



USEACT NETWORK

RIGA PLANNING REGION

LOCAL ACTION PLAN:

Urban transformation action plan of Riga Metropolitan Area



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USEACT PROJECT FRAMEWORK

FOREWORD:

The themes of protection of empty land and the reuse and re-functionalization of inner urban areas are among the European key strategies for the cities' sustainable development and their growth. Particularly, the link between land consumption and models for land-use management both in cities and in metropolitan areas, with special attention to the Urban Growth Management, started becoming a high matter.

THE CHALLENGES AND AIMS OF USEACT

In this context the USEAct project aims at exploring the urban development interventions and new or improved settlement opportunities for people and businesses, taking up residence in existing locations without consumption of further land. Each partner is engaged to develop integrated action plans focused on reducing land consumption, to allow at the same time, a sustainable urban change through a better reuse of inner urban areas.

THEMES

The thematic pillar of the project is: how to link Urban Growth Management Planning Tools and incentives/ procedures/ partnerships to implement good interventions in urban areas.

PARTNERSHIP

Lead Partner: Municipality of Naples (Italy) *Partners:* Baia Mare Metropolitan Area Association (Romania) , Municipality of Barakaldo (Spain) , Buckinghamshire Business First (UK), Municipality of Dublin (Ireland) , Municipality of Nitra (Slovak Republic) , Østfold County (Norway) , Riga Planning Region (Latvia) , Municipality of Trieste (Italy) , Municipality of Viladecans (Spain). *Observer Partner:* Istanbul BIMTAŞ (Turkey),



Urban transformation action plan of Riga Metropolitan Area

KEY WORDS

Metropolitan area, Urban Growth Management, Transformation, Cooperation Platform, Planning

PROJECT COORDINATION TEAM



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SECTION 1# LAP target and general context

GENERAL STRATEGIC TARGET OF THE LAP (“MISSION”)

To enhance cooperation, developing joint platform and understanding of common UGM necessity for RMA, and initiate planning and transformation processes of pilot areas in a participatory way.

THE CONTEXT/ SETTING AND CHALLENGES

Riga Planning Region

Riga Planning Region(RPR) is the region of the Latvian capital. Rīga is located in the center of the Baltic States, on the border between the European and Eastern cultures. It is one of the reasons why the RPR is as a bridge between different countries and their citizens. Region is characterized by very dynamic capital – Riga City, organically integrating impact of various nations. Notable is also the region's other cities – Jūrmala, Limbaži, Tukums, Ogre and Sigulda, as well as with industrialization unspoiled countryside. Region specific value is the Baltic Sea and the Gulf of Riga coastline with its inland waters.

The region's socio-economic, technological and scientific development is determined by national, transnational and European development center - the city of Riga and its agglomeration. Functional territory of the region exceeds the boundaries of the region, which in region economical and spatial distribution of population also includes the surrounding region's territory. Region has strategically important location, high population retention and relatively high market capacity is the regions economical potential and contributes to national growth.

AREA

Area - 10 437 km²

Municipalities – 30 and 2 republic meaning cities - Rīga, Jūrmala

Length of Riga Gulf coastline - 185 km



Picture Nr. 1: Riga Planning Region Administrative Division (Source: Riga Planning Region)

4 centers of regional importance- Tukums, Ogre, Sigulda,
Limbaži towns

POPULATION Population (2013) 1 090 303
Population changes (2008-2013) -1.0 %
Regional population density - 105 inhabitants/km².
Agglomeration of Riga population density -165 inhabitants/km²

ECONOMY GDP (2010) 11 690 EUR/per inhabitant
Personal income tax (2012) 554 EUR/ per inhabitant
The number of enterprises (2011) 77 662
The average salary (2013) 785 EUR.

RPR is economically the strongest planning region of five in Latvia and comprises Riga City and its functional area - Riga Metropolitan Area (RMA) as well as further on rural areas.

The city net of RPR region consists of 20 cities, in which 85% of the population of the whole region is living. Each city forms a particular area around itself. Tukums, Limbaži and Ogre towns play the role of local development centers. Jūrmala and Sigulda towns are popular tourism centres; Jūrmala City is a traditional resort. Spatial contrasts are very bright - the functional role, type of construction and quality of the offered living environment changes on a very wide scale.

The most important resource for the region's development is its population. Almost the half of the inhabitants of Latvia is concentrated in RPR, and as such, the region is the largest among the Baltic countries. The size of Riga City and its economically dominant role has influenced and still influences the development of other subordinate population centers, its placement, migration, economically functional correlation in the wide territory.

During last decades, new residential areas have rapidly appeared around Riga City on previous agricultural land and in forests. The cities influence area – Pierīga – has been formed. Riga City and the areas around forms the heart of the region with the highest concentration of population, manufacturing, service and development problems as well. The biggest population increase is exactly in the previous rural municipalities – now suburban urban sprawl areas of Pierīga, the decrease in Riga City and in remote areas of the region, increasing significant territorial disbalance. Work possibilities in the central part of the region creates something similar to magnet effect for attracting people, which is the main source for ensuring the growth of population in Riga City surroundings. It is complemented by daily pendulum migration of inhabitants going to work, by forming the agglomeration of Riga, which in some places extends outside the border of RPR.

In last decade the structure of regions transport has changed – the importance of the road and private transport has increased, by leaving behind railway and public transport. The low quality of regions roads and weak accessibility from further areas should also be noted – especially in the territories of remote rural areas. Riga City centre from Pierīga can be accessed, if there is no traffic jam, by public transport in 30 minutes, but from the further areas of the region even more than 3 hours might be necessary.

Each year the intensity of local and international traffic increases, there is growth in cargo on the motorcar roads, and the push-pull migration from the residential areas in Pierīga to work places in Riga City. As a result, the carrying capacity of the main motorcar road entries and city main streets approaches the maximum limit. For the passenger transporting in Riga City and Pierīga the biggest value - the railway net with the radial structure – is not used appropriately.

The regions environment is constantly changing. The rapid developments of the urban sprawl areas creates contradictions – these new areas for the development of businesses and living are located mainly near main roads, sea or other waterfronts, or in green areas and forest territories – what results as increased load on the environment and is contrary with the goal of sustainable territorial development.

Governance of Riga Planning Region

In accordance with the legislation RPR as an institution is a derived public entity/state institution/, which is supervised by the Ministry of Regional Development and Local Government. The decision-making authority is RPR Development Council, which is appointed at the meeting of all the heads of the local municipalities comprising the planning region from the municipal deputies. RPR Development Council consists of 18 appointed members.

The functions of RPR are determined by the Law on Regional Development. In accordance with the by-laws, RPR Administration has been created, which has the function of regional decision-making authority. Planning regions within the scope of their competence shall ensure the planning and co-ordination of regional development, and co-operation between local government and State administrative institutions. In addition to the said, planning regions shall determine the main basic principles, aims and priorities for the regions long-term development and ensure the co-ordination of the development and local government co-operation, evaluate the conformity of the national plans and sectorial program to the planning regions planning documents, elaborate and carry out the projects etc.

In order to provide coordination and cooperation with the institutions at the national level and RPR in carrying out the activities for supporting the regional development, a Cooperation Committee has been created in RPR, which is administered by the Committee's chairman. In 2012 the RPR Development Council established a consultative committee – Pierīga Municipalities Cooperation Committee with the aim to promote cooperation between RPR municipalities whose administrative territories has direct border with the Riga City thus contributing to the Pierīga area socio-economic growth.

RPR planning documents

RPR currently have elaborated two new planning documents: RPR Sustainable Development Strategy (Strategy) including guidelines for the territorial (land use) planning for local municipalities and Development Program (Program). According to the laws on development system and spatial planning local municipalities are elaborating their long term sustainable development strategies, middle term development programs and territorial (land use) plans. For example, Riga City adopted Sustainable Development Strategy and Development Program spring 2014 and currently is working on new territorial (land use) plan.

Problems to be tackled and challenges

After the period of crisis in the first part of the 21st century, the real estate market and the building sectors are currently reactivating with development of new low-density residential housing areas and business expansion on a previous agricultural and forests lands. RPR municipalities, especially those near Riga City – in Pierīga – have planned for possible residential area land use for more than 1 million new inhabitants, now are competing between themselves - encouraging new interventions and consumption of new land. Such new development is serving as a destructive economic drain on existing urban centers within the region, especially of Riga City, where a lot of partly used/vacant areas and objects can be seen.

This trend if not adequately managed could further exacerbate some key problems:

- Continuation of land take – developing chaotic layout sprawled urban areas („meadow villages”) in RMA in most cases with lack of appropriate technical and public infrastructure, without or low rate of facilities and no public spaces as well as without job opportunities, increasing the pendulum migration, unnecessary transport flow and the pressure on environment and consequently reducing the life quality standards and decreasing the development potential of the territory in the future;
- Allotments/garden villages illegally and legally turning into permanent residential areas without long-term planning and appropriate infrastructure and other same above mentioned problems as well.

As the result of these development processes several problematic issues appear – traffic jams in Riga City and entrances, city expansion by merging with populated areas in Pierīga, the decrease of socially important natural and recreational areas, social and territorial differentiation of distribution of population. Keeping the same course, RPR might lose the possible reserves for the development of infrastructure serving the Riga City and the existing spatial advantages – relatively balanced proportion of more densely constructed areas and green territories in Pierīga and considerably good suburb-city access by the public transport.

On the other side, in 1990's economic reconstruction took place, which changed the proportion of the economic spheres, by decreasing the proportion of previous Soviet time industry sector, thus the importance of service sector increased. Due to that in RMA are great number of formerly industrial sites and objects abandoned after the Soviet Period, now degraded, vacant or partly vacant areas, which would need to be re-used for other functions as well as declining some previously very popular all over the Soviet Union resort areas and objects.

INTEGRATION OF THE USEACT LAP WITHIN THE LOCAL STRATEGY AND “ACTION PIPELINE”

USEAct project and elaboration of RPR LAP can be considered as indirect continuation of the RPR project “Promotion of Availability of Public Services and their Quality for Riga Planning Region Development Planning”. As a main thematic line in both projects is promotion of local municipality planners' knowledge and skills of qualitative planning and use of public involvement mechanisms. Additionally, in RPR USEAct LAP there are included actions for the further elaboration of during mentioned project designed statistical area data system in RPR for high-quality development planning and monitoring.

USEAct project is thematically connected to RPR project “Increasing territorial development planning capacities of planning regions and local governments of Latvia and elaboration of development planning documents”. During the USEAct project, proposals for the RPR possible future actions, concerning urban growth management, where elaborated and have been integrated into RPR Development Program planning part. Also, presentation and discussions of “Revitalization of the Riga city brownfield block between Maskavas, Krasta un Turgeņeva Streets” case, served as a good example of stakeholder involvement and smart urban intervention process.

ACTION/ PROJECT	TARGETS	PERIOD(S)	SUBJECTS/ AUTHORITIES IN CHARGE OF AND PARTNERSHIPS	FUNDS/ RESOURCES ALLOCATED	STATE OF DEVELOPMENT
„Promotion of Availability of Public Services and their Quality for Riga Planning Region Development Planning”	Improvement of local municipality Sustainable Development Strategy and Development program methodology. Improvement of Local municipality politicians and planners' knowledge and skills in qualitative development planning and use of public involvement mechanisms; promoting municipal development plan links with regional and national-level planning system. Statistical area system in Riga planning region for high-quality development planning and monitoring	2013	Project lead partner – RPR Project partner - Kurzemes Planning Region	ESF	Carried out

Increasing territorial development planning capacities of planning regions and local governments of Latvia and elaboration of development planning documents	Project objective is to increase territorial development planning capacities of planning regions and local governments of Latvia and to elaborate development planning documents	2014 -2015	Project lead partner – Ministry of Environmental Protection and Regional Development of Latvia Project partners in Latvia: Kurzeme planning region, Vidzeme planning region, Riga planning region, Zemgale planning region and Latgale planning region, society „Urban Institute” Project partners in Norway: Ministry of Local Governments and Regional Development of Norway, Oppland Regional County, Østfold Regional County and Aust-Agder Regional County	The Norwegian Financial Mechanism (NFM) 1 195 972 EUR	Ongoing
Liveable Baltic cities (LiveBaltic)	The project aims to improve the quality of life in the Baltic Sea region, sharing knowledge and experience of the urban planning process and in relation to the quality of life index and creating a platform for users and Smart Cities solutions involving urban planning. Promote the quality of living in Baltic Sea cities	2014-2015	Lead Partner: Uusimaa Regional Council FI Partners: Riga Planning Region LV Cleantech Estonia EE Turku Science Park FI	EUBSRS Seed Money Facility 49860 EUR	Ongoing
Revitalization of the Riga city brownfield block between Maskavas, Krasta un Turgēņeva Streets	The project aim was to revitalize brownfield block between Moscow, Coast and Turgenev streets, accordance with the Rīgas city’s centre and its protection zone territory plan, to publicly accessible cultural, educational and recreational space for city’s residents and visitors, .	2011 - 2013	Riga City Council	ERDF 3 000 000 EUR Riga City Council: 3 921 694 EUR Riga City Infrastructure Fund resources: 171 430 EUR	Carried out

SECTION 2# LAP development

ANALYSIS OF PROBLEMS TO BE ADDRESSED BY THE LAP AND OPTIONS FOR SOLUTIONS

LAP – CHALLENGES AND SOLUTION TABLE For analysing issues and brainstorming possible solutions	
<i>Problems</i>	<i>Solutions</i>
Lack of knowledge/weak understanding of current problems or/and forthcoming issues of urban growth; lack of knowledge of UGM necessity by politicians, administration, public sector, urban and spatial planners ...	<ul style="list-style-type: none"> - Knowledge transfer from URBACT, USEAct partners to RPR USLG members and others - Improved communication tools by RPR for knowledge transfer about urban growth problems/processes and UGM to local municipalities
Insufficient knowledge of participatory approach – co-production of action plans by different stakeholders	<ul style="list-style-type: none"> - Learning by doing – USLG members participating elaboration of current LAP and elaborating/preparing proposals for local LAP projects (drafts) in projects 4 thematic fields - Receiving advice from experts
Insufficient appropriate information/data of urban growth problem/opportunity areas in projects 4 thematic fields on municipality level: <ul style="list-style-type: none"> - Urban sprawl areas – “meadow villages” 	<ul style="list-style-type: none"> - Survey, inventory of problem/opportunity areas in projects four thematic fields on municipality level - To determine, map and regularly update the municipalities priorities of problem/opportunity areas for future supportive

<ul style="list-style-type: none"> - Allotments/garden villages turning into residential areas - Degraded, vacant or partly vacant industrial sites - Declining resort areas and objects 	<p>actions</p> <ul style="list-style-type: none"> - Elaborating the data base of problem/opportunity areas
<p>Insufficient appropriate information/data of problem/opportunity areas in projects 4 thematic fields and new land take on regional level:</p> <ul style="list-style-type: none"> - Urban sprawl areas – “meadow villages” - Allotments/garden villages turning into residential areas - Degraded, vacant or partly vacant industrial sites - Declining resort areas and objects 	<ul style="list-style-type: none"> - Improvement of regional data base system - Close co-work and data information exchange with RMA municipalities - To determine, map and regularly update regional level priorities of problem/opportunity areas in project four thematic fields for future supportive action
<p>Urban sprawl - chaotically located “meadow villages” in Pierīga, with a low rate of facilities and utility networks, increasing the pressure on the RMA and consequently reducing the quality of life</p> <p>Different/opposite interests of Riga City and surrounding municipalities concerning new residential development, municipalities are competing between themselves for new inhabitants, Riga City surrounding municipalities are encouraging new interventions and urban expansion, continuation of land consumption</p> <p>Continuation of free market led urban development, investors demand-driven development: consumption of new areas/greenfield’s VS re-use of existing built areas/brownfields</p>	<ul style="list-style-type: none"> - State level <ul style="list-style-type: none"> •elaborated and approved Urban Agenda/policy at state level •change of income tax policy to minimize the competition between local jurisdictions for land use development - Regional level <ul style="list-style-type: none"> •improvement of RPR Sustainable Development Strategy and it’s land use guidelines •elaboration of UGM strategy for RMA in partnership •RPR guiding elaboration of RMA municipalities’ local plans including in them UGM policies/issues •pilot local retrofit-infill plans •knowledge transfer about sustainable urban development for local municipalities political leaders and administration, public sector, urban and spatial planners - Local level <ul style="list-style-type: none"> •elaborating local pilot plans (spatial strategies and action plans) for sprawled area “meadow villages” retrofit-infill partnership, turning these areas into smart, liveable, complete communities - urban villages

	<ul style="list-style-type: none"> ●-elaborating local land use plans and detailed plans for complicated cases
Different transformation stages of allotments/garden villages into permanent residential areas without appropriate infrastructure	<ul style="list-style-type: none"> – Regional level <ul style="list-style-type: none"> ● In collaboration with local municipalities elaborate the allotments/garden villages development concept – Local level <ul style="list-style-type: none"> ● On site survey and data collection of transformation processes ● Planning – elaborating spatial strategies, LAPs, local or detailed plans involving allotments/garden villages authorities and allotments users, permanent inhabitants in planning
A number of formerly industrial sites, abandoned after the Soviet period, now degraded, vacant or partly vacant areas and objects	<ul style="list-style-type: none"> – State policy, support – Determine regional level priorities, support by RPR administration level - regional cooperation projects – Elaborate LAP in participatory approach - address interventions in brownfield areas
A number of formerly in Soviet Union highly recognized resort areas, for example Ķemeri neighborhood (Jūrmala city) and Baldone town resort are declining during last 20 years as well as single previous sanatoriums/recreational objects in Sigulda, Ogre towns are vacant	<ul style="list-style-type: none"> – State policy, financial support – Cooperation, Latvian Resort Association – Determine regional level priorities, support by RPR administration level - regional cooperation projects – Elaborate LAP in participatory approach – co-production of action plan and its implementation
Difficulties of integration of existing RPR Spatial plan and it's land use guidelines at local municipality plans	<ul style="list-style-type: none"> – Elaborated and approved Urban Agenda/policy at state level – New delegated UGM functions to planning regions by state – Elaboration of integrated UGM strategy for RMA in participatory process – improvement of understanding UGM, transfer of knowledge, etc.

	<ul style="list-style-type: none">- Operational tools
Lack of RMA governance	<ul style="list-style-type: none">- Cooperation committee of Riga City and surrounding municipalities starts to work on UGM and cross-border cooperation issues- Promotion of cooperation benefits to municipalities- Joint cooperation platform- Political support for RMA UMG strategy process – team building

LAP GENERAL STRUCTURE: GOALS, OBJECTIVES, RESULTS, OUTPUTS AND MAIN ACTIONS

LAP general structure is based on three pillars:

1. Urban Growth Management – knowledge transfer, urban policy and further actions for UMG integration in the RPR Development Program.
2. Enhanced urban transformation – initiate elaboration of concepts, spatial strategies and LAPs in a participative way for pilot areas.
3. Knowledge transfer and enhanced cooperation between RMA local governments.

LAP main actions are based on two implementation timelines:

1. Actions started and carried out during the project;
2. Actions carried out after the project.

LAP main outputs:

1. Acquired knowledge of new planning and partnership approaches, gained and shared experience in urban development issues
2. Elaborated recommendations for further actions for the UGM and integrated in the RPR Strategy and Program
3. Selected pilot areas in project four theme lines: urban sprawl areas; allotments/garden villages; degraded, vacant or partly used industrial and declining resort areas and objects and initiated their planning for transformation
4. Carried out RMA local municipality inquiry. Local municipalities identified their prior problem areas for transformation in projects four theme lines: urban sprawl areas; allotments/garden villages; degraded, vacant or partly vacant industrial and declining resort areas and objects
5. Improved cooperation outlining joint platform for further activities and elaboration of UGM Strategy for RMA

PARTNER: Riga Planning Region

TITLE OF LAP: Urban transformation action plan of Riga Metropolitan areas

GENERAL GOAL: To enhance cooperation, developing joint platform and understanding of common UGM necessity for RMA, and initiate planning and transformation of pilot areas in a participatory way

OBJECTIVE 1: Policies and tools for urban growth management (UGM)

- Action 1.1:** Improved knowledge of policies and tools for UGM and awareness of urban growth problems in RMA (A)
- Action 1.2:** Recommendations for spatial planning, urban policies and UMG future actions integrated into RPR Program (A)
- Action 1.3:** Design and improvement of data base systems for UGM and urban growth monitoring (P)
- Action 1.4:** Design of integrated UGM strategy for RMA (F)

OBJECTIVE 2: Design phase - initiatives for urban transformations in project priority/pilot areas

- Action 2.1:** Selection of regional level priority/pilot areas and inducement to develop concepts, spatial strategies and LAPs (A)
- Action 2.2:** Development of development concepts, spatial strategies and LAPs for project pilot areas (F)
- Action 2.3:** Supporting Local municipalities to continue working on project pilot areas in participatory way (P)

OBJECTIVE 3: Improved urban planning and urban growth coordination

- Action 3.1:** Improved accordance of regional and local level planning (P)
- Action 3.2:** Acquired new knowledge of sustainable urban development and UGM, and transfer to local municipalities, public sector, urban and spatial planners (P)
- Action 3.3:** Improved communication tools for better understanding the urban growth problems and possible sustainable solutions (P)

LAP ACTIONS LIST TABLES

PARTNER: Riga Planning Region

TITLE OF THE LAP: **Urban transformation action plan of Riga Metropolitan area**

OBJECTIVE 1: Policies and tools for urban growth management (UGM)

ACTION 1.1: Improved knowledge of policies and tools for UGM and awareness of urban growth problems in RMA (A)

Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Outputs and corresponding Result Indicators	Resources
<p>Development of UGM and sustainable urban development knowledge base for ULSSG members, further transfer to local municipalities, including information of:</p> <ul style="list-style-type: none"> – International and local experience – ULSSG partner municipalities place based examples of problem opportunity areas 	<p>RPR</p> <p>ULSSG partner municipalities – Rīga, Jūrmala, Ogre, Tukums, Limbaži, Sigulda, Olaine, Ķekava</p>	Project budget	N/A	<p>Expected output:</p> <ul style="list-style-type: none"> - Improved and transferred knowledge about UGM from the USEAct project, partner seminars and bilateral meetings - Exchange of knowledge between ULSSG members - Gained experience in 4 project themes - main urban growth problems in RMA <p>Result indicators:</p> <ul style="list-style-type: none"> - Awareness of urban growth problems, scale and specific local characteristics - At least 4 thematic meetings covering all 4 project themes - Reports/presentations from project meetings 	<p>1-Financing secured Project budget For thematic meetings in municipalities - Ogre, Jūrmala, Ķekava, Olaine, - municipality support</p> <p>2-Funding and programmes that partners can apply for</p>
Phase	Already carried out				

Timetable	May 2013 – Jan 2015				
ACTION 1.2: : Recommendations of UGM policies and future actions integrated into RPR Program (A)					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
Prepared and integrated proposals and recommendations for UGM into RPR Strategy and Program. Proposals includes policies, recommendations and actions for Riga Metropolitan Area UGM	RPR	Project budget	Regional Development Law Spatial Planning law Sustainable Development Strategy of Latvia 2030	Expected Outputs - UGM policies, recommendation and and future actions for UGM integrated into the RPR Strategy and Program - Improved RPR Strategy and Program Result indicators: - Approved Strategy and Program and started implementation	1-Financing secured Project budget 2-Funding and programmes that partners can apply for No extra funding needed
Phase	Already carried out				
Timetable	Apr 2014- Sept 2014				
ACTION 1.3. Design and improvement of data base systems for UGM and urban growth monitoring (P)					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
RMA – improved existing RPR data base system and periodical urban growth monitoring, including information in thematic lines - about urban sprawl, allotments/garden villages, transformable industrial and resort areas	RPR RMA local municipalities	At regional level – ~20000 Euro – first year At local level - to be defined by each municipality	Regional Development Law The Law on Local Governments	Expected outputs -On regional level elaborated RMA data base system for UGM monitoring including regional priority areas/objects for transformation in 4 projects themes - At local level- elaborated	1-Financing secured - 2-Funding and programmes that partners can apply for RPR budget Local municipality budgets

Local level - urban sprawl, allotments/garden villages, vacant/ transformable industrial and resort area land take and objects survey, elaboration of data base systems and monitoring				data base systems of land take, degraded, vacant, transformable areas and monitoring of transformation processes Result indicators: - Periodically updated and easy accessible information about RMA UGM processes and priority problem/opportunity areas for transformation on local and regional level	
Phase	In progress				
Timetable	2014-2020				
ACTION 1.4. Design of integrated UGM strategy for RMA (F)					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
RMA UGM Strategy Elaboration of Integrated UGM Strategy for RMA in partnership, activity includes preparatory activities and political agreement between national, regional and local level to work on RMA urban growth management issues elaborating UGM strategy	Ministry of Environmental Protection and Regional Development RPR RMA local municipalities	Indic. 120 000 Euro	Regional Development Law Spatial Planning law The Law on Local Governments Sustainable Development Strategy of Latvia 2030 RPR Strategy and Development Program Strategies, Development Programs and Land-use plans of RMA local municipalities	Expected Outputs: Integrated UGM Strategy for RMA incl. - UMG policies and guidelines for spatial planning at local level - Recommendations of urban growth policies and actions for national level Result indicator: -First - adopted political agreement to start UGM strategy design process - Elaborated and adopted Integrated UGM Strategy	1-Financing secured 2-Funding and programmes that partners can apply for RPR budget Norwegian Financial Mechanism State support

				for RMA	
Phase	In progress				
Timetable	Apr 2014-2020				
OBJECTIVE 2: Design phase - initiatives for urban transformations in project priority/pilot areas					
ACTION 2.1: Selection of regional level project/pilot areas and inducement to develop concepts, spatial strategies and LAPs (A)					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
Selection of regional level pilot areas for transformation and planning. Selection of regional level pilot areas for projects 4 theme lines and initiation of local municipalities to start planning in a participatory way: develop concepts, spatial strategies and LAPs for project pilot areas according the situation in each case	RPR ULSG RMA local municipalities: Ķekava municipality Olaine municipality Ogre municipality Jūrmala municipality	Project budget	Sustainable Development Strategy of Latvia 2030 RPR Strategy and Program Local municipalities Strategies, Programs and Land-use plans	Expected Outputs: -Agreement for further work on selected pilot areas -Baseline studies for selected pilot areas Result indicators: - Municipalities commitment to continue work on development of pilot area development: concepts, strategies or LAPs - Baseline studies	1-Financing secured Project budget 2-Funding and programmes that partners can apply for Municipality budgets URBAct III
Phase	In progress				
Timetable	Apr 2014 - ...				
ACTION 2.2: Development of development concepts, spatial strategies and LAPs for project pilot areas (F)					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources

Development of concepts, spatial strategies and LAPs in 4 project theme lines by local municipalities in partnership with the RPR: -Urban sprawl – Ķekava municipality; -Allotments/garden villages – Ķekava and Olaine municipalities; -LAP for industrial area –Ogre municipality; -Resort area “Ķēmeri” – Jūrmala municipality	RPR RMA local municipalities: Ķekava municipality Olaine municipality Ogre municipality Jūrmala city	To be defined by each municipality after baseline studies	Regional Development Law Spatial Planning Law The Law on Local Governments Sustainable Development Strategy of Latvia 2030 RPR Strategy and Program Local municipalities Strategies, Programs and Land-use plans	Expected output: -Development concepts, spatial strategies, LAPs Result indicators: - Adopted concepts, spatial strategies - Approved LAPs by local USLG - Completed municipality guided transformation process of project pilot area	1-Financing secured (Potential funding already allocated) - 2-Funding and programmes that partners can apply for Municipality budgets URBACT III INTERREG V Resources’ from Community led local development initiatives
Phase	In progress				
Timetable	Jan 2014- ...				
ACTION 2.3: Supporting Local municipalities to continue working on project pilot areas in participatory way (P)					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
Support by RPR local municipality planning process - development of concepts, strategies and LAPs for project pilot areas. Advices for establishment of USLG, participatory process, development of LAPs and action implementation, possible funds for implementation, etc.	RPR	RPR budget 20 000 Euro	Regional Development Law Spatial Planning law The Law on Local Governments Sustainable Development Strategy of Latvia 2030 RPR Strategy and Program Local municipalities Strategies, Programs and Land-use plans	Expected Output: - By RPR supported elaboration of development concepts, spatial strategies, LAPs - development process via strong involvement of stakeholders (participatory process) Result indicator: - Participatory processes developing – planning and action implementation	1-Financing secured RPR budget 2-Funding and programmes that partners can apply for RPR budget Municipality budgets URBACT III INTERREG V Resources from Community led local development initiatives
Phase	In progress				

Timetable	Jan 2014 -2020				
OBJECTIVE 3: Improved urban planning and urban growth coordination (P)					
ACTION 3.1.: Improved accordance of regional and local level planning (P)					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
Facilitating and guiding local level planning to reach good accordance with RPR Strategy and Program - evaluating, consulting and advising Based on USLG team established joint RMA UGM cooperation platform and platforms permanent work	RPR RMA local municipalities	RPR Budget 19 200 Euro	Regional Development Law Spatial Planning law The Law on Local Governments Sustainable Development Strategy of Latvia 2030 RPR Strategy and Program Local municipalities Strategies, Programs and Land-use plans	Expected Outputs: - Improved local and regional planning document and their implementation accordance - UMG policies, principles, etc. and solutions integrated/included in the local municipalities plans - Joint RMA UGM cooperation platform Result indicator: -Revised and improved local planning documents -Urban growth management in RMA based on cooperation	1-Financing secured (Potential funding already allocated) 2-Funding and programmes that partners can apply for RPR budget RMA local municipality budgets
Phase	In progress				
Timetable	2014 -2020				
ACTION 3.2: Acquired new knowledge of sustainable urban development and UGM, and transfer to local municipalities, public sector, urban and spatial planners (P)					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources

Seminars, open participatory conferences, training workshops, a public participation school, etc. Regular information dissemination about URBACT, USEAct project results and further activities in the field of UGM, sustainable and smart development, area regeneration. Elaboration of project proposals	RPR	Project budget To be defined during the ongoing process (in close connection with RPR and municipality budgeting each year)	Regional Development Law Spatial Planning law The Law on Local Governments Sustainable Development Strategy of Latvia 2030 RPR Strategy and Program Local municipalities Strategies, Programs and Land-use plans	Expected output: -Acquired knowledge and awareness of urban policies and UGM and tools Result indicator: -Seminars, conferences, training workshops - Improved knowledge and awareness - New projects connected to urban issues, sustainable and smart development, regeneration and UGM	1-Financing secured Project budget RPR budget 2-Funding and programmes that partners can apply for INTERREG V URBACT III
Phase	In progress				
Timetable	2014 -2020				
ACTION 3.3: Improved communication tools for better understanding the urban growth problems and possible sustainable solutions (P)					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
New communication tools - social web forums, communication platform for discussing policy objectives, exchanging best practices and conducting pilot projects	RPR RMA local municipalities	RPR budget	N/A	Expected output: - Social web forums for supported decision making process in planning - Communication platform Result indicators: - Social web forums - Information exchange through communication platform in internet	1-Financing secured (Potential funding already allocated) RPR budget 2-Funding and programmes that partners can apply for
Phase	In progress				
Timetable	2014-2020				

SECTION #3 LAP Impact Assessment

FUNDING

LAP contains actions which are carried out during the project and actions which will be carried out afterwards. The actions implemented during the project were mainly funded by the project budget. Several actions are foreseen for further direct implementation by the RPR administration (for example actions under Objective 3) and some to be implemented by RMA local municipalities, financed by their budgets.

For the most challenging action - *Design of Integrated UGM strategy for RMA* – as a potential funding source is planned combination of Norwegian Financial Mechanism and the state support. Budgets of RPR administration and RMA local municipalities can be as an additional support, also sponsors/developers/other stakeholders' financial support will be highly appreciated.

For Objective 2 actions – elaboration of development concepts, spatial strategies and local LAPs (developed by local municipalities in partnership with the RPR) – variety of financial sources can be allocated: RPR and municipality budgets; possible new URBACT III, INTERREG V and other project financial support, etc. It should be mentioned, that this LAP mostly serves as an “umbrella” for preparation of further regeneration, renewal, transformation activities - at first planning stage and after that implementation activities looking for ERDF, CLLD initiative resources, etc.

STRATEGIC SWOT ANALYSIS OF THE LAP INITIATIVE

Strengths

Started improving metropolitan area day to day practical cooperation (Riga City - Sigulda, Riga City - Olaine, etc. municipalities)
Established Cooperation Committee between Riga City and its surrounding municipalities
Some successful cases of Public-Private Partnerships in area regeneration
In some neighborhoods actions of local NGO`s – community building activities (in Riga City)
High reserves of land and empty spaces available in existing built-up areas

Opportunities

Awareness of EU urban policies and agendas concerning sustainable urban development
Transfer of existing international experience of redevelopment
Transfer of knowledge from successful cases of Public-Private Partnerships
Creative industries as a starting point for urban transformations
Participation in EU projects dealing with sustainable urban development issues and UGM

Weaknesses

Weak knowledge of sustainable urban development and UGM in RMA by public sector, including urban and spatial planners
Different – opposite interests of RMA municipalities concerning new residential and business development (municipalities competing between themselves for new development)
Difficulties of implementation of existing RPR Spatial plan and it`s land use guidelines at local level
High number of areas in need of urban transformation, only few municipalities have started to work on area regeneration
Cost of infrastructure for new inhabitants are higher than benefit (taxes) to local municipality
Weak cooperation and information exchange between RMA municipalities

Threats

No existing urban policy on state level for UGM
After economic crisis continuation of free market - investors demand - driven development: consumption of new areas/greenfield`s VS re-use of existing built areas/ brownfields
EU funds programming 2014-2020 followed top down sectorial development approach, what in a lot of cases ends with lack of financial support to municipalities real priorities
Mentality of the population – problems to involve in participatory process

LAP RISK ASSESSMENT

IDENTIFY HAZARDS AND SUBSEQUENT RISKS	RISK LEVEL	LIKELIHOOD	CONSEQUENCE	STEPS TO MITIGATE PROBABILITY AND IMPACT
Risks for project first phase – development process of LAP and actions completed during USEAct project				
<i>Operational:</i> goal setting and achievement	Medium	Unlikely to occur but could happen	Insignificant	Development of achievable objective
<i>Operational:</i> Competiveness between municipalities	Medium	Possible and likely to occur at some time	Moderate	Promotion of understanding of RMA UGM necessity, possible problems continuing negative competition, work on cooperation platform development
<i>Operational:</i> different specializations of municipalities – stronger interest in one or another project theme line	Medium	Possible and likely to occur at some time	Moderate	
<i>Operational:</i> Formal work of ULSG - ULSG partners becomes disengaged	Medium	Possible and likely to occur at some time	Minor	Regular dissemination of information Regular ULSG meetings Strong communication and feedbacks
<i>Operational:</i> Projects inputs and outputs are low quality	High	Unlikely to occur but could happen	Major	
Risks for project first phase – development process of LAP and actions completed during USEAct project				
<i>Legal:</i> Planning and EU fund Legal & regulatory changes	High	Unlikely to occur but could happen	Major	Flexibility of project, application and combination of several funds
<i>Financial:</i> Problems to find potential funding for project pilot areas	High	Possible and likely to occur at some time		Regular information update of EU funds Search for now possible funds, participation in URBACT III
<i>Staffing:</i> Lack of political support and interest - other priorities of local municipalities political leaders, lack of municipalities employees to work with project pilot areas, executive	High	Possible and likely to occur at some time	Minor	Strong engagement of ULSG members Development of cooperation platform Determination of further actions, nomination of responsible person/authority, Provide supervision and specific training

fails to continue work on project				
<i>Staffing:</i> Lack of knowledge of participatory process		Possible and likely to occur at some time	Moderate	Information dissemination after the USEAct project, participation in URBACT III

LAP TARGET/BENEFICIARIES

SUBJECTS/CATEGORIES AFFECTED BY THE LAP	IMPACT ON THE SUBJECT	EXPECTED IMPACT FIGURES AND INDICATORS
Primary beneficiaries - Project ULSG partner Municipalities		
RMA	<u>Promotion of RMA competitiveness using/transforming existing built-up areas</u> Economical: local and regional economic development. Strengthened cooperation between municipalities and meaning/power of RMA. On cooperation based UGM guidance. Social: cooperation in development and promotion of social infrastructure Environmental: development concentrated on built-up areas, more compact built-up areas	Cooperation projects involving stakeholders. New investment projects in existing built-up areas. EU fund attraction via cooperation projects between municipalities (through promoting RMA UGM, promote each municipalities potential and competitiveness), lower built-up land growth rates, population growth
Project ULSG partner municipalities	<u>Positive impulse to work on problem/opportunity areas pointed out in survey, knowhow and examples of necessity of cooperation between stakeholders</u> Economical: local economic development Environmental: development concentrated on built-up areas, more compact built-up areas	Cooperation projects involving stakeholders, guided UGM
Municipality of Çekava (project pilot areas of urban sprawl and allotment/garden village)	<u>Transformation process of garden village area and urban sprawl area</u> Social: development and promotion of social infrastructure Economical: development and promotion of local centres	Lower built-up land growth rates, population growth. Provision with kindergarten schools, medical facilities. Accessibility rate. Higher employment rate, new local shop.
Municipality of Olaine (project pilot	<u>Transformation process of garden village area</u>	Lower built-up land growth rates, population

area of allotment/ garden village)	Social: development and promotion of social infrastructure	growth. Provision with kindergarten schools, medical facilities. Accessibility rate.
Municipality of Ogre (project pilot area of vacant/ partly vacant industrial area)	<u>Transformation process of Ogre knitwear factory</u> Economical: local and regional economic development. Strengthened cooperation with stakeholders.	New investment projects in existing built-up areas, lower built-up land growth rates, population growth
City of Jūrmala project pilot area of resort area)	<u>Regeneration process of Ķemeri neighborhood resort area</u> Economical: local economic development. Strengthened cooperation with stakeholders. Social: development and promotion of social infrastructure	New investment projects in existing built-up areas, population growth
Secondary		
Other municipalities of RMA	<u>Positive impulse to work on problem/opportunity areas pointed out in survey</u>	Cooperation projects involving stakeholders, transformation processes of <u>problem/opportunity areas</u>
RMA inhabitants	<u>Base for cooperation platform between municipality and stakeholders</u> Economical: local economic development, wider range of job opportunities Social: existing and available social infrastructure Environmental: Quality Living in a Higher-Density Environment	Higher employment rate, new local shops. Provision with kindergarten schools, medical facilities. Accessibility rate.
Investors/economical actors	<u>Municipalities willingness to cooperate and understanding of cooperation necessity with stakeholders</u> Economical: improved cooperation environment between municipalities (also region) with economical actors. Predictable and clear further regional development priorities.	Support from and cooperation with municipalities. Number of cooperation project dealing with municipality's priority problem/opportunity areas.
Other planning regions of Latvia	<u>Information about groups and detailed information of problem/opportunity areas in region, transformation processes in existing urban areas – lower land consumption rates for build –up areas</u>	Development of UGM strategies Transformations of regional problem/opportunity area in cooperation with stakeholders.

	Positive incentive to work with UGM. Transformation processes of planning regions problem/opportunity areas.	
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INNOVATION

USEAct project raised understanding of needed changes – closer cooperation between Riga City and surrounding municipalities instead of ongoing competition for inhabitants and business development. During the project, understanding of UGM was promoted and discussion about urban sprawl as a common problem was started also in these municipalities where low-density residential development is occurring. As a very important success of the project is the recognition of connection between development processes in the main city and land take rate in metropolitan area – regeneration and redevelopment in the core city are main activities for diminishing the urban sprawl in suburbs. Local municipalities improved their knowledge about joint planning in partnership and now are more ready together with other stakeholders to use it as a tool to promotion UGM and competitiveness of metropolitan area.

During the project for the first time, USLG municipalities pointed out five regional level pilot areas for redevelopment/transformation in four thematic target lines: urban sprawl, garden villages, degraded industrial and declining resorts, jointly discussed their problem issues and agreed for next activities. In addition, sixteen RMA municipalities participated in a survey, pointing out 1-3 priorities of their problem areas for further transformations. Thanks to USEAct project USLG municipalities recognized their role in intervention project coordination in close partnership between stakeholders.

SECTION #4 Stakeholders, partnerships, participation

MAIN STAKEHOLDERS

RIGA PLANNING REGION



Riga Planning Region (RPR) is situated in the central part of Latvia, and its center is Riga City - the capital of Latvia - multinational, dynamic city, however, such picturesque smaller towns as Limbaži, Tukums and Ogre, and tourism and resort cities of Jūrmala and Sigulda, as well as industrially untouched countryside are also very important.

In accordance with the Law on Regional Development RPR is a derived public entity /state institution. The decision-making authority of planning region is the RPR Development Council (RPRDC) appointed at the meeting of all the heads of all RPR local municipalities from the municipal deputies. RPR functions are determined by the Law on Regional Development.

RPR – USEAct projects coordinator in Latvia, key stakeholder of local USLG and main partner of the LAP design. RPR has interest for transfer of knowledge, new planning framework and urban planning tools to foster re-use of existing urban areas (degraded, vacant industrial, declining resort areas) as well as to transform urban sprawl and allotments/garden village areas. Representatives of RPR have participated at USEAct seminars abroad, giving presentations, and organized seminar in Rīga. Have organized and taken part in all USEAct local USLG meetings and have initiated discussions.

RIGA CITY



Riga, the capital of Latvia was founded in 1201. The territory of Riga - 303.996 km² and the total number of inhabitants - 695 539 people, population density - 2117 people per km² (02.07.2013). Population in the last five years has decreased, for example, in the period 2012-2013 by 756 inhabitants. Rīga City is a member of Pierīgas Municipal Corporation Commission.

The City Development Department is the leading Rīga municipality institution in the field of the development and territory planning. The Department as an independent legal entity is subordinate to the Chair of Riga City Council. Mission of the Department is to ensure a balanced development of the City of Riga in accordance with the interests of its residents and companies.

The City of Rīga - primary stakeholder of local USLG and partner of the LAP design, has interest for transfer of knowledge and urban planning tools to foster revitalization, regeneration of existing urban areas as well as to improve cooperation with the City of Rīga surrounding municipalities, to start joint UGM and planning. Representatives of the City of Rīga have participated at various USEAct project seminars abroad and in Latvia, at Rīga seminar, have given presentations there and have taken part in the URBACT Summer School as well and they have participated in almost all USLG meetings, have given presentations and have actively participated at group meeting discussions. During the project City of Rīga representatives have prepared case study, have exchanged their experience about recent projects in the area of regeneration, given information about their databases and sustainable development monitoring and latest activities for different city area revitalization.

OGRE MUNICIPALITY

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Ogre municipality is municipality in Vidzeme, the central part of Latvia. The municipality was formed in 2009 and consists of Ogre town and 9 civil parishes: Ogresgals, Krape, Ķeipene, Laubere, Madliena, Mazozoli, Meņģele, Suntaži and Taurupe. The territory of the Ogre municipality covers 993.4 km² and total population -is 38 741 inhabitants. The administrative centre of the municipality is Ogre Town.

Ogre municipality is one of the key members of the ULSG and partner of the LAP design. For Ogre municipality the main interest is in urban transformation of industrial areas, especially of partly vacant previous Ogre Knitwear factory. Representatives of Ogre municipality have produced case study and on their own initiative have developed LAP project for previous Ogre Knitwear factory. They have participated at USEAct seminars abroad, giving presentations there, and in Rīga seminar as well and have taken part in almost all USEAct partner meetings and discussions. They were co-organizers of USLG meeting and organizers of site visit to previous Ogre Knitwear factory, gave presentation about development problems of previous Ogre knitwear factory.

JŪRMALA CITY



Jūrmala is the city by the Gulf of Riga stretching along 26 km of coastline with modern relaxation and resort facilities. It is the largest resort area in the Baltic as well as a popular location for international conferences and meetings. The city is known by its wooden architecture, cottage-style buildings and resort centres. The territory of Jūrmala City is 100 km². Population in the last 5 years has increased, for example, in period 2012-2013 with new 1145 inhabitants – which is the biggest population growth in the RPR. Member of Pierīgas municipal corporation commission. One of the founders and members of Latvian Association of Resorts.

Jūrmala municipality is a primary stakeholder, member of the ULSG and partner of the LAP design. City of Jūrmala is interested in possible urban transformations of resort area of Ķemeri neighbourhood. As LAP pilot project area has been selected hotel “Līva” area in Ķemeri. Jūrmala representatives have participated at USLG meetings, were co-organizers of USLG meeting in Jūrmala, prepared presentation about Ķemeri

resort problems and development opportunities.

SIGULDAS COUNTY



Representative:
Inga Zālīte, Specialist, Property, Construction and Investment Department

Siguldas municipality was established merging Sigulda town, Siguldas and Mores parishes, later on Allaži parish joined. The territory of municipality covers 360 km² and total population of the municipality is 18 197 (12.31.2013). Population in the last 5 years has increased, for example, in period 2011-2013 with new 396 inhabitants. Member of Pierīgas municipal corporation commission. Members of Latvian Association of resorts.

Sigulda municipality is primary stakeholder, member of the USLG and partner of the LAP design. It shares an interest in possible urban transformations of Siguldas castle complex, which was also one of RPR case studies areas in USEAct project. The work on development of Sigulda castle complex strategy has already begun. Representatives have participated at USLG meetings and seminars.

KEĶAVAS MUNICIPALITY



Representative:
Iveta Zālīte, Spatial Planner

Ķekava municipality - founded in 2009, combining three district municipalities of Rīga – Baloži town, civil parish Daugmale and Ķekava. The territory of Ķekava municipality is 207.54 km², number of inhabitants 22412. One of the RPR municipalities highly affected by urban sprawl - population in the last 5 years has increased, for example, in the period 2012-2013 with new 194 inhabitants. Member of Pierīgas Municipal Corporation Commission.

Ķekavas municipality is a primary stakeholder and partner of the LAP design. Mainly interested in urban sprawl area “meadow villages” and allotment/garden village urban transformation possibilities to complete communities. The representatives from Ķekava municipality have participated in USEAct Rīga seminar and have taken part in the projects second part USLG meetings and discussions, project partner since June 2014. Co-organizer of USLG thematic meeting and site visit (urban sprawl area – example of Ķipšstūris) in Ķekava. For the thematic USLG meeting, presentation about urban sprawl problems in Ķekavas municipality was prepared.

OLAINE MUNICIPALITY



Representative: Ilze Neimane, Head of Development Department

Olaine municipality was founded in 2009, combining two previous municipalities – Olaine town and civil parish Olaine. The territory of Olaine municipality is 289.52 km², number of inhabitants 20 60 (2013).

Olaine municipality is a stakeholder and partner of the LAP design. Mainly interested in allotments/garden village transformation possibilities. The representatives from Olaine municipality have participated at USLG meetings and discussions. They were co-organizers of USLG meeting in Olaine municipality, prepared presentation about allotments/garden village transformation problems to permanent residential areas in their municipality and their representatives, including the Council Chair, participated in hot discussions.

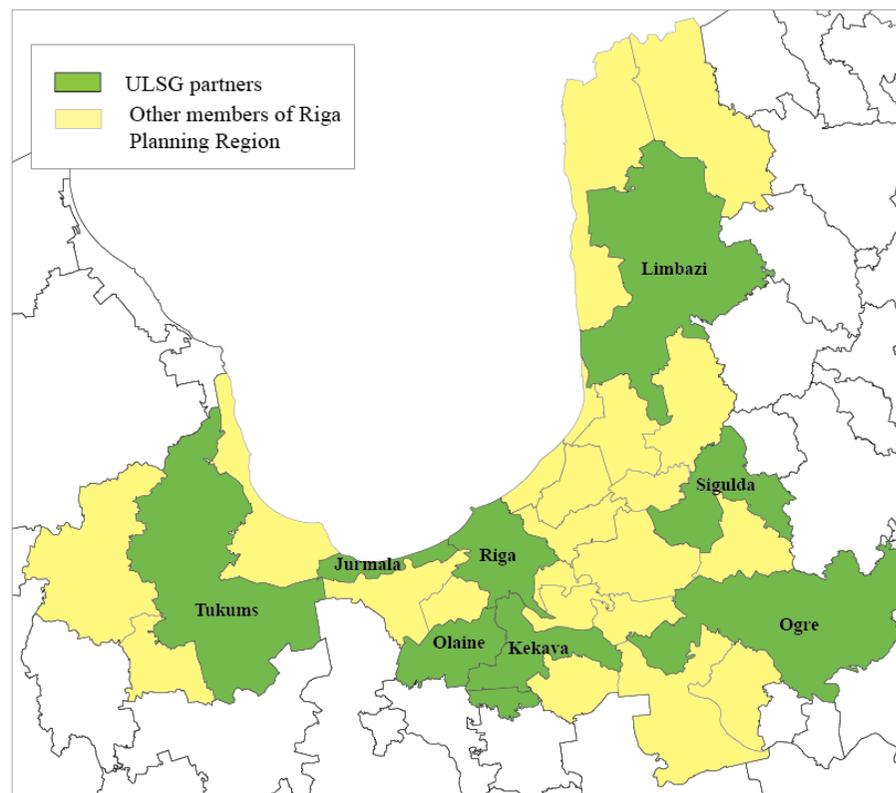
ULSG MAP

After invitation seven RPR local municipalities: Riga and Jurmala Cities, Limbaži, Tukums, Ogre, Sigulda and Olaine novads were interested to join USEAct project and start to work on urban transformation issues. Due to thematic issues included in baseline study and raised during ULSG meetings, necessity to invite one more municipality occurred. In summer 2014 the municipality of Ķekava joined ULSG and area of Ģipstūris became one of project pilot areas.

So ULSG core consists of RPR as a project coordinator and initiator of actions, 2 city municipalities – Rīga and Jūrmala and 6 novads municipalities: Ogre, Sigulda, Tukums, Ķekava, Limbaži, Olaine and two city municipalities – Rīga and Jūrmala - working engines of the project.

Looking at ULSG working process, ULSG structure can be divided into two types: ULSG core and local stakeholders who took part in local events and were a source of information and knowledge. As four ULSG local stakeholder groups can be mentioned those in Ogre, Jūrmala, Olaine, Ķekava municipalities.

If we look on ULSG spatial structure, four of ULSG partners are members of Pierīga Cooperation Committee (Rīga and Jūrmala, Ķekava and Olaine municipalities).



Picture Nr. 2: *USEAct project ULSG partner municipalities: City of Rīga and Jūrmala, municipalities of Limbaži, Ogre, Sigulda, Ķekava, Olaine, Tukums.*

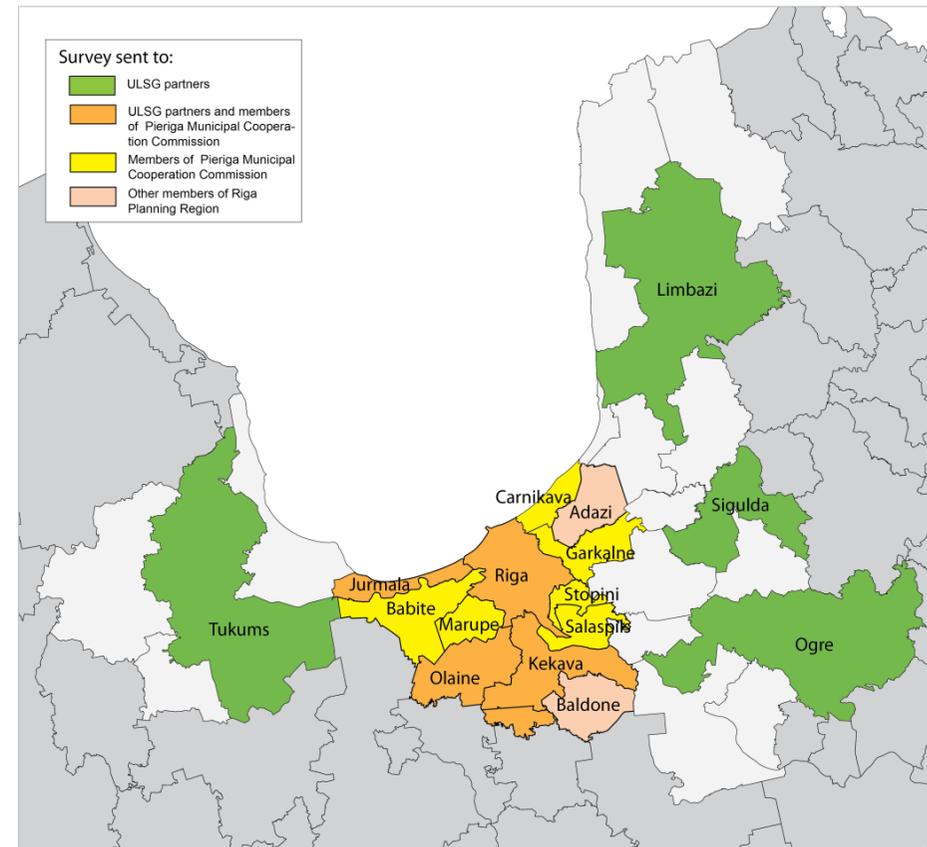
Author: Gunta Lukstiņa

THE PARTICIPATION PROCESS: LAP AS CO-PRODUCTION EXERCISE

In LAP co-production, such working methods were used: development of USLG and regular meetings of partners (partners presentations, exchange of information and discussion, knowledge transfer for local partners from the seminars abroad, experts participation), bilateral meetings and others, site visits, inquiry, e-mail communication.

Development of USLG was based on volunteering and municipalities interest in the project and its four themes: urban sprawl and allotments/garden village area development; degraded, vacant industrial and declining resorts area and objects transformations. As a scope of LAP was wide and specific, additionally to municipality representatives – participants at USLG core meetings, local stakeholders to thematic meetings held in municipalities and connected with site visits in project pilot areas participated, in some way creating smaller local USLG groups.

The USLG held more than 10 meetings – at first USLG meetings in Rīga with presentations and discussions on LAP themes involving the core of USLG; secondly USLG meetings in USLG member municipalities (Ogre, Jūrmala, Ķekava, Olaine) and site visits to project pilot areas followed by presentations and wider discussions involving also local stakeholders. Not to forget bilateral meetings, communication between project partners and project expert.



Picture Nr. 3: *The participants of inquiry.* Author: Gunta Lukstiņa

Inquiry:

During elaboration of LAP inquiry of three priorities of the municipality for redevelopment, transformation in four project theme lines was created. Survey was sent out to 16 RMA municipalities – project partners and Pierīga municipalities (please see picture Nr. 3)

Aim of the inquiry was to inform about the USEAct project philosophy and to get municipality's priorities for transformation on four projects themes. Gathered information is as a baseline of situation and can be used as one of the basic information sources for improvement of the RPR database.

Dissemination events:

The main dissemination event – closing conference of the project took place in Riga on April 8 and April 29. At this conference a wider audience – representatives from the other RPR municipalities and participants from the RPR administration participated. During the conference and its workshop, discussions continued about Rīga and Pierīga municipality joint problems and possible cooperation issues and next activities for UMG cooperation platform was adopted.

For the dissemination of USEAct project RPR Action Plan an informational materials were prepared. For their wider dissemination, five posters were designed covering basic informing about USEAct project, its international partners, RPR Action Plan and all four thematic lines and pointing out future actions for project pilot areas. During the conference posters formed small exhibition.

Results of the USEAct project will also be disseminated during the URBACT project „CSI Europe” - City Sustainable Investment in Europe - other URBACT II project of the RPR – closing conference on April 28.

It also should be mentioned, that project expert G.Lukstiņa in partnership with her colleges I.Zālīte and S.Plēpe gave presentation “Urban structure development of Riga City: Policies, conceptions and reality” informing about USEAct project results looking from the Riga City perspective at the University of Latvia 73th Scientific Conference on February 6, 2015.

SECTION #5 Looking forward...

LESSON LEARNT

Obstacles

Weak knowledge about URBACT/USEAct approach – elaboration of LAP by different stakeholders - at the beginning of the project.

Low resources of appropriate specialists in local municipalities combined with the problem to explain necessity of participation in the USEAct project for elaboration of LAP to higher-level administration what ends as a problem to find time for USLG meetings versus everyday work.

Bottlenecks factors

Lack of interest to participate at USLG meeting for elaboration of the LAP if the problem discussed is not "actual" to the partner.

Insufficient information transfer after the USEAct seminars to project partners.

Success factors

Thematic field trips to project pilot areas - experience of the situation, problems real scale, discussion of specific local factors on the place, USLG meetings joining by other local stakeholders, presentations by local municipality specialists producing more concrete action proposals for integration in the LAP.

Local authority's representatives wish to share their experience and gain new - common problem as a reason to participate more actively, join USLG meetings.

Invitation and presence of hosting local government's leaders – Chair of the County Council, Executive Director, Head of Development Department – at thematic USLG meetings and involvement in discussions.

WHAT ABOUT AFTER USEACT/URBACT?

Action plan structure has two time lines: actions started and carried out during the project; actions carried out after the project. Some main future actions - UGM strategy elaboration, improvement of regions database etc. - are already included in the RPR Strategy and Program. It is foreseen that RPR Development Council will adopt these planning documents in late spring 2015. There included actions will have political approval. Based on that work on UGM issues and UGM strategy for RMA on regional level in collaboration with RMA local authorities should continue.

Fulfilment of other LAP actions is not legally binding, but highly desirable:

- Work will continue on the development and strengthening existing USEAct project based cooperation platform between local authorities-projects partners, and new, if needed, partners accepted.
- As the foreruns for pilot areas have been made, municipalities will continue to work on elaboration appropriate development concepts, spatial strategies and local action plans for pilot areas and will support transformation activities.

As a knowledge an understanding of need, aim and benefit of Action plan and establishment of ULSG is still not enough clear to all local partners and further experience and exchange of knowledge is needed, the potential of existing USEAct ULSG should be used, and further participation in URBACT III is highly desirable.

WHICH RECOMMENDATIONS FOR URBACT III?

The success of the project in most cases depends of its starting phase, so it could be good that all partners are participating in the project from the beginning and that the main local stakeholders are participating to elaborate the baseline study.

For those partners who are involved in the URBACT project for the first time some introduction seminar of the URBACT and URBACT approach - elaboration of LAP by different stakeholders giving an overview about the new planning and partnership approaches is necessary at the partners place involving local USLG stakeholders - should be made.

In case of Latvian, in preparation of project proposals for URBACT III, one concrete thematic issue should to be selected.

ANNEX 2: MAIN ACTIONS IN DETAIL

RIGA PLANNING REGION TITLE OF THE LAP: Urban transformation action plan of Riga Metropolitan area GENERAL GOAL: To enhance cooperation developing joint platform and understanding of common UGM necessity for Riga Metropolitan Area, and initiate planning and transformation processes of pilot areas in a participatory way	
OBJECTIVE 1 Policies and tools for urban growth management (UGM)	
ACTION 1.1.: Improved knowledge of policies and tools for UGM and awareness of urban growth problems in RMA (A)	
<p>Actors/responsible: RPR ULSG partner municipalities – Rīga, Jūrmala, Ogre, Tukums, Sigulda, Limbaži, Olaine, Ķekava</p> <p>Targets/Beneficiaries: Different representatives, including politicians and municipalities manager, local stakeholders</p> <p>Estimated costs: Project budget</p> <p>Allocated funds: Project budget For thematic meetings in municipalities and site visits – additional financial resources from Ogre, Jūrmala, Ķekava and</p>	<p>Description: ULSG meetings and discussions of regeneration, revitalization, renewal, transformation issues and UGM problems in RMA and suggestions for LAP further actions, knowledge transfer of urban and UGM policies and tools and exchange of information about local urban growth problems covering all project thematic lines: urban sprawl area issues, allotments/garden villages turning into residential areas, degraded, vacant/partly vacant industrial and declining resort areas and objects :</p> <ul style="list-style-type: none"> – USLG meetings covering all issues, and USLG thematic meetings and site visits to pilot areas covering special thematic lines: urban sprawl area issues, allotments/garden villages turning into residential areas, degraded, vacant/partly vacant industrial and declining resort areas and objects. Areas of site visits: previous Ogre Knitwear factory, urban sprawl area in Ķekava municipality, Ģipštūris area. Thematic meeting host municipalities: Ogre, Jūrmala, Ķekava, and Olaine). – Inquiry and consultations with RMA sixteen municipalities – fixing, analysing and mapping the priority problem/opportunity areas/sites and objects for transformation in four projects themes lines (total number 104). <p>Concrete expected results/outputs/results</p> <ul style="list-style-type: none"> – Improved knowledge – Transferred knowledge from the USEAct project, partner seminars and bilateral meetings to USLG partners and local municipalities – Exchange of knowledge between the USLG members – Gained experience in four project themes - main urban growth problems in RMA – Concrete information from four thematic meetings and site visits addressed to four project themes

<p>Olaine municipalities</p> <p>Potential funds: -</p> <p>Funding and programmes that actors can apply for: -</p> <p>Timetable: May 2013 – April 2015</p>	<p>General Impact and indicators: Result indicators:</p> <ul style="list-style-type: none"> - Awareness of urban growth problems, scale and specific local characteristics - Four thematic meetings covering all four project themes - Reports/presentations from project meetings - Improved capacity to work with RPR UGM – development of RMA UGM strategy - Improved capacity to work with UGM at local level – UGM principles to be included in local planning documents <p>Governance and Legal/official planning framework: N/A</p>
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<p>RIGA PLANNING REGION</p> <p>TITLE OF THE LAP: Urban transformation action plan of Riga Metropolitan area</p> <p>GENERAL GOAL: To enhance cooperation developing joint platform and understanding of common UGM necessity for Riga Metropolitan Area, and initiate planning and transformation processes of pilot areas in a participatory way</p>	
<p>OBJECTIVE 1: Policies and tools for urban growth management (UGM)</p>	
<p>ACTION 1.3: Design and improvement of data base systems for UGM and urban growth monitoring (P)</p>	
<p>Actors/responsible: RPR RMA local municipalities</p> <p>Targets/Beneficiaries: RPR and local municipalities/ Regional and local stakeholders</p> <p>Estimated costs: At regional level additionally – ~20000Euro – first year</p>	<p>Description: RMA level – improved existing data base system and started monitoring for UGM, development of periodic overview of RMA problem/priority areas:</p> <ul style="list-style-type: none"> - Improvement of existing RPR statistic areas database system; gathering information from local municipalities, including additional data for UGM issues and monitoring - Regular update of database system and monitoring of land use take and urban transformation processes in RMA - Periodic overview of the priority RMA problem/opportunity areas <p>Local level - urban sprawl, allotments/garden villages, vacant industrial and resort and objects transformation survey, elaboration of data base systems and monitoring</p>

<p>At local level - to be defined by each municipality</p> <p>Allocated funds: -</p> <p>Potential funds: RPR Budget Local municipality budgets</p> <p>Funding and programmes that actors can apply for: -</p> <p>Timetable: 2014-2020</p>	<ul style="list-style-type: none"> - Survey of urban sprawl land take, allotment/garden villages transformation processes to permanent residential villages or other uses, degraded, vacant industrial and resort area and objects transformation processes - Elaboration of database systems with data incl. data for urban sprawl, allotments/garden village areas, industrial, and resort area areas for transformation and monitoring. <p>Designation of municipality priority areas for transformation in four theme lines (urban sprawl, allotments/garden villages, degraded, vacant industrial and declining resort areas and objects).</p> <p>Concrete expected results/outputs/results</p> <ul style="list-style-type: none"> - At Regional level - updated and upgraded RPR statistics database, regularly updated monitoring system. Some parts of information easily accessible by public. - At RPR local municipality level - surveys about urban growth, regularly updated database systems of land take, degraded, vacant, transformable areas and objects. <p>General Impact and indicators:</p> <ul style="list-style-type: none"> - Justification for UGM development decisions and elaboration of developments plans/ information based UGM management - Elaboration process of RPR UGM strategy/approved strategy <p>Governance and Legal/official planning framework:</p> <ul style="list-style-type: none"> - Regional Development Law - Spatial Planning law - The Law on Local Governments
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RIGA PLANNING REGION

TITLE OF THE LAP: Urban transformation action plan of Riga Metropolitan area

GENERAL GOAL: To enhance cooperation developing joint platform and understanding of common UGM necessity for Riga Metropolitan Area, and initiate planning and transformation processes of pilot areas in a participatory way

OBJECTIVE 1: Policies and tools for urban growth management (UGM)

ACTION 1.4: Design of integrated UGM strategy for RMA

Actors/responsible:

Ministry of Environmental Protection and Regional Development
RPR
RMA local municipalities

Targets/Beneficiaries:

RPR/Local municipalities and stakeholders, local inhabitants

Estimated costs:

Political agreement needed

Allocated funds:

-

Potential funds:

-

Funding and programmes that actors can apply for:

RPR budget
Norwegian Financial Mechanism

Description:

Preparatory activities and political agreement between national, regional and local level to start working on RMA urban growth management issues elaborating UGM strategy for RMA. Integrated UGM strategy for RMA elaboration in partnership between national, regional and local level including all stakeholders:

Elaboration of RMA integrated UGM Strategy in in a participatory way:

- Establishment of Strategies Steering and working groups based on USLG partners;
- Designing RMA UGM Strategy elaboration process plan;
- Development of Strategy incl. agreement about common urban growth vision, recommendations and guidelines for local municipality spatial planning, local UGM plan elaboration.

Concrete expected results/outputs/results:

- Adopted political agreement to work on common UGM Strategy in RMA;
- Designed RMA UGM Strategy elaboration process plan;
- Development process of RMA UGM Strategy;
- Adopted Integrated UGM Strategy incl. UMG policies and guidelines for spatial planning at local level and recommendations of urban growth policies and actions for national level;
- UGM Strategy implementation.

General Impact and indicators:

First - reached political agreement to start joint UGM strategy elaboration process, designed Strategy elaboration process plan;

Elaborated and adopted Integrated UGM Strategy for RMA;

Knowledge, cooperation, participatory and agreement led UGM in RMA/approved UGM strategy for RMA. Improved urban growth process.

State support

Timetable:
2014-2020

Governance and Legal/official planning framework:
Regional Development Law
Spatial Planning law
The Law on Local Governments
Sustainable Development Strategy of Latvia 2030
RPR Strategy and Program
Local municipalities Strategies, Programs and Land-use plans

RIGA PLANNING REGION

TITLE OF THE LAP: Urban transformation action plan of Riga Metropolitan area

GENERAL GOAL: To enhance cooperation developing joint platform and understanding of common UGM necessity for Riga Metropolitan Area, and initiate planning and transformation processes of pilot areas in a participatory way

OBJECTIVE 2: Design phase - initiatives for urban transformations in project priority/pilot areas

ACTION 2.1: Selection of regional level project/pilot areas and inducement to develop concepts, spatial strategies and LAPs (A)

Actors/responsible:
RPR
ULSG
RMA local municipalities:
Ķekava municipality
Olaine municipality
Ogre municipality
Jūrmala municipality

Targets/Beneficiaries:
Local municipalities/ local stakeholders

Description:
Initiating local municipalities to start planning in a participatory way: develop development concepts, spatial strategies and LAPs according the situation in each case for project pilot areas:

- Selection of project regional level priority/pilot areas for urban transformation in four project themes;
 - urban sprawl areas: Kekava municipality, Katlakalns village, Gipštūris area,
 - allotments/garden villages: Kekava and Olaine municipalities, garden villages Dzērums and Jāņkalni,
 - degraded, vacant/partly vacant industrial areas: previous Ogre knitwear factory area,
 - declining resort areas and objects: Jūrmala municipality, Ķemeri neighborhood, previous hotel “Līva” area.
- RPR agreement with the municipalities to continue work on project pilot areas - regional level and

Estimated costs:

At local level - to be defined by each municipality

Allocated funds:

Project budget

Potential funds:

-

Funding and programmes that actors can apply for:

RPR budget

Municipality budgets

URBACT III

Timetable:

Apr 2014 -2020

local priority/pilot areas for urban transformation;

- Current situation baseline studies for selected pilot areas - activities characterization, recognition of necessary urban transformation and possible bottleneck problems.

Concrete expected results/outputs/results:

- Agreement for further work on selected pilot areas;
- Baseline studies for selected pilot areas;
- Further work on pilot areas.

General Impact and indicators:

- Municipalities commitment to continue work on development of pilot area development: concepts, strategies and LAPs;
- Baseline studies;
- Elaboration of development concepts, spatial strategies LAPs for pilot areas/ working local ULSG, participatory process - workshops, forums, etc.

Governance and Legal/official planning framework:

Sustainable Development Strategy of Latvia 2030

RPR Strategy and Program

Local municipalities Strategies, Programs and Land-use plans

RIGA PLANNING REGION

TITLE OF THE LAP: Urban transformation action plan of Riga Metropolitan area

GENERAL GOAL: To enhance cooperation developing joint platform and understanding of common UGM necessity for

Riga Metropolitan Area, and initiate planning and transformation processes of pilot areas in a participatory way

OBJECTIVE 2: Design phase - initiatives for urban transformations in project priority/pilot areas

ACTION 2.2.: Development of development concepts, spatial strategies and LAPs for project pilot areas (F)

Actors/responsible:
 RPR
 Ķekava municipality
 Olaine municipality
 Ogre municipality
 Jūrmala municipality
 Stakeholders of Local USLG
 RMA local municipalities

Targets/Beneficiaries:
 Local municipalities/ local stakeholders, inhabitants

Estimated costs:
 To be defined by each municipality after research and baseline studies

Allocated funds:
 -

Potential funds:
 -

Funding and programmes that actors can apply for:
 RPR budget
 Municipality budgets

Description:
 Elaboration of development concepts, spatial strategies and LAPs in four project themes lines by local municipalities in partnership with the RPR in a participatory way:

- Urban sprawl areas:
 - Elaboration of RPR and Ķekava municipality pilot project - Spatial strategy for Riga City and Kekava municipality contact area - urban sprawl area: Baloži town, Krustkalni, Valdlauči, Katlakalns, Rāmava villages;
 - LAP (afterwards) for pointed out Ķekava municipality neighbourhood/community;
- Allotments/garden villages:
 - RPR pilot project concept/vision for development of allotments/garden villages in the RPR;
 - Concept for Olaine municipality’s garden village development;
 - Spatial strategy for Kekava municipality Dzērūmi garden village development;
- Vacant/ partly vacant industrial areas:
 - Pilot project – LAP for previous Ogre Knitwear factory based on during the project elaborated O Knitwear factory LAP project;
- Resort areas:
 - Pilot project – Regeneration strategy (economic, social and physical) for Ķemeru neighbourhood, previous hotel “Līva” area.

Concrete expected results/outputs/results:
 Development concepts, spatial strategies and LAPs for pilot areas

General Impact and indicators:
 Started and though planning facilitated ongoing transformation process of municipalities priority problem areas;

- Elaboration of concepts, strategies and visions for pilot areas,
- Adopted concepts, spatial strategies and LAPs,
- Approved LAPs by local USLG,

<p>URBACT III INTERREG V Recourses from Community led local development initiatives</p> <p>Timetable: 2014-2020</p>	<p>– Completed municipality guided transformation process of project pilot areas.</p> <p>Governance and Legal/official planning framework: Regional Development Law Spatial Planning law The Law on Local Governments Sustainable development strategy of Latvia 2030 RPR Strategy and Program Local municipalities Strategies, Programs and Land-use plans</p>
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URBACT II

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal changes. URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 500 cities, 29 countries, and 7,000 active participants. URBACT is jointly financed by ERDF and the Member States.

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