares them more than high heating bills.
- "I've had enough" psychology.
- Compensation paradox - low-income people in Lithuania are entitled to 100% compensation for heating and renovation costs. However, this created a reverse motivation - if the state pays their huge heating bills in an unrenovated house, they do not feel financial pressure to change anything. For these reasons, restrictions on heating compensation appeared in 2014, but they began to be

applied more strictly in 2017. A scheme was established that is still used today: first refusal - compensation is reduced by 50%, second refusal - compensation is completely cancelled (usually for 3 years). These days, the municipality is taking a stricter approach to this, as a review of compensation has begun in 2023.

The city is highly homogenous, with approximately 96% of residents identifying as Lithuanian. Smaller minorities include Russians (~2%), Poles, and Belarusians.

3.1.2 Building Stock Characteristics

The housing infrastructure in Kaišiadorys city is largely comprised of individual family homes, which account for over 1 031 units out of nearly 9,700 total residential units. The residential building stock in the Kaišiadorys municipality reflects a diverse housing landscape that balances multi-family units with individual homes. According to data provided by the Centre of Registers, as of April 1, 2024, the city (which is part of the district) currently features 128 residential buildings containing three or more apartments, alongside a much larger segment of 1,031 buildings classified as one- or two-apartment houses. This composition highlights the region's character, where a compact infrastructure of multi-unit blocks is complemented by a widespread selection of private, smaller-scale residential properties.

However, the primary focus for collective renovation remains the multi-apartment buildings (MABs). The municipality currently does not plan to interfere in the renovation process of private houses, nor in the near future does the resource centre plan to provide consultations to individual house owners. Individual house owners have several options for renovation, for example, for a long time there have been calls for replacing the roof containing asbestos materials, APVA occasionally publishes calls for the installation of solar panels on the roof or the installation of accumulators in individual houses, the replacement of fossil fuel boilers with boilers using renewable resources. However, individual house owners are advanced in this area and often calls close as soon as they start due to the extremely high number of applications. Therefore, our resource centre could provide information to individual house owners in the future, but this is not a priority.

A significant portion of the MABs was constructed between 1970 and 1980 using outdated brick or large-panel methods. The architectural landscape of Kaišiadorys is primarily characterized by five-story and lower buildings, which remain the predominant housing type despite the presence of two nine-story landmarks. Most of the existing structures were constructed using monolithic concrete panels, whereas later developments transitioned toward the use of silicate bricks. "These buildings suffer from high thermal conductivity, deteriorating joints, and obsolete engineering systems, as they were originally built to very low energy efficiency standards



Picture 1. Typical apartment buildings in Kaišiadorys, Gediminas str.



Picture 2. Typical apartment buildings in Kaišiadorys, Gediminas str.

As illustrated in the pictures above, the housing stock in Kaišiadorys primarily consists of concrete panel and brick structures. The majority of the buildings have five or fewer floors, though there are two nine-story buildings.

3.1.3 Energy Consumption and Performance Trends

Unrenovated buildings in the district typically fall into energy classes E, F or G, signifying extremely high heat loss. After renovation, 5 out of 21 houses reach class B, and 14 houses reach class C. Most houses belong to energy efficiency class E, and their calculated heating costs range from 219.7 kWh/m²/year (Gedimino str. 30) to as much as 397.79 kWh/m²/year (Gedimino str. 77)

Heat Demand - on average, a household in an older MAB consumes about 292,7 kWh/m² annually, after the renovation – about 116,4 kWh/m², so actual reduction in calculated thermal energy costs achieved 59,3 %⁴. Ltd “Kaišiadorių šiluma” (Kaišiadorys heating administrator) declared that on 2023 heat production reached 40 909 MWh and 39 903 MWh on 2024. Thermal energy in the Kaišiadorys district in 2023-2024 was mainly produced by burning biomass - 87%, while fossil fuels accounted for only 13% of the fuel balance. In the boiler house of UAB “Kaišiadorių šiluma” in the comparative period, 3,5% less heat energy was produced. This was due to two main reasons: decreasing heat energy consumption due to the renovation of apartment buildings and decreasing number of centrally supplied heat consumers.

There are 128 apartment buildings in the Kaišiadorys city territory, 19 of which have been renovated (about 15 %), and 7 are currently being renovated.

⁴ <https://renomap.apva.lt/Kaisiadoriu-rajono-13>



Figure 3. Renovation map of Kaišiadorys city

Impact of Modernization - completed renovation projects demonstrate a shift to energy classes B or C, resulting in a 59% reduction in heating energy demand. By the end of 2025, Kaišiadorys district had successfully updated 21 MFABs out of 333 houses with potential for renovation, with an additional 10 buildings either in the construction or financial approval phase¹.

All apartment buildings in Kaišiadorys city are connected to centralized networks, through which heating is provided by Ltd. "Kaišiadorių šiluma" (Kaišiadorys heating). It uses biofuel (wood chips) and biogas. The city's main boiler house operates two biomass boilers, each with a capacity of 5 MW. Natural gas serves as a secondary or backup energy source.

3.1.4 Energy Poverty and Social Challenges

Energy poverty is one of the primary challenges facing the district, particularly for its most vulnerable citizens. Currently, 22 households per 1,000 residents receive heating compensation.

Vulnerable Groups Support: Residents eligible for heating cost compensations (where expenses exceed 10% of the income threshold) receive 100% state funding for all renovation costs, including loan interest and principal payments.

Psychological and Informational Barriers: Despite substantial financial backing, many low-income residents, particularly seniors, remain hesitant. This resistance is often rooted in a lack of trust in construction quality, a fear of financial commitment, and a general passivity inherited from previous social systems.

Furthermore, media reports of rising construction costs and contractor bankruptcies have contributed to a culture of uncertainty, making the role of a trusted informational hub—like the Resource Centre—essential for project initiation.

3.2 Vision for Kaišiadorys

3.2.1 Renovation targets

To comply with the national target of renovating at least 30% of the multi-apartment building (MFAB) stock by 2030, Kaišiadorys must intensify its current pace.

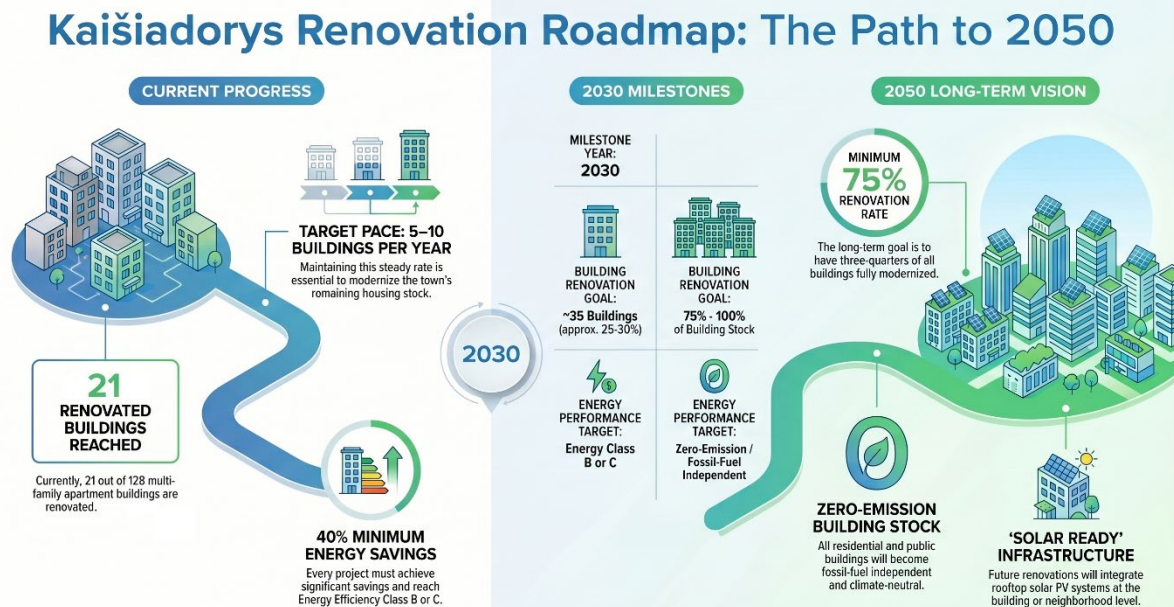


Figure 4. Kaišiadorys renovation roadmap

2026–2030 (acceleration phase):

- Complete modernization of 5-10 MFABs annually.
- Reach 50 renovated MFABs by 2030, representing approximately 39% of the city's 128 MFABs, exceeding the national level (25-30%) to account for potential delays in the future.
- Every modernization project must achieve at least Energy Class B or C, targeting a minimum of 40% primary energy savings per building.

2031–2050 (decarbonization phase):

- Modernize the remaining 78 buildings by 2050 (the minimum number of modernized houses must be 58 houses, i.e. at least 75% of houses according to the national renovation plan until 2050)
- ~3 buildings per year focusing on full decarbonization.
- 100% of the building stock must be fossil-fuel independent and zero-emission by 2050
- The remaining part of the buildings (which will not be renovated in a traditional way) must be transformed in another way or meet zero-emission standards, as the overall goal of the strategy is a 100% energy-efficient building stock that is independent of fossil fuels.
- Carrying out major repairs or renovations, the building must be adapted to be 'Solar Ready'.

2. Community engagement and reach targets

The success of the technical roadmap depends on the RC's ability to motivate residents and overcome psychological barriers, particularly among the 23% of the population over age 65.

3. Energy savings and environmental impact

- The roadmap aligns with the national trajectory to reduce greenhouse gas (GHG) emissions by 70% by 2030 compared to 1990 levels.
- The RC will actively promote the replacement of individual fossil fuel boilers with Renewable Energy Source (RES) technologies (heat pumps, solar collectors) to align with the goal of 90% RES in the heating sector by 2030.
- Targeted 15–20% reduction in local primary energy consumption through the implementation of "Solar Ready" renovation designs.

4. Implementation and RC strategy

To ensure that these figures are realistic, RC will implement the following processes:

- Monitoring statistical data to monitor renovation progress and population demographics, allowing for real-time strategy adjustments.
- Proactively assisting residents in accessing support to reduce the financial burden on vulnerable households.
- Promoting the use of organic modular construction in pilot projects to reduce construction time and improve carbon sequestration.

By achieving a pace of 5-10 buildings annually, the Kaišiadorys RC will not only meet, but lead the national modernization effort. This roadmap ensures that by 2050, every resident in Kaišiadorys lives in a highly energy-efficient, healthy, and climate-neutral home.

3.2.2 Role of the Resource Centre

The vision for the Kaišiadorys Resource center (RC) is to act as a centralized, advanced support platform that provides residents with all necessary information and services for multi-apartment building renovation from a single source. The RC acts as a consultant, connecting homeowners, housing administrators, and the municipality. The primary objective of the Kaišiadorys Sustainability Plan Resource Centre is to provide comprehensive data and insights regarding renovation opportunities, progress rates, and existing challenges. By acting as a central knowledge hub, the Centre aims to facilitate more informed decision-making for local authorities, helping them develop effective strategies to accelerate the pace of renovation in Kaišiadorys. Furthermore, this initiative seeks to ensure that the renovation process is seamlessly integrated with other municipal investments, fostering a cohesive and strategic approach to the city's overall urban development.

According to the Kaišiadorys District Renewable Energy Development Action² Plan 2030 the municipality plans to:

- Organize campaigns during every APVA (Environmental Project Management Agency) call for support to inform residents about financial assistance for solar energy projects.
- Remote Solar Power Plants - for residents who cannot install solar panels on their own roofs (like those in apartment buildings), the plan promotes becoming owners of remote solar power plants.
- To install electric vehicle charging stations, specifically prioritizing old construction apartment building districts to encourage the transition to "green" transport.
- Modernization of biomass boilers in Kaišiadorys planned to increase efficiency and maintain a high share of renewable energy in the centralized heating network.

A primary objective of the RC is to serve as a vital intermediary between residents and various institutions, acting as a "middle hand" to facilitate a process that many homeowners find overwhelming. Recognizing that home renovation can be a "painful journey" without proper guidance, the RC's role is to translate complex technical, legal, and financial data into simplified, understandable information. This involves using clear language, analogies, and visual tools to ensure that the benefits of renovation are accessible to everyone, regardless of their professional background.

By demystifying the "information jungle" surrounding energy efficiency, the RC empowers residents to make informed decisions and navigate the renovation lifecycle with confidence.

The vision for energy efficiency in Kaišiadorys is centered on achieving optimal energy-saving targets while enhancing the overall attractiveness and growth of residential territories. A key component of this vision is that the renovation of individual apartment buildings should trigger a broader modernization of the surrounding infrastructure, including improved street lighting, upgraded walking paths, parking lots and the revitalization of public spaces to meet the community's economic and social needs.

Because multi-apartment buildings are also source of energy-related pollution, they have focus of the 2030 strategy. The goal is to reduce energy consumption by 15–20% by 2030 through comprehensive building renovations and spatial reorganization. All modernized buildings are expected to reach at least energy efficiency Class B, with a strong emphasis on integrating renewable energy through rooftop solar PV systems at the building or neighbourhood level.

² - <https://e-seimas.lrs.lt/portal/legalAct/lt/TAP/f0b42eb07a1b11eeaedfbb6d38423c2d>

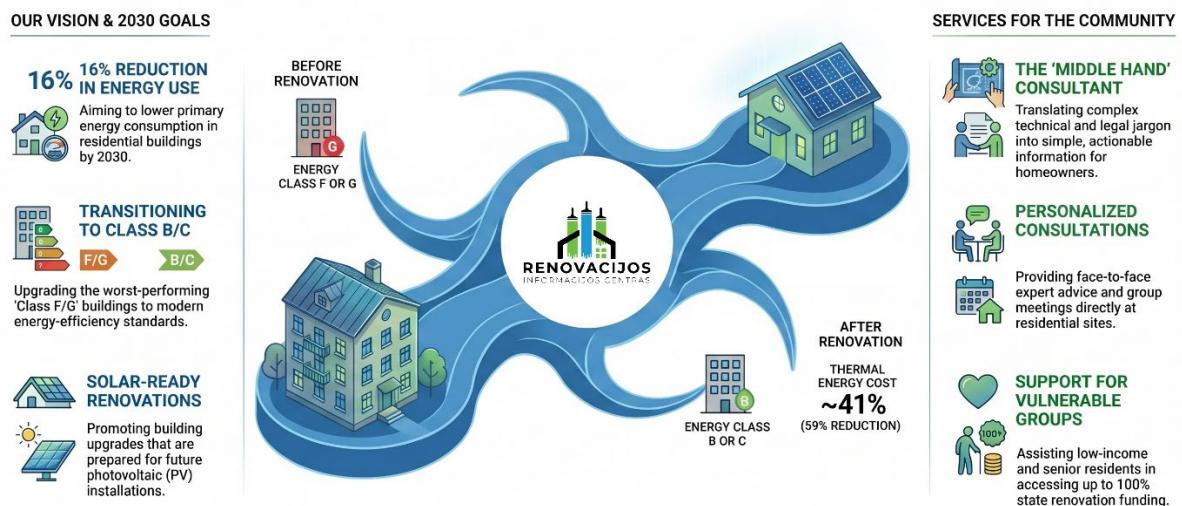


Figure 5. The vision of Kaišiadorys RC

To achieve these milestones, the Resource Centre (RC) will act as a bridge, fostering better coordination between the Kaišiadorys Municipality, elderships, residents and building administrators. The RC's primary role in this vision is to serve as an active hub for awareness raising, educational activities, and direct engagement with residents. Furthermore, there are long-term plans to align the RC's activities with the National Building Renovation Action Plan and the Social Climate Fund to specifically support households facing energy poverty.

The Ministry of the Environment will prepare a national building renovation plan, which will implement the Directive of the European Parliament and of the Council on the Energy Performance of Buildings. It will aim to make all buildings in the country – both public and private residential and non-residential – highly energy efficient, fossil fuel-independent and completely zero-emission by 2050. This plan will replace the Long-Term Building Renovation Strategy approved by the Government in 2021⁵.

⁵ [https://am.lrv.lt/public/canonical/1748596026/15775/EPBD%20pristatymas_20250530%20\(1\).pdf](https://am.lrv.lt/public/canonical/1748596026/15775/EPBD%20pristatymas_20250530%20(1).pdf)

3.2.3 Goals

The Kaišiadorys Resource Centre (RC) aims to align the local residential building stock with both national and European Union targets for 2030. These objectives are categorized into quantitative and qualitative goals to ensure a comprehensive transformation of the energy landscape in the municipality.

Quantitative Goals:

- **Renovation Pace:** A primary target is to maintain a steady renovation rate of 10–15 multi-apartment buildings per year. This pace is essential to systematically modernize the town's housing stock, which consists of approximately 128 multi-apartment buildings. In accordance with the National Energy and Climate Action Plan of the Republic of Lithuania⁶, the national objective is to renovate between 25% and 30% of the country's multi-apartment building stock by 2030. Given that the city of Kaišiadorys currently has 128 multi-apartment buildings, reaching this target would require the renovation of approximately 35 buildings within the municipality by the end of the decade. This commitment is a vital step toward enhancing energy efficiency and achieving the long-term sustainability goals set at the national level.
- **Contribute to the national trajectory of reducing average primary energy use in residential buildings.** Every renovation project managed by the RC must achieve a minimum energy savings of 40% for heating and hot water.

Qualitative Goals:

- **transition the worst-performing buildings (Class F/G) to zero-emission standards or Class B/C.** The RC will promote "solar ready" renovations to host photovoltaic installations and improve indoor climates to enhance resident well-being.
- **Strategic Partnership with "Kaišiadorių butų ūkis":** The RC will work in close collaboration with the municipal building administrator, UAB "Kaišiadorių butų ūkis", which is responsible for the technical implementation of renovations. While the administrator handles the technical and administrative execution, the RC serves as the educational and communicative "middle hand," focusing on raising awareness and motivating residents.
- **Future-Proofing through "Solar Ready" Renovation.** The RC promotes "solar ready" renovation designs, ensuring buildings are technically prepared to host photovoltaic (PV) installations.
- **Resident well-being.** Beyond technical metrics, the RC aims to improve the indoor climate of residential buildings to enhance the overall health and quality of life for residents.
- **In the long term, RC could expand its services to individual homeowners, providing them with information about upcoming calls and opportunities.**

Activity	Annual Reach Target	Strategic SMART Objective
Awareness Campaigns	3,000+ residents	Annual digital and physical campaigns (social media, local press, and brochures) to ensure 70% of homeowners are aware of funding opportunities
RC Consultations	450–500 visitors	Average of 2 visitors per working day receiving personalized technical or financial guidance at the Resource Centre

⁶ Lietuvos Respublikos Nacionalinio energetikos ir klimato srities veiksmų planas 2021-2030 m.

Neighbourhood Events	12–15 meetings	Monthly "on-site" town halls held directly at MFABs proposed for renovation to resolve conflicts and build consensus
Stakeholder Training	120 participants	Quarterly workshops for building administrators and Homeowners Association (HOA) leaders on new financial instruments (e.g., Social Climate Fund)

Table 3. Measurable goals of the Resource Centre

3.3 Securing sustainability towards the 2030 goals in Kaišiadorys

3.3.1 Future clients

As the Kaišiadorys Resource Center has recently opened, its operational focus is on establishing a broad client base within the municipality. The primary target audience includes apartment building owners and representatives of homeowners' associations (HOAs) seeking information on how to initiate the renovation process. Furthermore, the Center is expanding its outreach to include individual homeowners, providing specialized consultations on topics relevant to private residences, such as energy efficiency improvements, sustainable heating solutions, and available financial incentives. Based on regional pilot data, it is anticipated that the client base will be diverse in age and gender, with a significant motivation being the reduction of high heating costs and the urgent need to repair deteriorating building structures. Special attention is also planned for socially vulnerable groups, including older adults and low-income families, to ensure they are not excluded from the modernization process.

3.3.2 Services to be provided in the future

The RC is designed to function as a "one-stop shop," providing a centralized location for consultations and information sharing. Recognizing the regional preference for personal interaction, the centre emphasizes face-to-face consultations alongside a developing online presence.

Planned services include:

- Individual and group consultations. Experts will provide tailored advice on energy-efficiency measures, potential savings, and project costs.
- Educational training. Sessions for residents to learn about the benefits of renovation and share best practices.
- Community outreach. Direct engagement near residential buildings to discuss site-specific issues with groups of neighbours.
- Information dissemination. Use of both digital platforms (Facebook/website) and physical materials like brochures, which are particularly effective for reaching older residents.

1. Information and advisory services

The RC serves as the primary point of contact for residents, providing independent and non-commercial guidance on the renovation process.

Preliminary assessments. Utilizing standardized typologies and calculation tools, the Center provides simplified diagnoses of a building's current technical state and energy-saving potential.

Awareness and outreach. The RC implements marketing strategies, such as the "Shape your house for a better future" campaign, to communicate the long-term benefits of renovation, including improved indoor climate, reduced energy costs, and increased property value.

Energy performance certification (EPC). Support is provided for the procurement of high-quality, extended EPCs. These documents go beyond legal requirements to act as detailed technical roadmaps for achieving higher energy classes.

2. Technical implementation support

To mitigate technical barriers, the RC provides comprehensive oversight of the project lifecycle.

Auditing and project design. The RC coordinates thorough building inspections and energy audits to identify optimal energy-saving measures, such as façade insulation, heating system optimization, and the integration of renewable energy sources.

Supplier coordination. To ensure quality and reliability, the RC maintains a registry of verified service providers and assists in standardizing quotes and contracts.

Worksite supervision. Technical assistance includes the coordination of renovation works and quality inspections to ensure that planned energy performance targets are met.

3. Financial planning and funding access

The RC acts as an intermediary between homeowners, state institutions, and financial organizations to ensure project feasibility.

Subsidy management. Residents receive guidance on accessing state support (e.g., the Lithuanian average 36% subsidy for construction and 100% for preparatory costs).

Investment modelling. The RC assists in developing tailored financial plans, including calculations of payback periods and internal rates of return, to help homeowners secure favourable long-term credit.

4. Stakeholder engagement and capacity building

Fostering community cooperation is essential for the collective decision-making required in multi-apartment buildings.

Collaboration forums. The RC organizes regular forums where housing association members and managers can exchange practical experiences, discuss challenges, and learn from successful pilot projects.

Targeted training. Knowledge management activities include training sessions for building managers and local authorities on modern energy-saving technologies, regulatory compliance, and administrative procedures.

The RC adopts a support model, coordinating expertise across various sectors to minimize the administrative burden on homeowners. By providing a single point of access for all renovation-related necessities, the RC ensures transparency, enhances trust among stakeholders, and accelerates the rate of energy-efficient building upgrades in the district.

3.3.3 Human resources and financing

Currently, the RC's human resource capacity is centred on one dedicated staff member who is formally assigned to the Property Management Department of the Kaišiadorys District Municipality. At this stage, the person's salary is fully supported by the ComActivate project, which provides the necessary financial foundation for the centre's initial establishment and pilot operations. This project-based funding allows the RC to offer its educational and advisory services to the community without charging service fees.

For the period following the conclusion of the ComActivate project, the municipality is preparing a transition strategy to secure the RC's long-term viability. The plan involves two potential pathways:

- Continued EU Funding - the municipality intends to apply for other European Union projects to secure ongoing external support for the RC's specialized activities, such as community engagement and technical advisory services.
- Municipal Budget Integration - if project-based funding is unavailable, the municipality plans to support the RC's operations directly through the municipal budget.

By securing a stable financial source, the municipality aims to establish the RC as a permanent facilitator. This role acts as a strategic link to help residents navigate the complexities of building renovation, while ensuring the town remains on track to meet its 2030 energy efficiency goals.

The establishment of the Kaišiadorys RC brings several strategic challenges that must be addressed to ensure it remains a viable driver of urban modernization.

Progress toward 2030 goals

The RC is arguably on the right track by adopting the "one-stop-shop" (OSS) model, which is a key instrument mandated by the EU to support residential building refurbishment. Its vision is aligned with national targets to reduce primary energy consumption by 16% and achieve at least 40% energy savings per project. However, reaching the specific target of 10–15 renovated buildings per year will require a significant scaling of efforts, given that only about 15% of the city's 128 multi-apartment buildings have been renovated to date.

Barriers and client motivation

The primary barriers to reaching this vision are psychological and informational. Kaišiadorys faces an aging demographic (23% of residents are over 65), a group that is statistically more sceptical of long-term financial obligations. A major obstacle is the deep-seated anxiety felt by elderly residents, particularly those who currently receive 100% state coverage for their heating bills. Rather than feeling "shielded" by the state, these residents are often deeply afraid to initiate the renovation process, fearing that any change to the status quo might negatively impact their financial security, social guarantees, or daily living conditions. The overwhelming amount of technical and legal data creates a sense of paralysis, where "different" is automatically perceived as "risky." This demographic requires an extraordinary amount of dedicated attention. The RC must provide extensive, step-by-step consultations throughout the entire process to demystify the renovation. By offering continuous guidance and clear explanations, the RC can transform the fear of the unknown into a sense of security and trust.

Competition and independence

Maintaining independence and neutrality is a critical challenge. While the RC serves as an intermediary, it must navigate the fine line of providing advice on contractors and professionals without violating competition rules or favouring specific market actors. Furthermore, the centre's financial independence is currently fragile; like many centres in the ComActivate project, its long-term sustainability is less secure than a standard public body because it relies heavily on external project funding and municipal budgets that are tied to fluctuating subsidy cycles.

Monitoring and employee skills

The RC's ability to monitor outcomes effectively is still being established. Following the example of neighbouring Elektrėnai, the RC should record detailed data on every visitor—including age, gender, and specific concerns—to provide a high degree of accuracy in tracking community engagement. Regarding skills, while the current staff provides essential consultations, the transition toward 2030 goals will likely require a broader pool of expertise. Experience from pilot phases suggests a growing need for dedicated public relations specialists, conflict management experts, and technical staff who can handle the "peaks" in demand during active funding calls. Without securing a permanent budget for these specialized roles after project funding ends, the RC risks returning to a "passive" information model.

4 Sustainability and business plan of Elektrėnai

4.1 Local context in Elektrėnai

Elektrėnai is situated in the heart of Lithuania, between the country's two largest cities, Vilnius and Kaunas. It is one of the youngest cities in the country, whose construction started only in 1962. The city was named Elektrėnai to commemorate Lithuania's largest power plant at the time, which was surrounded by the growing city.

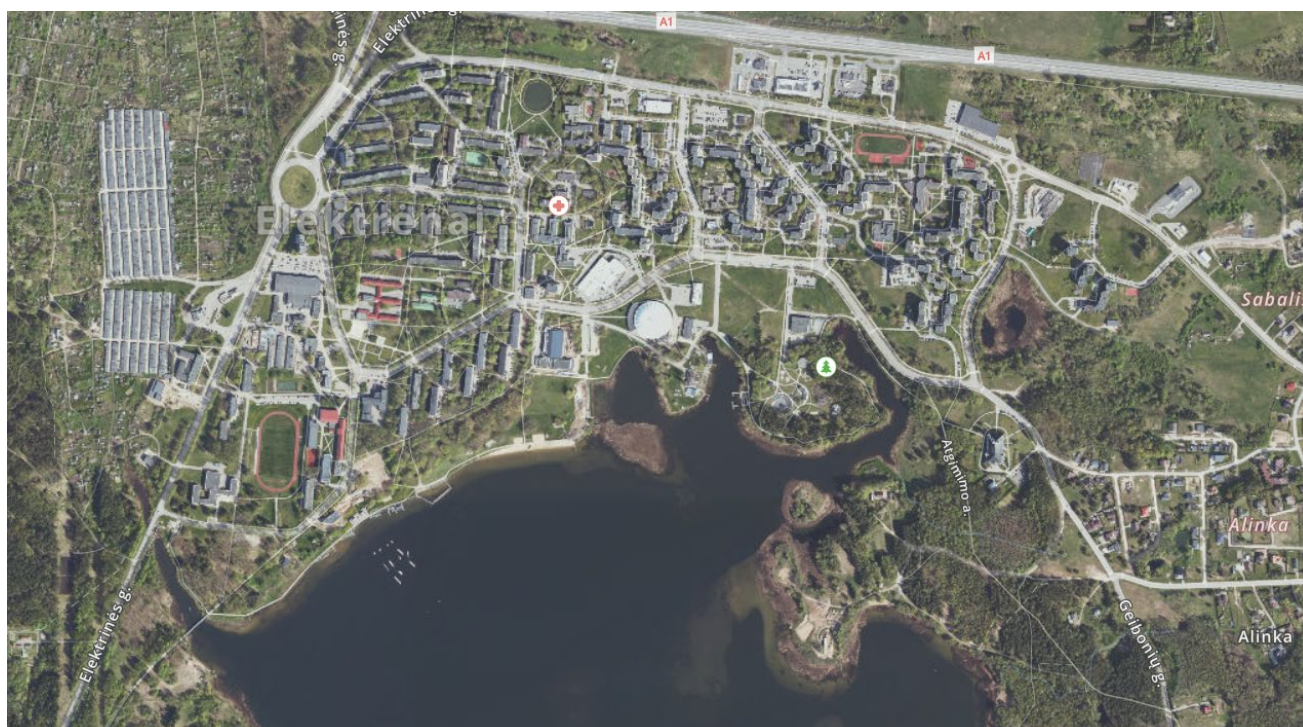


Figure 6. Map of Elektrėnai. Apartment buildings are concentrated in the central part of the city.

Elektrėnai Municipality consists of 2 cities (Elektrėnai and Vievis), 1 town: Semeliškės, 275 villages, and 28 homesteads.

Based on the data of the State Enterprise Center of Registers⁷In Elektrėnai municipality, 577 enterprises employed 7,853-8,241 people at the beginning of 2024. Elektrėnai municipality is dominated by very small companies (84,75%) and small companies (9,88%). Medium and large companies make up only 5,37 %, but employ 74,78 % of all employees.

Based on the data of the State Data Agency⁸, at the beginning of 2024, Elektrėnai municipality had 24,731 permanent residents: 67,36 % residents were living in the urban area and 32.64% residents in the rural territory. Working-age people made up 64,87% (16 044 persons) of the municipality's permanent residents; the region has 17.3% of persons over 65, including 6% of males and 11.3% of females.

⁷ Centre of Registers, report on Elektrėnai Municipality (2024).

<https://www.registrucentras.lt/ntr/vertinimas/masinis/masvert.php?src=1&sav=1191&ver=59>

⁸ State Data Agency <https://osp.stat.gov.lt/>

At the beginning of 2023, Elektrėnai Municipality had 24,201 permanent residents: 67.21% lived in the urban area and 32.79% in the rural territory. Working-age people made up 64.01% (15,491 persons) of the permanent residents of the municipality. In the municipality, 17.3% of the population is aged 65 or older, with men accounting for 6% and women 11.3%.

In Elektrėnai municipality, the number of registered unemployed persons in 2023 was 1.073 thousand, which made up 6,7 %⁹. The highest labor force participation rate (about 90%) is reached in the 25-54 years age group.

Like all over Lithuania, a reduction in the average household is observed; currently, it is 2.2 persons. One person lives in over one-third of households (35.2%)¹⁰.

4.1.1 Buildings stock

According to data from the Center of Registers, as of January 1, 2024, there were 5,189 registered residential buildings in Elektrėnai municipality. The majority of these are family houses (4,758), 76 two-apartment buildings, 334 multi-apartment buildings and 21 other residential buildings¹¹. Multi-family buildings (those with three or more apartments) make up 47.1% of the total floor space of all residential buildings (about 437,000 sq ft) in Elektrėnai Municipality¹². In Elektrėnai, as throughout Lithuania, approximately 99% of residential housing is privately owned.

According to the Elektrėnai Municipality Action Plan for the Development of Renewable Energy Sources by 2030, prepared by the Lithuanian Energy Agency¹³, almost all multi-apartment buildings in the Elektrėnai municipality were built before 1993, when construction of brick and large-panel typical multi-apartment buildings was prevalent. according to data from the Register Centre, multi-apartment buildings in Elektrėnai municipality are categorized as follows: before 1940, 20 houses were constructed, totaling 4,351 square meters; from 1941 to 1960, 10 multi-apartment buildings were built, covering 2,883 square meters; from 1961 to 1990, 274 buildings were constructed, with a total area of 398,633 square meters; and after 1991, 18 multi-apartment buildings were built, totaling 31,280 square meters.

Most multi-apartment buildings in Elektrėnai were built between 1961 and 1990. This group accounts for 64.5% of all residential building area and 66.6% of the multi-apartment buildings in the municipality. The external enclosures of these buildings have poor thermal resistance; their walls, roofs, and other structural elements have deteriorated, resulting in significant heat losses. Their standard thermal energy use is twice that of buildings constructed after 1993. Additionally, many of these blocks require renovation of their deteriorated engineering-social infrastructure and green spaces. In some blocks, the lighting networks are old and in poor condition.

In non-renovated multi-family buildings, F and G energy performance classes are common, while in renovated ones, B and C classes are more typical. Heat energy consumption in unrenovated apartment buildings in the Elektrėnai municipality averages 286 kWh/m²; after renovation, it drops to about 116.9 kWh/m². This leads to roughly a 58 percent cost savings¹⁴.

According to data from a study conducted by Elektrėnai Municipality, bricks and blocks are the most common wall materials, accounting for 38.8% of the total residential area. Most multi-family buildings are constructed with reinforced concrete slabs for their walls. The primary material used for walls in 1-2 apartment residential buildings is wood. The distribution of wall construction materials in multi-family buildings includes: reinforced concrete slabs in 149 buildings; bricks and blocks in 145 buildings; monolithic slabs in 4 buildings; wood in 22 buildings; and other materials in 2 buildings. It is noted that

⁹ <https://osp.stat.gov.lt/>

¹⁰ State Data Agency report „Composition of Lithuanian households” <https://osp.stat.gov.lt/lietuvos-gyventoju-pajamos-ir-gyvenimo-salygos-2022/namu-ukiai/namu-ukiu-sudetis>

¹¹ Centre of Registers, report on Elektrėnai Municipality (2024).

<https://www.registrucentras.lt/ntr/vertinimas/masinis/masvert.php?src=1&sav=1191&ver=59/>

¹² Elektrėnai Municipality Action Plan for Developing Renewable Energy Usage Progress Report on Implementing the 2021–2030 Plan (2025).

¹³ https://www.ena.lt/uploads/sav-aie-vp/08_ElektrenuS.pdf

¹⁴ <https://renomap.apva.lt/Elektrenu-8>

buildings constructed with reinforced concrete slabs are significantly larger: although their number is only slightly higher than that of buildings made with bricks and blocks (by just 4 buildings), the total area of buildings with reinforced concrete slabs is nearly twice as large (294,318 sq. m versus 132,824 sq. m).



Figure 7. Examples of unrenovated buildings: a four-story multi-apartment building in Sodu 4, Elektřenai.



Figure 8. Examples of unrenovated buildings: a five-story multi-apartment building in Pergales 35, Elektrėnai.



Figure 9. These examples are a twelve-story multi-apartment building (brick) in Šviesos 4, Elektrėnai (on the left) and a nine-story tower block multi-apartment building in Draugystės 11, Elektrėnai (on the right), both in poor physical condition and using energy inefficiently.

According to data from the Environmental Projects Management Agency¹⁵, by the end of 2025, 75 multifamily buildings were renovated in Elektrėnai municipality, which makes 23,1 % (at the beginning of 2024, it was only 13% of all buildings)¹⁶, and 3 houses are currently under renovation. Based on data from the Housing Energy Efficiency Agency, it is estimated that the need for heating energy in renovated houses is 58,3% lower than in non-renovated buildings.

4.1.2 Energy consumption trends

The majority of multi-family buildings (73.4%) in Elektrėnai municipality, with a total heated area of 320,930 sq. m., are connected to the district heating network and supplied with heat through it. About 4.7% of public sector buildings and roughly 6.5% of industrial buildings also receive heat from it. However, all individual houses, residential buildings serving various social groups, and most public sector buildings, as well as manufacturing, industrial, warehouse, transportation, and garage buildings (industrial companies), supply heat independently.

The boiler houses of UAB “Elektrėnų komunalinis ūkis” (Elektrėnai Municipal Farm), which provide heat supply services to multi-family buildings, use biofuel, gas, and biogas. The majority of the fuel consumed consists of biofuel and natural gas. There are no records of the heating appliances used in households or their energy consumption; therefore, there is no reliable municipal-level data on the energy consumption of households not connected to the district heating network. In households, wood fuels, coal, natural gas, other fuels, and electricity are most commonly used for heating.

4.2 Vision for Elektrėnai

The primary aim of energy efficiency in the city is to achieve optimal energy-saving goals, increase the attractiveness of residential areas, foster favourable conditions for territorial development and growth, and better address the economic, social, and cultural needs of the community. After apartment buildings are renovated and improved for energy efficiency by their owners, the surrounding infrastructure, such as roads, lighting, utilities, and public spaces, should also be upgraded with modern, innovative solutions.

Increase the energy efficiency of residential buildings in the Elektrėnai municipality, focusing especially on multi-apartment buildings, because they make up nearly half of the residential floor space in Elektrėnai, and are the main source of energy pollution. Renovating them is likely to lead to substantial energy savings. Also, to reduce heating and electricity consumption and promote local renewable energy production (e.g., by installing rooftop solar PV systems).

By 2030, the municipality aims to reduce energy consumption by 15–20% through renovations to apartment buildings and the reorganization of spaces. Renovated buildings should achieve at least energy efficiency Class B and install solar PV systems at the building or neighbourhood level.

Improve coordination among institutions (Apartment Building Administrator, Municipality, Eldership (smallest administrative district.) to create a more unified territorial vision. Urge the Municipality and Eldership to give greater attention to proposed area renovation programs, as local communities and apartment owners actively participate in building renovation efforts.

Recently, there has been a noticeable rise in renovation activity in Elektrėnai; this is likely related to our project's efforts, which significantly increased information dissemination and had a specific impact on this area. So far, 75 buildings have been renovated in Elektrėnai, accounting for 23 percent of apartment buildings. Achieving the renovation or initiation of at least 50 further buildings by 2030 would be a major accomplishment.

The RC's main role in this regard is to raise awareness, conduct educational activities, disseminate information, and engage directly with the target audience.

¹⁵ Environmental Projects Management Agency <https://renomap.apva.lt/map/>

¹⁶ It is slightly higher than the Lithuanian average of 12.4% at the beginning of 2024.

There are plans to continue and expand RC Elektrėnai's activities by participating in the National Building Renovation Action Plan and the Social Climate Fund, which include establishing one-stop-shop advisory centers and initiatives to support communities facing energy poverty. However, no specific projects in Lithuania have been announced yet for which we could submit applications.

The Elektrėnai Municipality has developed an energy sources plan by 2030, which includes an information campaign to educate residents, provide consultations, and disseminate knowledge; however, as of this year, these activities have not been carried out, but these functions are successfully fulfilled by RC.

4.3 Current operation of the RC in Elektrėnai

4.3.1 Clients

The Elektrėnai Resource Center has been operational for only a few months, since December 2025, but it is already quite active. Its primary audience consists of residents of the Elektrėnai municipality who are interested in renovation opportunities. RC welcomes all clients, including both apartment building owners and representatives of homeowners' associations. However, in practice, the current client base mainly consists of apartment building owners. Participants in the training sessions also include representatives from building management companies, municipalities, and local administrative units, as well as homeowners' association representatives. These individuals are of various ages and genders, with more women than men. Since every person who contacts the center is recorded, information can be provided with a high degree of accuracy. For example, 46 people visited in February, 17 of whom were men. People are usually interested in general information on how to start the renovation process, what energy-efficiency measures can be applied in a specific home, what savings could be made, and how much it might cost.

The most common goal for residents is to save money on heating costs, but often the reason for renovating a building is that it urgently needs repairs due to its deteriorating condition, as residents are spending significant amounts on repairs, and the building looks run-down.

4.3.2 Services provided

As planned, the Center's main activities are to provide consultations and share information. Originally, the plan was for the center to be open during specific hours once a week (on Fridays), with people mainly seeking consultations online; however, once operations began, the situation changed. Clients now prefer to visit in person and speak face-to-face for a longer talk, so we have rescheduled the appointment for Wednesday. Online, residents only ask questions that don't require detailed answers, aren't essential, or are about where to find information. To address this, we are working on the center's website, which will include key information and important links. It's also clear that people are joining groups and want to consult together about their homes, so it has become common to meet near a building with a larger group to discuss their specific issues.

As planned, Elektrėnai RC, in developing its activities, focuses on increasing community engagement, strengthening local capacity through structured training and knowledge sharing, and ensuring that vulnerable and disadvantaged groups have access to easy-to-understand information on energy efficiency and energy sufficiency.

Information is being shared continuously; in March, the first training sessions for residents focused on the benefits of renovation and energy-efficiency measures. Residents joined discussions with experts, had opportunities to voice concerns, and exchanged best practices with residents already living in renovated homes. The information has been widely shared in local media, and updates are regularly posted on social media (the Facebook page already has nearly 100 followers).

Considering the needs of the target audience, training sessions on community engagement, increasing participation, and conflict management are currently being planned for representatives of institutions and organizations involved in the renovation process (municipalities, service providers, neighbourhood

leaders, etc.). A meeting to exchange experiences is also being organized, along with an information campaign for older residents about the benefits of renovation and the discounts available to this group.

4.3.3 Human resources and financing

Currently, RC Elektrenai employs two experts who provide consultations in their respective fields (a total of 20 hours per week); as mentioned, this work is conducted in person, online, and through meetings with residents in their communities.

Address: Elektrinės st. 8, Elektrėnai (201 cabinet/office at the location of UAB „Elektrėnų komunalinis ūkis” – abbreviated as EKŪ). The location is convenient for local residents because it is in the city center and, of course, easily accessible on foot or by car.

Infrastructure and facilities: municipal-owned office space equipped for consultations, meetings, and public engagements, Facility management (EKŪ).

Financial resources: municipal and EKŪ funding, ComActivate.

Publicity services, materials, training sessions, events, and promotional campaigns are funded by ComActivate project. LCA provides technical expertise, facilitates training, and organizes and coordinates project activities.

What value did RC provide? As a manager of apartment buildings, ECU also handles certain functions related to apartment renovations, but this is just one of its service areas. Therefore, resident education, motivational activities, and training, which are crucial to the modernization process, are not conducted. There is also a limited opportunity to give individual attention to each resident, respond to their need for information, or refer them to specialized help. In contrast, RC offers the complete package as a one-stop shop. Experience shows that these additional activities are very valuable and motivating.

4.3.4 Challenges

Currently, RC Elektrenai is in a pilot phase and has operated for only three months, so it's too soon to draw broad conclusions. However, it's clear that a resource center in a small town has unique traits. For example, fewer people seek advice online; there's a stronger preference for in-person consultations; and an even more effective approach involves on-site group sessions with residents living in the same building, where they can explore issues more deeply and discuss relevant concerns.

It is also important to choose the most effective methods for sharing information, such as success stories from acquaintances, motivational campaigns, community events, training sessions that meet their needs, and inviting qualified experts. Information is more readily accepted when distributed via brochures (especially among older residents) than through online materials.

To keep progressing toward the 2030 goals, it is crucial to organize activities and public outreach effectively and strategically, which the LCA is currently handling. Once the project concludes, it will be important to have not only experts who provide direct consultations but also a public relations specialist, as well as a dedicated budget for training, outreach, and events.

4.4 Securing sustainability towards the 2030 goals

4.4.1 Clients

We believe the Resource Center should prioritize socially vulnerable individuals facing energy poverty; however, we plan to offer consultations to all residents seeking help, without categorizing or prioritizing any specific group. Additionally, we plan to pay more attention to single-family homes.

However, when developing information campaigns and organizing events, we will pay special attention to vulnerable groups, including older adults, low-income people, and young families raising children. Some measures will be customized for them, and we are exploring ways to deliver information

specifically to these groups to encourage their participation in the renovation. We also plan to collaborate with relevant NGOs and institutions that provide social services.

Our goal is to reach the following target audiences by 2030: 35% of seniors (aged 65 and older) and 60% of vulnerable individuals.

We will prioritize buildings that need urgent help and repairs, as some are already dangerous to residents and require immediate action. But in our meetings with residents we are talking why renovation is the best choice in each situation and which measures are most appropriate for them.

There are currently just over 330 apartment buildings in Elektrėnai, 75 of which have been renovated. We expect that by 2030, the Resource Center's activities will benefit residents of at least 100 buildings.

4.4.2 Services provided

We believe that the planned activities of RC Elektrėnai, which has been carefully considered and implemented, is appropriate; at this time, we do not plan to change or expand our activities. However, as already mentioned, the centre has only been in operation for a few months, so questions and adjustments will undoubtedly arise as we move forward.

For now, RC Elektrėnai plans to focus solely on renovation projects, with the possibility of expanding its consulting services in the future to include not only residents of apartment buildings but also those of single-family homes, an area that is highly relevant in Elektrėnai and will remain so until 2030 and beyond.

Currently, the center's role is not passive, as its activities are actively promoted on social media, through informational campaigns, and in the national media; people are invited to come for consultations, invite the center's experts, and participate in training and other activities, also we plan to implement more projects in the field of renovation to maintain the overall concept, to promote renovation and encourage residents to be more active.

As previously mentioned, the unique nature of a small town means clients prefer to meet with experts face-to-face, which benefits everyone.

Currently, there are no plans to participate in local or national strategy-making activities; however, any insights gained from these activities that could enhance cooperation between residents and local stakeholders involved in the renovation will be shared with local decision-makers (the municipality).

4.4.3 Human resources and financing

Currently, there are no plans to increase staff; however, as previously mentioned, some activities such as public relations, organizing training sessions, and events are managed by the LCA. After the project concludes, an additional staff member and a supplementary budget will be needed for these activities. ComActivate aims to develop as many sustainable tools as possible to ensure the preservation of its work, such as the website and information packages.

Funding is currently being sought to continue the RC's activities; however, in the worst-case scenario, the center will operate on a reduced scale (there will be a space with informational materials, individuals will be referred for consultations to other EKŪ departments, and the website will remain active). But, as mentioned before, it would be a big loss. This will once again be just one of many areas; there will be no publicity, individual attention, training, successful stories, and targeted collaboration, the exchange of experiences and inspiration, or comprehensive support aimed at motivating and encouraging the renovation process, or convincing residents to adopt more efficient energy use and protect the environment. Experience shows that these additional activities are very valuable and motivating.

We are very hopeful and are working toward ensuring that the center, staffed with qualified professionals, will continue its activities and encourage the residents of Elektrėnai to choose renovation as an excellent way to save energy, contribute to a clean and healthy environment, and further strengthen the bonds within apartment building communities.