SUSTAINABLE PLANNING AND PARTICIPATION ACTIONS IN ĶEKAVA MUNICIPALITY

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CITIES4CSR

Integrated Action Plan (IAP)

ĶEKAVA MUNICIPALITY

SUSTAINABLE PLANNING AND PARTICIPATION ACTIONS IN ĶEKAVA MUNICIPALITY

Contents

Summary

The Integrated Action Plan (IAP) of Ķekava municipality defines aims, objectives and actions to implement sustainable development activities with corporate social responsibility (CSR) approach involving main local development actors – the local government, local community leaders, businesses and active social groups. The goal is to act together implementing activities to support main directions of action defined in the IAP – green mobility and environment, awareness raising and stakeholder engagement.

The knowledge and understanding about CSR in Ķekava municipality had been insufficient among most stakeholders, including the local government itself. There had been insufficient cooperation between local entrepreneurs, the civic sector and the local government.

URBACT Local Group (ULG) has been established. It consists of local business representatives (including a social entrepreneurship), specialists from the local government administration, a representative of the Riga Planning Region, and the head of a local community organization.

The IAP defines four key transformation areas focused on unlocking CSR potential among major local development actors:

- fostering CSR-mediated citizen participation,
- raising company awareness for implicit CSR strategies,
- improving municipal CSR-interfaces and procurement practices,
- implementing explicit CSR strategies and partnering by stakeholders and municipality that includes creating greener environment and green mobility solutions.

Several activities have been implemented already – elaboration of the community engagement logo, regular think tanks fostering participatory planning, training programs on CSR, integration of environmental and social criteria in procurement policy documentation, integration of green mobility solutions in Sustainable Development Strategy 2030 and Development Program 2021-2027 etc.

To test citizen engagement methods, the first Ķekava hackathon of ideas was organized as a small-scale action. Its aim was to generate new initiatives and ideas which would help to make Ķekava municipality an attractive place to live, to work, to do business, to develop and to relax. Seven teams applied to participate and during the 26-hour online hackathon they could identify challenges and find solutions, develop their ideas, as well as present the developed projects to a special jury consisting of representatives of the local government, companies and the NGO sector. All teams received funding depending on their results for implementation of their ideas.

There are concrete activities planned within each transformation area. All IAP activities are integrated also in the newly elaborated development planning documents of Ķekava municipality – Sustainable Development Strategy 2030 and Development Program 2021-2027. It is important to link CITIES4CSR project activities and generated ideas with overall municipal planning process to ensure continuity of planning and implementation of planned actions.
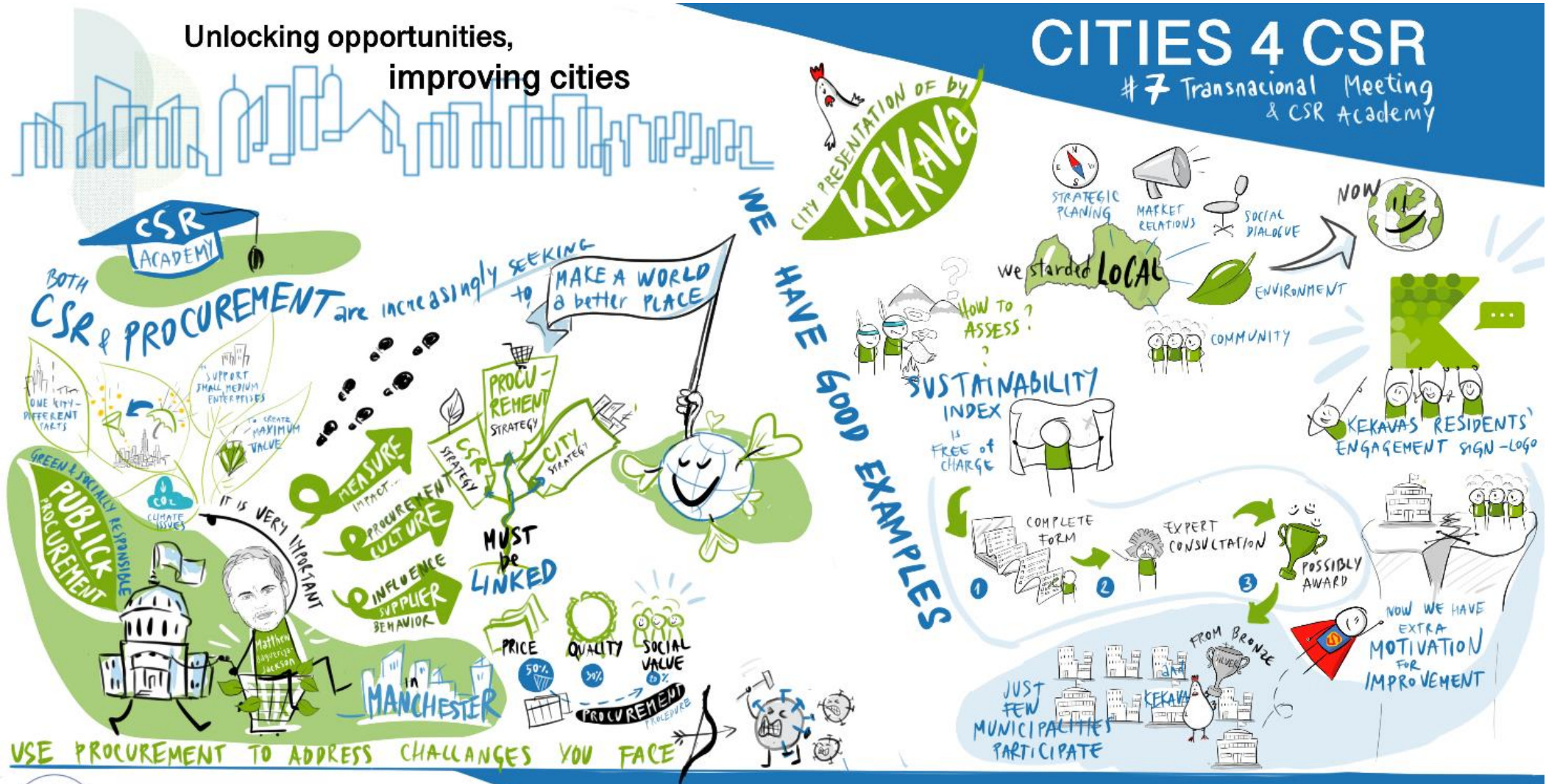
Part 1 - Presentation of Context and Process

1a - City Context and Definition of the Initial Policy Challenge

Ķekava municipality profile

Ķekava municipality is located in Riga region – bordering capital city of Latvia and being part of Riga metropolitan area

Territory: 443.91 km²

Settlement structure: 3 cities (Ķekava, Baloži, Baldone), cities and villages take 21.25% of the total territory of the county

Inhabitants: 31 392 (01.01.2021)

Transport and mobility: The territory is crossed by the country's main highways A7 (Riga-Bauska-Lithuanian border) and A5 (Riga bypass section Salaspils-Babite) – these are the Trans-European Transport Network (TEN-T) highways (also VIA Baltica), which is the main artery of traffic flow (E67 motorway) for traffic between the European Union (western and northern Member States). Large scale railway project "Rail Baltica" is also to be developed in Ķekava municipality.

Business environment: Ķekava municipality has an active business, represented by 2479 market sector companies. Various business sectors are represented: food production, agriculture, logistics and related services (warehousing services), metal processing, construction-related services, freight transport, IT companies, finance, retail and other important sectors.
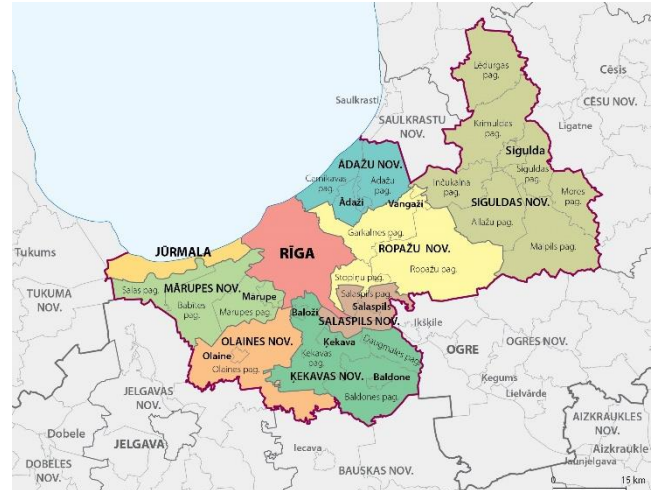
Ķekava county in Riga region
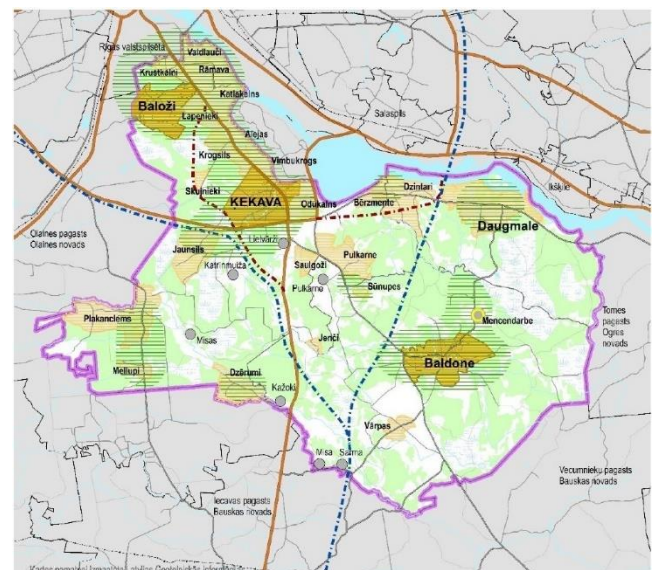
Ķekava county - priority development territories

City Context

Overall, the CSR-Approach has been rather implicit in nature. The knowledge and understanding about CSR were insufficient among most stakeholders, including the municipality itself. So far, Ķekava has not had a CSR or sustainability strategy. Yet the city rendered CSR important for strengthening entrepreneurship culture that in turn benefits all. Several existing initiatives and institutions relevant to the policy challenge being tackled are noteworthy, e.g. Days of Entrepreneurs, Iedvesma (Inspiration) joint grant program by SEB bank & several Riga suburb municipalities.

Several local companies are taking a strategic approach to CSR & sustainability, e.g. SEB bank, retailer Maxima Latvija and other local companies are participating in Sustainability Index assessment. Sustainability Index is a strategic management tool helping Latvian enterprises and organizations to establish the level of sustainability and corporate responsibility. In 2020 Ķekava municipality also participated in the Sustainability Index being one of the first municipalities ever participating in this assessment along with the largest and most responsible companies in Latvia. Combining self-assessment and analysis done by experts – Ķekava reached bronze category in 2020 and silver category in 2021.

In 2021, work was started and continued updating the Sustainable Development Strategy of Ķekava Municipality until 2030 and a new Development Program for 2021-2027 by involving citizens and including the issues raised in the Cities4CSR project.

Policy Challenge Definition

Lacking cooperation between local entrepreneurs, the civic sector and the municipality in order to tackle enduring local problems result in three objectives:
- Building trust between municipality and stakeholders
- Confronting lack of identity and relatively low civic engagement and participation
- Further promoting/strengthening an entrepreneurship culture that better meets local needs

By promoting the values of CSR, the main policy challenge of the municipality to be tackled is to strengthen entrepreneurship culture, create better conditions for society and channelise local companies' increased CSR efforts to better meet local needs.

Ķekava municipality is crossed by two important arterial roads of the Trans-European Transport Network and the city needs to pay attention to environmental aspects, green mobility solutions etc. During the next decade development of large-scale transport infrastructure is planned in the territory of the county - construction of the Ķekava bypass and implementation of the Rail Baltica railway project. These activities call for adequate planning solutions to improve settlement structure, mobility, service provision and overall quality of life.

1b - IAP-Focus

Strategic Goal or Vision or Need

Ķekava becomes the greenest city in Northern Europe. This is in line with the direction set in Sustainable Development Strategy 2030 of Ķekava municipality - green home in a dynamic municipality with priorities: fostering green mobility solutions, forming a sense of belonging.

Intervention Focus

To turn challenges into opportunities, better facilitation of cooperation between local entrepreneurs, the civic sector and the municipality's operation is essential. Getting the citizens involved in municipality's activities will be an important accelerator of common identity creation. The second project priority will thus be the creation of an informative and engagement platform providing information to all stakeholders about CSR activities and sustainability in Ķekava.

Aspirations for the Integrated Action Plan

In order to achieve the common goal, the activities will be implemented in three main directions:

- Green mobility & environment
- Stakeholder engagement
- Awareness raising

Green mobility & environment	Creating greener environment -> recreation opportunities in local communities
Stakeholder engagement	Forming sense of belonging Developing informative platform
Awareness raising	Training program for municipality employees & businesses

1c - Description of the Process

Composition and Role of URBACT Local Group (ULG)

A number of considerations were taken into account when setting up the local action group. In order to identify persons who would themselves be interested in active participation the survey was conducted where people could indicate whether and how they would like to get involved in the activities of the county.

Today the core of ULG consists of four company representatives (including one social entrepreneurship), four specialists from the municipality, the representative of the Riga Planning Region, and the head of local community organization. The ULG is coordinated by the leading expert in CSR – the CEO of the Institute for Corporate Sustainability and responsibility.

The work of ULG is planned according to the process of the project "Cities4CSR" ensuring the fulfillment of relevant tasks and achievement of goals. All the decisions are made by coordinating them in a ULG during (virtual) meetings and, when necessary, involving different external experts. So, a special meeting was organized with a representative of the State Audit Office to discuss opportunities and restrictions regarding partnership between municipality and private sector.

There have been held couple of meetings with other local municipalities having great experience in the issues relevant for Ķekava.

All the most important project activities were coordinated with the ULG participants, including the first hackathon, in which they had the opportunity to participate as experts, mentors and jury members.

Structure of the URBACT Local Group (ULG)
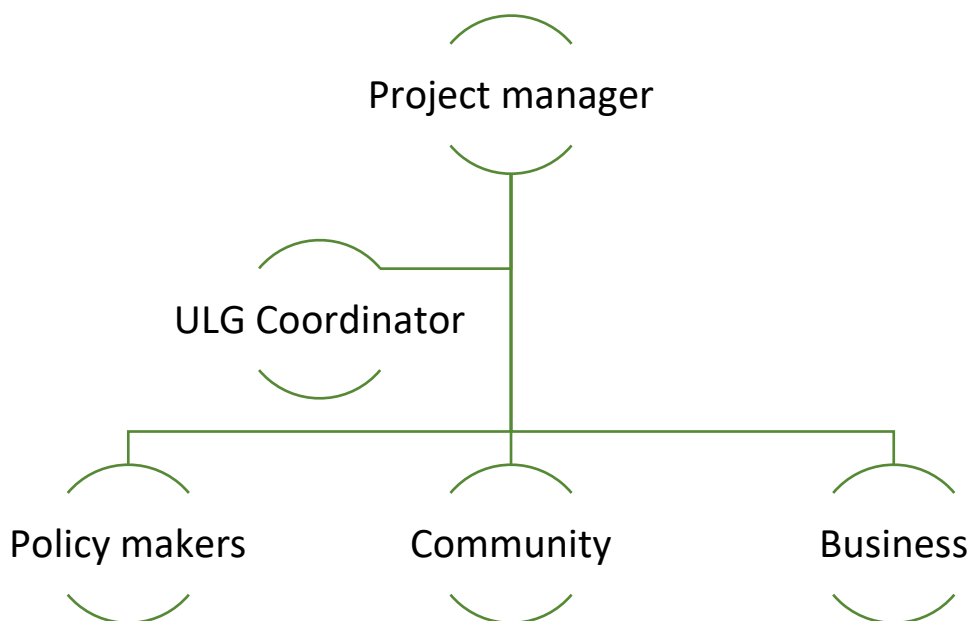
In order to share the experience of the ULG and how stakeholders feel about cooperation with the municipality **3 videos** were produced and published:

- JSC Putnu fabrika "Ķekava" (business)
- JCS "EMJ metals" (business)
- Partnership "Daugavkrasts" (community, NGO)

Composition of the URBACT Local Group

#	ULG-Target Composition	Mobilised	Name Stakeholders/Organisations
1	**Different departments within the local administration**	X	Kristīne Danovska, Project manager Māris Ozoliņš, Chief project manager Iveta Zālīte, Spatial Planner Ilze Lisovska, Chief specialist in education Representatives of Communication Department
2	**Elected people responsible for policies connected to challenge**	X	Juris Žilko, Chairman of Ķekava County Council Viktorija Baire, Deputy of Ķekava County Council
3	**Different tiers of government in the relevant policy area**	X	Rūdolfs Cimdiņš, Riga Planning Region
4	**Private sector, business community, employers**	X	Maija Avota, JSC Putnu fabrika Ķekava Ēriks Altroks, EMJ metals Shopping centre Lība
5	**Business associations, advocacy groups, unions**	X	Dace Helmane, Institute for Corporate Sustainability & Responsibility
6	**Third sector, NGOs, social enterprises, foundations**	X	Aiga Smiltāne, Partnership Daugavkrasts Līga Broduža, social enterprise Dabas zirgi

Role / Impact of Transnational Exchange and Learning on Local Progress

As the CSR-based approach to risk and process management in Ķekava has not been developed, there were a number of areas where it was necessary to improve understanding and knowledge. The opportunities offered by URBACT and the specific project played a key role in these issues. However, in addition, the ULG coordinator and the municipality also looked for local examples of good practice, involved ULG members and different local experts.

Additional training needs are related to measuring the impact. In fact, there are some areas where Ķekava would be ready to share its experience, e.g. about Sustainability Index, but on certain topics (e.g. assessing environmental impact within municipality, impact of green solutions) additional external support & knowledge would be necessary.

Input **('What have we learnt from Others')**

Main training needs were related to stakeholder engagement, forming a sense of belonging, as well as building public – private partnership and organizing green & sustainable procurements. Here opportunities offered by the URBACT program and the project Cities4CSR played an important role and provided a significant contribution. In addition, several webinars were organized with experts from the State Audit Office, Cesis & Saldus municipalities, as well as experts in civic engagement.

Output **('What have we thought others')**

Ķekava Municipality has had great and unique experience in organizing first idea hackathon in 2021 as Small-Scale Action. This experience has already been used as an example in other municipalities, e.g. in Madona.

Besides there are different other engagement methods, e.g. surveys, etc. used and useful lessons learnt. One of the good practices which could be shared to the network is in the citizen engagement and participatory budgeting wherein the municipality organizes budget "think tanks" to engage the society in the planning of the municipality's annual budget by submitting their suggestions on budget planning.

Part 2 - Action Plan

2a - Objectives, Actions and Schedule

General

Integrated Action Plan (IAP) of Ķekava county defines main aims, objectives and actions to be taken to implement sustainable development activities with corporate social responsibility (CSR) approach by involvement of main local development actors – municipality, local community leaders, businesses and active social groups. Common goal is to act together by implementing activities to support main directions of action defined in IAP – green mobility & environment, awareness raising and stakeholder engagement.

Link Transformation - Objectives – Action

Objective	Tasks/Activities
Increase sense of belonging, trust in municipality	Engage businesses and society in all engagement phases – opinion, making decisions, providing feed-back Continue and improve the work of the local business council.
To address challenges material for local stakeholders, shift focus from municipality to stakeholders	Understand current needs, challenges, priorities of stakeholders.
To align understanding about CSR, common vision	Stakeholder engagement, alignment with existing planning process
Raising awareness about CSR and sustainability. Testing project's directions	Trainings for different stakeholders and community
Integration of CSR activities in the overall development planning process of the municipality	Activities included in Sustainable Development Strategy of Ķekava Municipality until 2030 and Development Program 2021-2027
Attracting funding for the implementation of activities	Budget planning linked to goals and responsibilities

Key Transformation Areas and Integrated Capacity Building Actions (ICBA's)

- **Awareness raising**

- **Sustainable planning**

- **Participation**

Key Envisaged Overall Transformation

Main transformation areas are focused on unlocking of CSR potential among significant local development actors in territory of Ķekava Municipality. There are defined 4 key transformation areas linked with specific actions indicated in action tables by pointing out intended results, resources, lead agency, key partners and timescale of actions to be implemented. Leader and process coordinator of transformation actions is Ķekava

municipality by involving other key stakeholders. All actions included in IAP are also integrated in newly elaborated Ķekava municipality development planning documents – sustainable development strategy 2030 and development program 2021-2027. It's important to link CITIES4CSR project activities and generated ideas with overall planning process at local scale which ensures the continuity of planning and implementation of specified actions.

Key Transformation Areas

#	Key Transformation Areas – What will URBACT specifically change in our city?
1	Fostering CSR-mediated citizen participation
2	Raising company awareness for implicit CSR strategies
3	Improving Municipal CSR-Interfaces and Procurement practices
4	Implementing explicit CSR strategies and partnering by stakeholders and municipality that includes creating greener environment and green mobility solutions

Capacity Building – Urban CSR Eco-System

Key Transformation Areas	CAPACITY BUILDING – MUNICIPALITY Municipal CSR-Attitudes, Interfaces, Toolbox and Strategies	CAPACITY BUILDING – BUSINESSES and NON-PROFITS Local CSR-Sector, Activities, Initiatives, Campaigns	CAPACITY BUILDING – CIVIC SOCIETY Citizens, Communities, Neighbourhoods, Networks, Associations, Movements
1 Fostering CSR-mediated citizen participation	Awareness-raising on importance of citizen participation	Developing platforms (committees, etc.) for cooperation and seeking different opinions	Developing platforms (committees, etc.) for cooperation and seeking different opinions (e.g. further development of SMART villages)
2 Raising company awareness for implicit CSR strategies	Providing training on CSR and sustainable approach (e.g. sustainable procurements, etc.)	Providing training on CSR and sustainable business approach	Sharing good practice examples of local companies demonstrating excellent CSR performance

3 Improving Municipal CSR-Interfaces and Procurement practices	Improve procurement policy, including environmental and social criteria for critical suppliers	Inform on the municipality's approach in procurements, explain the criteria and requirements	
4 Creating greener environment and green mobility solutions	Review the development plan & seek for the opportunities to build partnership with private sector	Foster public & private partnership and increase motivation in creating recreational areas and mobility solutions	Raising awareness on green & safe habits, including responsible waste management, physical activities etc.

Changing the Status-Quo

#	Key Transformation Areas	SOFT: Relation-ships	SOFT: Data, Information and Knowledge	HARD: Plans and Contracts	HARD: Institutions and Practices
1	**Fostering CSR-mediated citizen participation**	Use various existing initiatives (SMART villages, etc.) to promote partnerships in the municipality	Citizens actively engage in activities, follow social accounts of the municipality		"Engagement" logo developed visually indicating opportunities for participation. Regular think tanks organized fostering participatory planning
2	**Raising company awareness for implicit CSR strategies**		Good practice examples identified and promoted		Training programs on CSR conducted
3	**Improving Municipal CSR-Interfaces and Procurement practices**	Seek opportunities to adopt local and international good practices, strengthen consultations with the responsible institutions	Municipality report on number of suppliers screened according to ESG criteria		ESG (environmental and social) criteria integrated in procurement policy, documentation
4	**Creating greener environment and green mobility solutions**	Relationships with organizations responsible	Regular surveys conducted to identify the current situation and necessary improvements	Solutions integrated in Sustainable Development Strategy 2030 and Development Program 2021-2027; development plans reviewed	

ACTION TABLE 1

Fostering CSR-mediated citizen participation

ACTION	Intended Results	Resources & Assets	Lead Agency	Key partners	Timescale (short-term, medium-term, long-term)
1 Identifying and networking with local leaders	All relevant stakeholders identified & mapped	Communication unit in place

Stakeholder data base | Municipality | Local communities Entrepreneurs | short-term |
| **2 Public opinion surveys, participation in the public consultation process** | Surveys on issues of public importance conducted once per year

Public meetings organized with municipality and different stakeholders at least twice per year | Funding for professional service | Municipality | Local communities, Entrepreneurs | short-term |
| **3 Elaboration of Community plans** | All citizens have had the opportunity to be involved in the development of the community plan

Hackathon or similar engagement activity organized at least every two years | Funding available

Local companies providing prizes etc.

Active civic organizations | Local communities | Municipality | short-term |
| **4 Implementation of Smart villages concept** | Local residents informed about engagement opportunities

At least three villages of the county have received Smart Villages status | National level legal background

Active civic organizations | Municipality | Local communities | medium-term |
| **5 Digital solutions - use of geographic information system (GIS) tools** | Cooperation set with data owners (public authorities, telecommunications companies, etc.)

Open & big data used in planning & decision making | Access to big and open data | Municipality | IT & telecommunication companies Ministry of Environmental protection and regional development | medium-term |

ACTION TABLE 2

Raising company awareness for implicit CSR strategies

ACTION	Intended Results	Resources & Assets	Lead Agency	Key partners	Timescale (short-term, medium-term, long-term)
1 Training of companies and local stakeholders	Regular awareness – raising activities, events held on CSR matters CSR matters included in all awareness-raising events	Local experts Companies that are already implementing good practice	Municipality	Entrepreneurs Local communities	short-term
2 Establishment of an Advisory Board	Advisory Board established and engaged	Local experts Companies that are already implementing good practice	Municipality	Entrepreneurs	short-term
3 Entrepreneurship council activities - exchange of good practice and experience	Entrepreneurship council organizes awareness-raising activities on regular basis Entrepreneurship council collecting & sharing information on support/ development needs in municipality where entrepreneurs may involve	Companies that are already implementing good practice Active entrepreneurship council	Entrepreneurs	Municipality	short-term
4 Introducing 'Annual CSR award'	Annual CSR award introduced with criteria defined together with NGOs and entrepreneurs	Experts involved in evaluation Funding for promotion	Municipality	Entrepreneurs Local communities	short-term
5 Companies application to the Sustainability Index	At least three local companies do annual assessment in the frame of "Sustainability Index"	Sustainability Index available free of charge	Entrepreneurs	Municipality	short-term

ACTION TABLE 3

Improving Municipal CSR-Interfaces and Procurement practices

ACTION	Intended Results	Resources & Assets	Lead Agency	Key partners	Timescale (short-term, medium-term, long-term)
1 Including CSR ideas and activities in the municipal agenda and decision-making (mind-set change)	90% municipal employees trained on CSR approach CSR approach and activities included in the municipal planning documents	Non-financial data collection system in place Coordination team established	Municipality	Entrepreneurs Local communities	short-term
2 Training of municipal employees on procurement practices	All responsible municipal employees trained on sustainable procurement practices	Professional procurement experts	Municipality	State Procurement Monitoring Bureau	short-term
3 Review of procurement policy - environmental and social aspects assessment	Procurement policy reviewed, environmental and social criteria defined after consulting with NGOs and business association, and incorporated in the policy	Professional procurement experts	Municipality	State Procurement Monitoring Bureau	medium-term
4 Section in the annual report on sustainability trends and CSR activities	Public annual report includes section on non-financial results and activities	Non-financial data collection system in place	Municipality	-	medium-term
5 Municipal application to the Sustainability index	Municipality participating in the Sustainability Index every year	Coordination team established	Municipality	-	short-term

ACTION TABLE 4

Creating greener environment and green mobility solutions

ACTION	Intended Results	Resources & Assets	Lead Agency	Key partners	Timescale (short-term, medium-term, long-term)
1 Development of mobility strategy (concept, thematic plan)	Municipal mobility strategy developed	Responsible team in municipality	Municipality	Regional planning authority Ministry of Transport Mobility experts	short-term
2 Regular existing situation research and analytical work (to characterize indicators)	Nonfinancial data of municipality, as well as open & big data used in planning & decision making Regular surveys conducted among citizens	Access to big and open data Non-financial data collection system in place	Municipality	Scientific organisations and thematic experts	medium-term
3 Raising awareness of green solutions and changing mobility habits (mind-set change)	Regular awareness-raising activities organized Citizens informed about green mobility opportunities (e-car charging points, etc.)	Responsible team in municipality	Municipality	Regional planning authority Mobility experts Environmental activists	medium-term
4 Implementation and updating of the territory improvement plan, investments in the quality of living environment	Hackathon or similar engagement activity organized at least every two years Criteria of "green corridor" for development & business projects developed	Active civic organizations Existing current planning documents	Municipality	Local communities Entrepreneurs	short-term
5 Implementation of physical infrastructure - micromobility network, improvement of public space	Bicycle lane created connecting Ķekava & Riga, and also populated areas with the county Entrepreneurs proactively engage in improvement of public space and micro mobility solutions Municipal community project contest conducted annually promoting development of green recreational areas	EU funding Responsible and proactive entrepreneurs	Municipality	Entrepreneurs	medium-term

	Municipality and municipal companies lead by example choosing green mobility solutions (bicycles, public transport, e-cars, etc.)					

2b - Small Scale Actions (SSA)

SSA-Logic

To move from high level ideas to concrete changes and to test citizen engagement methods, the first Ķekava idea hackathon was organized as Small-Scale Action. Aim of this activity was also to create new initiatives and ideas in Ķekava region, which would help to make the region an attractive place to live, work, do business, develop and relax.

SSA-Detail

During the 26-hour online hackathon participants had the opportunity to identify challenges and find solutions to them, develop their ideas, as well as present the developed projects to a wider audience, including the management of Ķekava municipality.

Hackathon was open to current, former and future residents of Ķekava region, representing various industries, as well as anyone interested in the process of generating and developing ideas, planning, design, business development, work on the economic rationale, etc., to initiate new ideas that create positive changes and provide solutions for overcoming the challenges of Ķekava region.

To apply for an idea, a hackathon had to meet the following criteria:

- the idea is focused on green and safe transport solutions, improvement of the sense of belonging and quality of life in Ķekava region with the aim to create positive changes;

- the idea is aimed at creating a common good for society, not for the individual;

- the idea solves a certain challenge in the county or creates new opportunities.

SSA-Lesson learnt (Reflection on Testing)

Implementation of several hackathon ideas were affected by COVID-19 pandemic restrictions. Nevertheless, we all live in these conditions for a while, sometimes it is difficult to predict upcoming restrictions and to plan project activities. For example, one of the hackathon lead ideas implementation about community event organization and further development of the community is still in progress because of the pandemic restrictions.

Preparation

In cooperation with ULG, the regulations of the hackathon & other necessary documentation were developed, also the plan of the hackathon was discussed and agreed. In addition, range of communication materials were designed and produced, e.g. visuals, website, social media materials.

Attracting participants

A number of activities were carried out to attract participants, including direct e-mails, an article in a local newspaper, social media recordings and a special webinar that was broadcast on social networks.

Idea hackathon

There were 7 teams that had applied to develop solutions to various challenges in the municipality, including safe traffic, green mobility, waterfront accessibility, the use of big data for traffic planning, and more. The teams were supported by several mentors and specially involved representatives of the municipality or

Determination of winners

The solutions proposed by the teams were evaluated by a special jury consisting of representatives of the municipality, companies and the NGO sector. All the teams received funding depending on their results (place).

Implementation of solutions

Shortly after the hackathon the team presentation for ULG members was organized to present the planned ideas. Public presentation of ideas was organized in December 2021 when teams were ready to share their achievements.

2c - Resourcing

Resources

During the project, those involved followed so that the implemented activities and planned measures are in line with the priorities of the municipality and later have the necessary resources to ensure their sustainability.

Both so far and after the project, several responsible persons have been nominated in the municipality investing their time in the implementation of the specified activities and monitoring the coherence with the municipal planning documents.

Planning documents play an important role in ensuring sustainability, therefore the challenges identified within the project and the solutions intended to overcome them have been incorporated in the county development documents 2021-2030.

Sources of Funding

Budget funds will be used as the main source of funding, however, additional solutions will be actively worked on, including increasing the motivation of local entrepreneurs, e.g., to get involved in the improvement of the environment (landscaping, recreation areas), implementation of (green)mobility solutions, etc.

Links to other European Programs

Currently Ķekava municipality is involved in several European Programs linked to the project objectives:

- INTERREG Baltic Sea Region project SUMBA+ "Sustainable urban mobility and commuting in practice". Project activities focuses on development planning of a regional bicycle infrastructure network and integration of mobility hubs in the Riga metropolitan area (including Ķekava municipality).

- Support of EU Recovery and Resilience Facility (RRF) for implementation of regional bicycle infrastructure network and mobility hubs in the Riga metropolitan area (including Ķekava municipality).

2d - Framework for Delivery

Who will deliver Actions? – Roles and Responsibilities of Stakeholders

Taking into account the identified challenges and planned solutions, as well as specific activities, the municipality will play a leading role in the implementation of change and transformation. However, stakeholders, in particular local businesses and non-governmental organizations, will have a key role to play.

The Development department of the municipality will stay responsible for the implementation of the planned actions.

Companies are expected to get involved in specific actions thus managing their social and environmental impact - creating safe and green mobility solutions, like, shared e-mobility points, creating recreational opportunities, etc.

Further Important Information on Delivery

It is important to continue regular ULG meetings after the end of the project to follow and ensure that the course is continued.

2e - Monitoring

Monitoring Framework

We are guided by confidence - what is measured is done, so a lot of attention has been paid to various measurements so far. The main focus will continue to be on the use of the following tools:

- Sustainability index. Sustainability Index is a strategic management tool helping Latvian enterprises and organisations to establish the level of sustainability and corporate responsibility. In 2020 Ķekava municipality also participated in the Sustainability Index being one of the first municipalities ever participating in this assessment along with largest and most responsible companies in Latvia. It provides numerical overview of CSR performance in 5 main areas: strategic planning, market relations, working environment, environment community relations.

- Different surveys. So far several surveys of citizens have been carried out. Mainly those have involved active local citizens, entrepreneurs, municipality representatives but in future representative surveys, public opinion research would be needed.

Monitoring of this plan is based on 3 main set of indicators:

- **Key Output Indicators** - **quantitative** indicators linked with actions
- **Key Results Indicators** - **qualitative** indicators linked with specific objectives
- **Intended results** of actions (from **ACTION TABLES** from **2a - Objectives, Actions and Schedule**)

Above all, the implementation of the Ķekava development program will be monitored following different indicators.

Key Output Indicators

Action	Definition	Baseline Value 2021	Target Value 2030	Source of Information	Linkage with actions from ACTION TABLES (AT)
Citizen satisfaction with transport system	Rating on a scale of the quality of transport infrastructure and service by mode on journeys the respondent makes regularly	n/a	+ 30 %	Household or opinion survey	AT 1 AT 4
Rate of injuries in traffic accidents	Number of people killed and seriously injured in traffic accidents. Measured per 100,000 population	n/a	- 30 %	Statistics	AT 4
Traffic accidents	Number of traffic accidents	n/a	- 30 %	Statistics	AT 4
Modal split	Number of all trips by residents made by each mode for all purposes. Walking, cycling, public transport, car driver or passenger, and	n/a	Green mobility dominates in densely populated	Household surveys	AT 1 AT 4

	other modes are all included in the definition. The main mode of a trip is that used for the longest stage of the trip by distance. With stages of equal length the mode of the last stage is used		areas, public transport as main mode commuting to capital city		
Accessibility to key services	Percentage of population living within a 300m linear crow fly distance of a (public) primary school.	approx. 15 %	approx. 20 %	Household surveys	AT 1 AT 4
Distance from home to nearest public transport stop	Percentage of citizens living within 300m of a stop with service of at least once an hour.	approx. 30 %	approx. 35 %	Settlement structure, Transport schedules	AT 4
Traffic calmed and car-free/pedestrian streets	Percentage of the total distance of the city's streets and squares that are entirely car free or where there is a speed limit of 30 km/h or below. The "distance" of a square is the sum of the length of its sides.	approx. 25 %	approx. 35 %	Settlement structure, Territorial plan	AT 4
Accessibility of outside built environment	Percentage of signalled pedestrian crossings that have tactile paving, dropped kerbs and audible and touch warning of pedestrian crossing signal at all sides. A signalled pedestrian crossing is any crossing with traffic signals where there is a part of the signal that indicates to pedestrians when it is safe to cross.	n/a	+ 20 %	Mobility infrastructure inspection	AT 4
Bike ownership	Bikes (pedal cycles) owned per 1000 population, disaggregated by city district if possible. Toy bicycles and those for children aged under 5 should not be counted.	n/a	+ 20 %	Household or opinion survey	AT 1 AT 4
CO2 emissions from personal transport per capita	Greenhouse gas emissions stemming from the personal transport sector per capita in tonnes of CO2 equivalent per person per year for city residents.	n/a	- 20 %	CO2 calculations	AT 4
Noise	Percentage of the city's population exposed to noise levels above 55 dB(A) during the day and 50 dB(A) at night.	approx. 5 %	approx. 5 %	Noise measurements	AT 4
Health (physical activity)	Percentage of adults (18 years and over) doing 150 minutes or more of exercise	approx. 20 %	approx. 30 %	Household or opinion survey	AT 1 AT 4

	in the form of walking and cycling per week.				
	Percentage of adults (18 years and over) doing at least 30 minutes of walking and cycling a day.	approx. 5 %	approx. 10 %		
Satisfaction with recreational areas/options	% of residents satisfied with recreational areas, options	n/a	+ 20 %	Household or opinion survey	AT 1 AT 4
Activity on social media	Number of Subscribers and Followers on Municipality's Social Media	11 088 subscribers (Facebook, Twitter, Instagram)	+ 50 %	Municipality's Social Media accounts	AT 1 AT 2 AT 3
Satisfaction with Appearance of Municipality	% of residents satisfied with the overall appearance of the community	n/a	+ 20 %	Opinion survey	AT 1 AT 2 AT 3 AT 4
Satisfaction with Municipality as Place to Live	% of residents satisfied with the municipality as the place to live	n/a	+ 20 %	Opinion survey	AT 1 AT 2 AT 3 AT 4
Voter Turnout	Voter turnout for local elections	35,92 % (7666 from 21343 entitled to vote)	+ 30 %	Central Election Commission data	AT 1 AT 2 AT 3 AT 4
Usage of municipal website	Number of Municipal Website Visitors	approx. 200 000 visitors (1,5 million website visiting times)	+ 20 %	Municipality's website attendance	AT 1 AT 2 AT 3 AT 4
Complaint rate	Average Number of Customer Complaints per Week	5 complains	+/- 0 %	Municipality's data	AT 1 AT 2 AT 3 AT 4

Key Results Indicators

Specific Objective	Definition	Baseline Value	Target Value	Source of Information	Linkage with actions from ACTION TABLES (AT)
Increased share of green mobility in everyday commuting habits	Share of using public transport, walking and cycling in everyday commuting habits	To be clarified during plan implementation process	To be clarified during plan implementation process	Household or opinion survey, Mobility monitoring	AT 1 AT 4
Improved quality of life and living environment	Reduced exposure to pollution, grime and other environmental problems	To be clarified during plan implementation process	To be clarified during plan implementation process	Household or opinion survey, Municipality's data	AT 1 AT 4
Engaged local communities	Local communities (residents, organizations) play a meaningful role in both the decision-making process and the implementation of projects that affect them.	To be clarified during plan implementation process	To be clarified during plan implementation process	Public participation indicators	AT 1 AT 2 AT 3
Visible and permanent CSR role in development planning process	Planning process promoting sustainable and stable development of the municipality and improving the people's quality of life	To be clarified during plan implementation process	To be clarified during plan implementation process	Household or opinion survey	AT 1 AT 2 AT 3

Evaluation of Monitoring

Evaluation will focus on expected and achieved accomplishments, examining the results (inputs, activities, outputs, outcomes and impacts), processes, in order to understand achievements and/ or the lack of achievements.

In order to evaluate the results of monitoring this will be included as the topic in ULG meetings and covered in municipality progress reports of development strategy and plans. Where possible discussions on achievements and challenges faced will be included in municipality management meetings on a regular basis.

2f - Risk Analysis

Description of Type of Risk

Climate risks are considered to be risks number one in the world today, so different potential force majeure are considered to be relevant and having at least potential impact also in Ķekava municipality. Of course, one of the current challenges are still the circumstances caused by Covid-19, but there are many other which should not be ignored, e.g. political risks (change of management), legislation (including related to European Green Deal) and financial aspects. Besides results of many activities may be affected by the stakeholders involved.

Categorization into Low, Medium or High Risk

Risk categorization matrix is prepared using a risk probability and impact approach where the probability of each risk and the potential impact on the project is determined based on objective factors - the higher the risk, the higher the potential losses:

- High risk: A high probability that, if such a risk occurs, it is a hazard in itself,
- Medium risk: it is probable that if such a risk occurs, it may pose a hazard,
- Low risk: The theoretical probability that such a risk could occur and pose a risk together with other conditions (identified risks).

Risks/ Risk category	Probability	Impact	Importance
Political risks	High - 3	Medium - 2	High
Financial risks	Low - 2	High - 3	High
Climate related risks	Low - 1	High - 3	Medium
Legislation	High - 3	High - 3	High
Behavioral risks: civic activity	High - 3	Medium - 2	High
Technical risks	Medium - 2	Medium - 2	Medium
Staffing risks	Medium - 2	Low -1	Low

Risk Mitigation Strategies

Most potential crisis situations can be prevented if an accurate risk assessment is carried out in advance and preventive measures are taken to prevent and limit them. However, there are circumstances that can be foreseen but cannot be completely ruled out. Therefore, when planning various large-scale projects (and not only), it is necessary both to identify and model all potential crisis situations, and to develop a detailed plan that defines the responsibilities and actions of all parties involved in each specific situation.

It should be noted that preventive preparation for possible crisis situations, by assessing potential risks and developing a detailed plan for their prevention, significantly reduces the potential damage to the organization - not only financial, but also legal, reputational and other risks. Especially if the current situation is regularly monitored so that certain risks can be reassessed if necessary and the necessary adjustments can be made to the current / potential action plan.