

INTEGRATED DEVELOPMENT PLAN
TO SUPPORT
BUSINESS ACTIVITY
IN JELGAVA
LOCAL MUNICIPALITY
2018-2028



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WHAT DO WE HOPE TO ACHIEVE WITH THE INTEGRATED DEVELOPMENT PLAN TO SUPPORT BUSINESS ACTIVITY IN THE JELGAVA LOCAL MUNICIPALITY?

In its long-term development strategy, the Jelgava Local Municipality is positioning itself as a local municipality with a sustainable future. With the creation of the Integrated Development Plan to Support Business Activity in the Jelgava Local Municipality 2018-2028, the council of the local municipality is highlighting the important role of business activity in the stable development of the municipality and defines the tasks which must be undertaken to ensure stability in developing business activity.

The quality of the environment for business activity is one of the most important elements in increasing the local municipality's competitiveness. The better the conditions the local municipality can create for businesses, the greater the investment that can be expected in the economy, in turn meaning the creation of new employment and prosperity for its residents.



At the core of the action plan is a vision about how business activity, as the intellectual and creative expression of its residents, can develop in every place within the Jelgava Local Municipality. There are three foundation stones at the core of the business activity development plan for the Jelgava Local Municipality: the wise management of local resources, an increase in the role of knowledge in business activity, as well as support for the sale of local products and services.

The local municipality's business activity potential is hidden in its traditional areas of business activity, linked with agriculture and the use of natural resources. However, consistent with the long-term nature of the plan, it is opening the door to new (including future) forms of business activity within, or related to, these traditional sectors. A significant role in strengthening the local municipality's economy must be taken by the interaction of the rural territory and businesses with the City of Jelgava, developing ever closer links between other towns in the region and the Latvian capital.



The long-range availability of resources, academic potential and the local municipality's support can facilitate the Jelgava Local Municipality's and the City of Jelgava's influence on the growth of business activity in the Baltic region. Development of business activity must be based on strengthening the business skills of residents and increasing the knowledge of existing business people, which can be gained through national and international collaboration.

The Development Plan to Support Business Activity in the Jelgava Local Municipality reflects the vision of the stakeholders of Jelgava Local Municipality about how integrated activities to facilitate business activity must be undertaken in the territory, alongside improving the quality of life of its residents. The local municipality and the people who live in it seek the development of the kind of business activity, that is also consistent with important sustainability criteria, namely, which facilitates an inclusive economy, limits environmental pollution, and is also socially responsible.

We cannot predict national and global business activity, demographic and climate change trends. However, we can still join together in the local municipality's action in supporting business activity for the sustainable development of the Jelgava Local Municipality. Starting to implement the developed plan, it will be possible to proceed and specify mid-term activities for support of certain branches, for example agri – food and to increase the weight of local production in the local economy.



The Development Plan to Support Business Activity in the Jelgava Local Municipality 2018-2028 was developed within the framework of the URBACT project AGRI-URBAN, according to the method offered at the URBACT Summer Academy in August 2016, and recommended by the Ministry of Environmental Protection and Regional Development of Republic of Latvia, and in accordance with the results of the work and conclusions of the local action group.

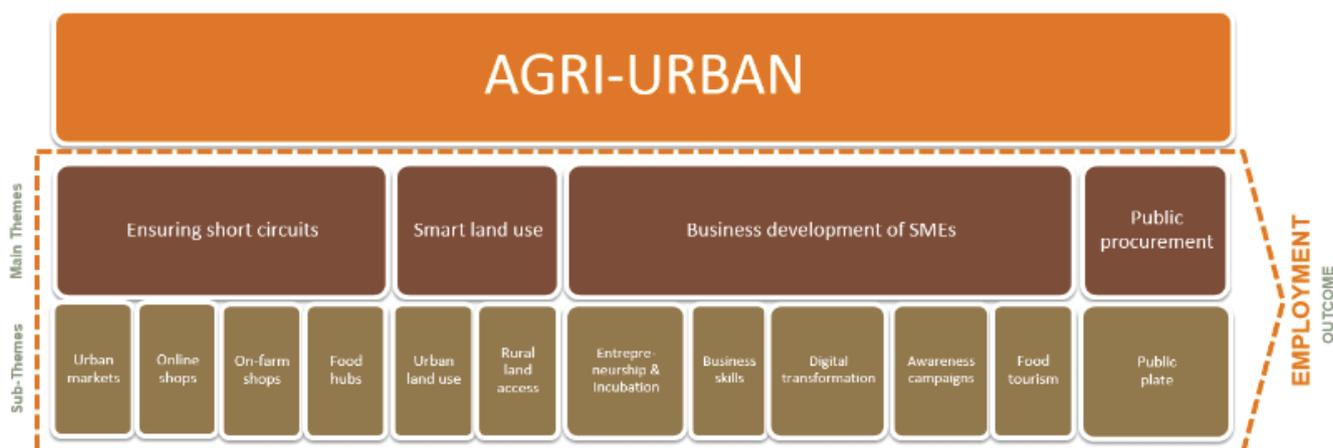
Section 15 (10) of the Law on Local Governments prescribes that the autonomous functions of local governments are to facilitate economic activity within the relevant administrative territory, and to be concerned about reducing unemployment. The goal of the prepared development planning document is to create a favourable environment for the development of business activity in the local municipality. The plan defines the challenges for the local council in the period up to 2028, encompassing the balanced development of the existing and future business activity field in the territory of the local municipality, emphasizing that traditional craft enterprises should be able to operate successfully alongside large manufacturing and processing companies, and that local government will provide them with equal support.

The development plan was developed in the period from July 2016 to March 2018, with information collected during discussions and public events organized by the Jelgava Local Municipality having been taken into account in its preparation, as well as development trends and indicators in Latvia, the Zemgale region and the Jelgava Local Municipality.

In the creation of the development plan, with the help of experts in various fields and planning levels, support measures which could facilitate business activity were identified, which could be addressed at a regional and national level, and will be included in the National Development Plan 2021 – 2028.

The local municipality's development plan was created, taking as its base, the recommendations and ideas provided, during the AGRI – URBAN Project's implementation period, by the expert work group, and from events held within the framework of the project, during which time:

(1) The experience and actions of other countries was accumulated on facilitating the development of rural territories and cultivating links between the city and the countryside, and the greatest challenges for the Jelgava Local Municipality were clarified on the following themes:



- (2) Causal relationships and consequences of low business activity in populated areas within the local municipality were sought;
- (3) Ideas connected with the needs of existing and potential residents and businesses were generated;
- (4) Achievable development results were identified;
- (5) Ideas and practical solutions for achieving results were sought;
- (6) The connection of industries and spheres and responsibilities for the achievement of results were defined;
- (7) An integrated action plan structure and an integrated development plan were developed.

GEOGRAPHY

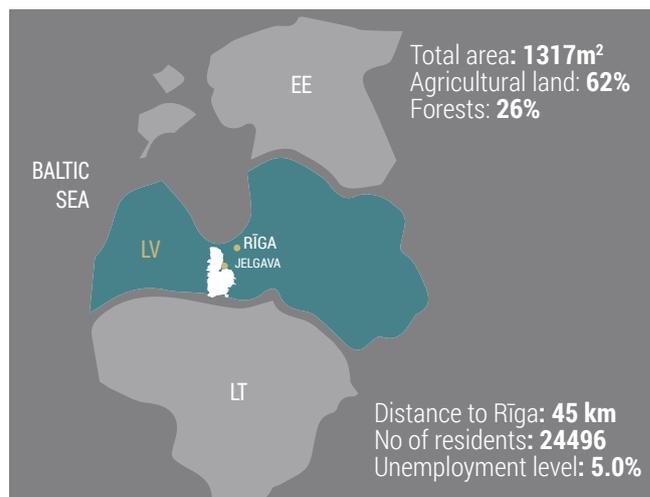
The Jelgava Local Municipality is located in the central part of Latvia and the Baltic region. The municipality is characterized by a convenient geographical location, its closeness to the capital city Rīga and Jelgava, the centre of the Zemgale region. The Jelgava Local Municipality has a good network of roads, which ensures quick arrival at chosen destinations. The municipality is crossed by two main national highways, providing for rapid and convenient transport of goods to ports at Rīga and Liepāja and connecting Latvia with the Lithuanian Republic and Europe.

The Jelgava Local Municipality is rich in natural resources. The territory can be divided into the southern and the northern section according to the types of business activity. In the southern section, high-quality land suited to agriculture is a characteristic, which is why substantial agricultural businesses (crop farming and cattle breeding) are concentrated here. In the municipality's northern section, where significant valuable deposits of mineral resources and forests are located, the characteristic activities are manufacturing, the mining and processing of valuable mineral resources, forestry and wood-processing.

ECONOMY

The Jelgava Local Municipality's economic profile is made up of: sectors, in which the municipality's natural resources are used as raw materials for manufacturing products: the food industry (crop farming, cattle breeding and horticulture), wood processing, mining of valuable mineral resources, manufacturing of building materials and construction; sectors where a base for development has been created in the municipality – infrastructure suited to development, the geographical location, the available academic potential and human resources, traditional crafts and cottage industries, the textile industry and energy production from renewable resources; sectors which encourage learning about Latvia's and Zemgale's traditions, encourage tourism and the sale of goods produced and services provided.

The abovementioned create the preconditions for the successful development of products with high added value and exports. In the long-term, the successful development of the agricultural sector requires the introduction of new technology and innovation, so that the goods produced have as much higher added value as possible, and also requires the development of cooperation with the food processing sector.



POPULATION

In the period from 1 st January 2010 to 1 st January 2017, the number of residents in the local municipality decreased by 9.8%. The change in the number of residents was influenced by the birth-rate and death-rate, as well as the migration of residents. Even though the level of unemployment continues to decrease, attention should be directed to the fact that the available workforce in the labour market and consequently the level of unemployment, are affected by the decrease in the number of permanent residents, including a reduction in the number of residents of working age, and workforce emigration. Bearing in mind that agriculture is the main type of business activity in the Jelgava Local Municipality, only a small proportion of residents in the municipality are employed in it. Data on the internal migration of Latvia's workforce reveals that on average 49% of rural residents, including residents of Jelgava Local Municipality, head off to Rīga or its neighbourhood for work every day. A proportion of residents have joined the labour market outside of Latvia in search of a better life.

There are 57 economically active businesses in Jelgava Local Municipality per 1,000 residents. 22% of all businesses are registered as agricultural growers, producers or processors. In terms of turnover, the largest businesses in Jelgava Local Municipality in 2017 were agricultural producers, industrial producers and construction companies.

The location of the University of Life Sciences and Technologies and its research centres in the City of Jelgava is of great benefit to the municipality's business activity, as local businesses collaborating with them have the opportunity to develop innovations in technological production, food and non-food goods manufacturing, processing, packaging and storage.

THE MAIN INDICATORS DESCRIBING BUSINESS ACTIVITY AND THE LABOUR MARKET IN THE JELGAVA LOCAL MUNICIPALITY

INDICATOR (at start of year)	2010 (base year)	2011	2012	2013	2014	2015	2016	2017	TREND (CF. BASE YEAR)
No. of residents	27288	26998	26867	26557	25801	25213	24775	24496	↓
Natural growth	-85	-136	-123	-145	-92	-126	-163	-68	↗
No. of working age residents	18345	18224	17979	17689	17301	16870	16510	16253	↓
Unemployment level %	12.1	13.6	11.1	8.9	7.1	5.6	5.8	5.0	↓
No. of businesses	2011	2076	2169	2231	2301	2367	2701	2823	↗
Municipality budget income per resident (eur)	759.05	830.35	825.98	853.47	920.50	925.60	1023	1036	↗
No. who have moved permanently to Jelgava Local Municipality	Not recorded	1331	963	883	707	593	1104	1045	→
No. who have moved from Jelgava Local Municipality to other areas	Not recorded	605	571	614	837	656	1000	1175	↘
Average salaries of employees per month, Eur	599	629	645	363	718	769	802	849	↗

STRENGTHS:

- S1 Stable and strong enterprises
- S2 Successful cooperation with state institutions supporting rural development
- S3 Municipal support to entrepreneurship, including grants for establishment of new businesses
- S4 Location in the middle of Baltics
- S5 Cooperation with scientific institutions, including Latvia University of Life Sciences and Technologies
- S6 Available municipal lands and buildings for supporting business
- S7 Municipality facilitates environmental friendly farming

WEAKNESSES:

- W1 Low motivation of residents, including young people, for commencing business activity
- W2 Low activity in the creation of new businesses
- W3 Absence of examples of good practice
- W4 Low competitiveness of products in the market
- W5 Absence of opportunities to access new markets
- W6 Transfer of business activity
- W7 Inflexibility of the labour market

SWOT

OPPORTUNITIES FOR SUSTAINABLE FUTURE:

- O1 Strengthen capacity of businesses
- O2 Developed rural territories
- O3 Market eagerness for local products due to a 'sense of pride' in local/ national products
- O4 Expanding the markets
- O5 Good knowledge basis available in scientific institutions that can be exploited by businesses
- O6 Local resources available for the stimulation of business activity
- O7 Availability of healthy agri-food products

THREATS:

- T1 Educational programmes which do not facilitate business activity (all stages of lifelong learning)
- T2 Absence of motivation, and fear (the readiness to take risks as well, the ability to adapt and be flexible, orienting thinking to the development of business activity)
- T3 Absence of mutual collaboration between businesses (cooperation between producers in group purchasing, the provision and exchange of skills, identification of the needs of sectors in the region, an internet platform for the development of other joint marketing channels, collaboration of farms to develop gastronomic tourism)
- T4 Difficulties in finding markets for sales (reducing competition with imported products, product development and finding a market niche, consumer education about new purchasing opportunities)
- T5 Absence of understandable and available information (obtaining knowledge, information about local government resources)
- T6 Insufficient local government capacity and communication (market square infrastructure, quality of rural roads, bureaucracy in local government institutions, planning challenges for rural land)
- T7 Inability to attract a qualified and motivated workforce with the average level of pay in a sector

VISION, EXPECTED RESULTS, CHANGES



OUR VISION



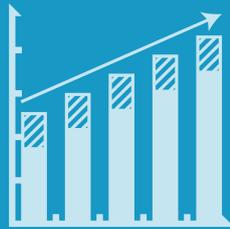
A sustainable territory in the central part of the Baltic states for the implementation of business activity ideas that contribute to the growth and the improved quality of life of our citizens.

EXPECTED RESULTS



The number of businesses and the competitiveness of their products have increased in the Jelgava Local Municipality until 2028 by 7% per year.

CHANGES THAT WILL TAKE PLACE



1

Conditions have been created in the Jelgava Local Municipality for residents and businesses to start and develop business activity commensurate with their interests, knowledge and market needs.

2

Business activity in the Jelgava Local Municipality becomes more efficient, knowledge intensive and sustainable. The products created are market-competitive, with businesses making a profit, stimulating other residents to choose the Jelgava Local Municipality as their place of work and home, and contributing to the welfare of the local population and of other consumers.

The complete Action Plan for the Integrated Development Plan to Support Business Activity in the Jelgava Local Municipality 2018-2028 can be found at Appendix.
The Action Plan consists of 3 Thematic Objectives and 25 Activities which are to be implemented in the period to 2028.

TO 1 CREATION OF A SMART RESOURCE BOARD FOR THE DEVELOPMENT OF BUSINESS ACTIVITY IN THE JELGAVA LOCAL MUNICIPALITY

1. Inter-institutional collaboration on developing the business activities field	2. Identification, research and systematization of the value of local resources	3. Development of a "Smart Municipality" concept	4. Improvement in infrastructure for the requirements of business activity development	5. Facilitating the business skills of the Jelgava Local Municipality residents
Regular cooperation between organizations providing support to entrepreneurs in the Jelgava Local Municipality, as well as those institutions that can positively influence the business environment at the national level (Ministry of Economics, Ministry of Agriculture) and local level, as well as scientific institutions, is ensured in Jelgava Local Municipality. Cooperation between different sectors and institutions is maintained on a regular platform for the exchange of information, as well as through mutual cooperation projects.	The Jelgava Local Municipality is rich in resources that have not been used to commercialize so far. This measure intends to invest sufficient resources in research into these resources, thus ensuring new business niches for the development of local entrepreneurs.	For a successful start-up and development of existing business, a combination of different resources is required, the availability of which depends on availability of information for entrepreneurs. With the development of the concept, a platform will be created where information about these resources will be collected, resulting in any existing or potential entrepreneur having access to information about the resource or support instrument available to the region.	With this action, the land and infrastructure necessary for business development in the region will be arranged. This will free up the business development potential that was not used due to poor infrastructure.	This action is intended to increase the number of the Jelgava Local Municipality's inhabitants who are willing to engage in business activities in the region or to improve the competitiveness of their business. As a result, people's knowledge and interest in the business sector will increase.

TO2 DEVELOPMENT OF KNOWLEDGE-BASED BUSINESS ACTIVITIES IN THE JELGAVA LOCAL MUNICIPALITY

1. Facilitation of sustainable (environment, economy and society) business activities in the Jelgava Local Municipality	2. Spreading knowledge/technology to residents and businesses and making it more accessible
The Jelgava Local Municipality has to develop not only entrepreneurship that promotes the financial well-being of people but also provides a better quality of life (clean land, air, unpolluted food, etc.). This objective is intended to be achieved through the support to sustainable, environmentally friendly and innovative business, as well as waste-reduction.	In order to reduce the precaution of the local people towards technologies and promote their use in everyday life, which can lead to a positive attitude towards science and its achievements, this action is intended to organize activities bringing science closer to individual. By making modern technologies and science understandable, young people will have an interest in studying environmental sciences, creating a new generation of scientists, and will encourage adults to promote ideas for technologically based and added value entrepreneurship.

TO3 DEVELOPMENT OF A LOCAL PRODUCTS AND SERVICES SUPPORT SYSTEM

1. Facilitation of the recognition of products and services from the municipality	2. Provision of support instruments for the development of local business activities
This activity is intended to provide significant support for the promotion of visibility of products and services of the Jelgava Local Municipality among the customers. Along with recognition, both demand from potential customers and the resulting offer in different sales outlets and forms will evolve.	With this activity, it is planned to create tools for promoting the business in the Jelgava Local Municipality, which will help to find new markets for products produced in municipality, promote sales, increase financial availability for business and develop, in particular, traditional crafts.

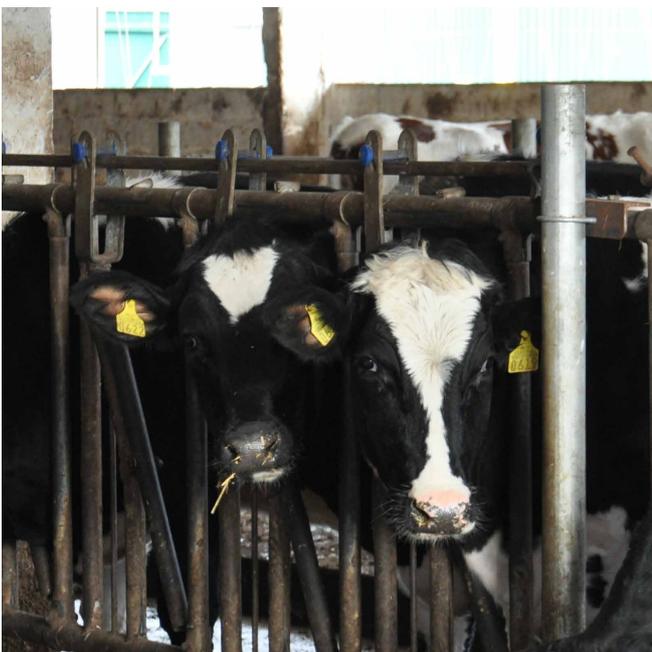
INTEGRATED DEVELOPMENT PLAN CREATION PROCESS

Groups of experts were set up to participate in the development plan creation process in order to create the Integrated Development Plan to Support Business Activity in the Jelgava Local Municipality. Overall, 9 work groups were set up, with the participation of 58 representatives from national and local government, businesses, academics and the community, which ensured inclusive and grass-roots planning in this way, the type of planning which is based on joint agreement on future action by the parties involved.

Issues to be solved at the regional and national level were identified during the Development Plan's creation process:

1. The development of an education programme facilitating business activity for all stages of lifelong learning;
2. Updating legislation to stimulate competitive business activity and motivational remuneration.

A fundamental component of the creation of the Development Plan was the continual learning, exchange of experience and capacity raising of the members of the group of experts, so that the knowledge gained could be used in the development of their work.



LEARNING AND SHARING AT THE EU LEVEL

In October 2015 our journey at Agri-Urban started. Together with 10 EU cities we were rethinking agri-food production in small and medium-sized municipalities that have a relative specialization in this area, with the goal to increase transparency in the European food system, strengthen the rural-urban relationship and raise jobs in the sector.

The transnational exchange meetings, where representatives from each partner country visit each other during project development to exchange best practice ideas, share relevant case studies and develop new ideas within their own cities based on experiences and learning. The transnational exchange was considered the most valuable part of the project as the ideas and learning generated among partners is now being reflected in each Integrated Action Plan across the Agri-Urban partnership. The focus is on providing local solutions to local problems.

The purpose of the transnational exchange was to share experiences and learning between partners and develop new initiatives in tackling similar problems in each partner country. This was considered the real added-value of the Agri-Urban Network where key personnel of local groups were afforded the opportunity to visit, see and discuss with relevant individuals in partner countries as to how to tackle various problems and what solutions would be best suited and fitted to their own situation.

The following image is a visualization of our journey that started in October 2015 in Baena and finished in April 2018 at the same place.



BAENA (SP)
KoM Phase I

OCTOBER 2015



CESENA (IT)
Closing Phase I

FEBRUARY 2016



ROTTERDAM (NL)
URBACT
SUMMER
UNIVERSITY

AUGUST 2016



**MOLLET DEL
VALLÉS (SP)**
KoM Phase II

JUNE 2016



**LAG PAYS DE
CONDRUSES (BE)**

OCTOBER 2016



PYLI (GR)

NOVEMBER 2016



SÖDERTÄLJE (SE)

MAY 2017



**FUNDÃO
(PT)**

JUNE 2017



**ABERGAVENNY
(UK)**

SEPTEMBER 2017



JELGAVA LM (LV)

OCTOBER 2017



PETRINJA (HR)

MARCH 2018



**MOUANS
SARTOUX (FR)**

FEBRUARY 2018



BAENA (SP)
Final Conference

APRIL 2018



At the core of the Development Plan is an objective exploration of the existing situation and the identification of a vision about the kinds of changes the Jelgava Local Municipality wishes to see in 2028. The project methodology was established during Phase I of Agri-Urban.

The Integrated development and participative action-planning were at the heart of our work. The infographic recaps the main steps to go through to develop an Integrated Action Plan, which will analyse problems and opportunities, address specific needs by defining expected results, and prepare a set of actions in co-production with stakeholders. In each AGRI-URBAN stop (transnational meeting) we worked a different step of the Action-Planning Cycle.

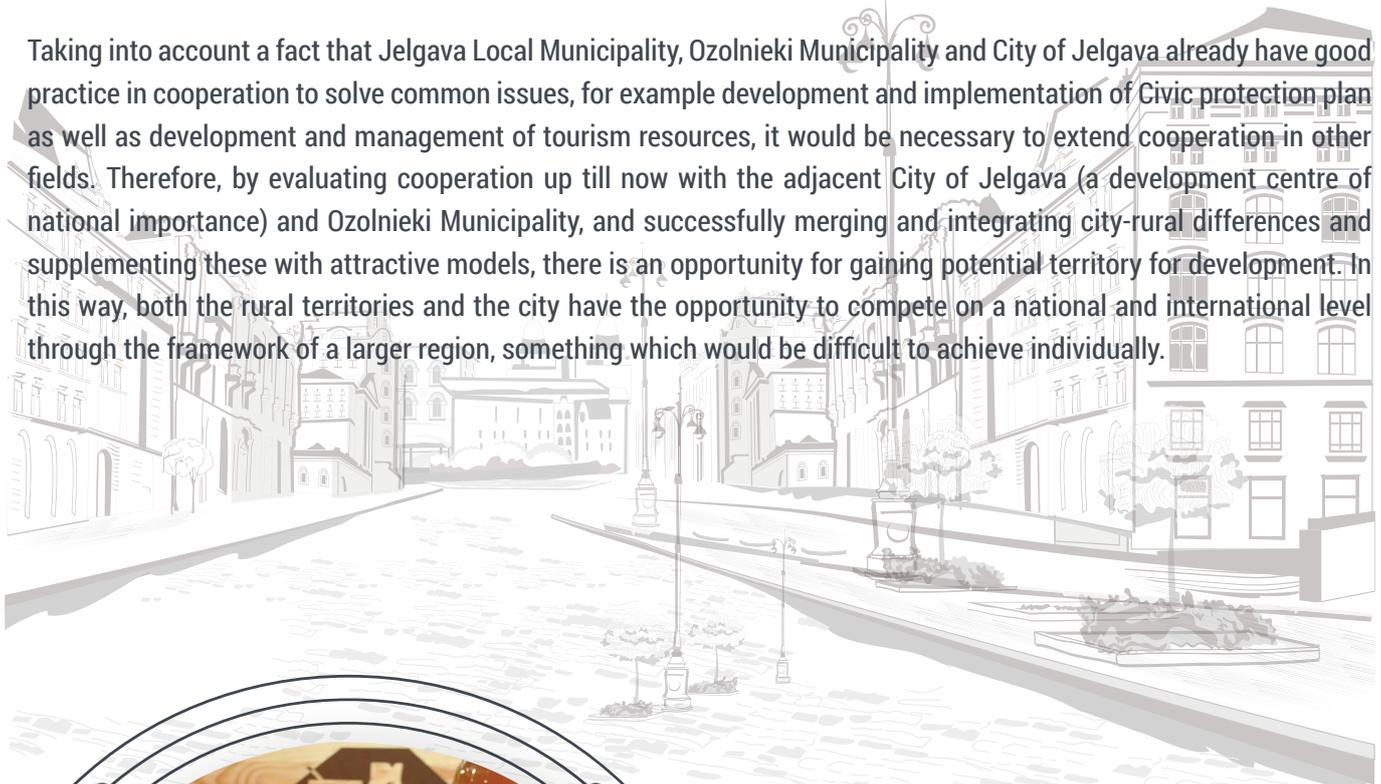


THE FOLLOWING IS A SUMMARY OF THE KEY STAGES AT LOCAL LEVEL:

- I. Creation of the Local Support Group with representatives from public and private sector;
- II. Stakeholder Analysis;
- III. Definition of Key Problems and Challenges;
- IV. Gathering evidence based on desktop studies and site work;
- V. Generation of ideas for solutions;
- VI. Transnational visits to partner countries with exchange of best practice and learning;
- VII. Refinement of the Actions and completion of Action Tables;
- VIII. Identification of potential funding mechanisms for IAP Actions;
- IX. Communication and consultation with key stakeholders and validation of IAP;
- X. Further refinement of the IAP following consultation with stakeholders;
- XI. Completion of Phase 2 and formal launch of IAP.

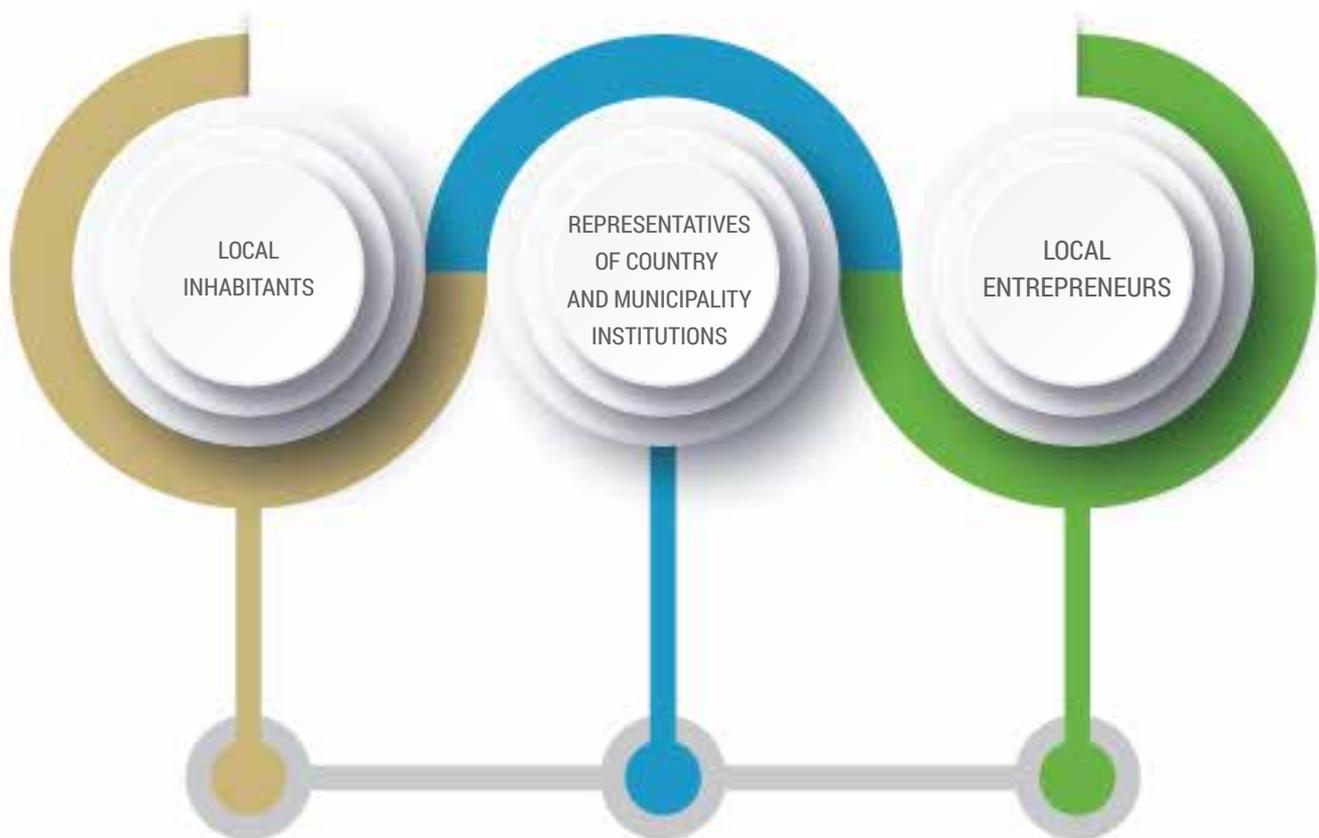
A reduction in the number of residents is one of the greatest threats impacting in a direct way on the municipality's development opportunities, affecting every sector and field. Stabilization in the number of residents could be achieved by implementing specific measures to strengthen residents' sense of identity and belonging, but the number of employment opportunities available in the municipality has the greatest influence. Even though the Jelgava Local Municipality is one of the largest rural municipalities in Latvia, "one cannot go it alone".

Taking into account a fact that Jelgava Local Municipality, Ozolnieki Municipality and City of Jelgava already have good practice in cooperation to solve common issues, for example development and implementation of Civic protection plan as well as development and management of tourism resources, it would be necessary to extend cooperation in other fields. Therefore, by evaluating cooperation up till now with the adjacent City of Jelgava (a development centre of national importance) and Ozolnieki Municipality, and successfully merging and integrating city-rural differences and supplementing these with attractive models, there is an opportunity for gaining potential territory for development. In this way, both the rural territories and the city have the opportunity to compete on a national and international level through the framework of a larger region, something which would be difficult to achieve individually.



Taking previous socio-economic factors and traditions, the importance and influence nationally of each individually and jointly, and the interaction of the City of Jelgava and its adjacent rural territories (Jelgava Local and Ozolnieki municipalities) into account, through focussed development in the long-term, it could become an influential region at a Baltic states' level.

The University of Life Sciences and Technologies, which is located in the City of Jelgava could contribute greatly to the rural-city interaction model, and its academic research could be integrated into local business activity with the results of the collaboration being reflected in ever new markets.



TODAY'S DEVELOPMENT CHALLENGES ARE CONNECTED WITH THE IMPLEMENTATION OF VARIOUS ACTIVITIES IN THE ECONOMIC, ENVIRONMENTAL AND SOCIAL AREAS, AND THEY ARE MUTUALLY CONNECTED. THEREFORE, SUCCESSFUL DEVELOPMENT CAN ONLY BE ACHIEVED WITH THE HELP OF AN INTEGRATED APPROACH, INVOLVING VARIOUS FIELDS AND SECTORS IN THE PLAN'S IMPLEMENTATION.

TO IMPLEMENT AN INTEGRATED APPROACH, A STRONG PARTNERSHIP WAS CREATED DURING THE ACTION PLAN'S CREATION PROCESS BETWEEN LOCAL RESIDENTS, LOCAL BUSINESSES AND REPRESENTATIVES OF NATIONAL AND LOCAL GOVERNMENT INSTITUTIONS, WHO PARTICIPATED IN ALL STAGES OF THE ACTION PLAN'S DEVELOPMENT. AS A RESULT, VIEWS ON VARIOUS SOLUTIONS TO FACILITATE MEASURES FOR SUPPORT OF BUSINESSES AND TO ACHIEVE SUSTAINABLE RESULTS HAVE BEEN COMBINED. IT IS ESSENTIAL THAT THIS PARTNERSHIP SHOULD BE STRENGTHENED DURING THE PROCESS OF IMPLEMENTATION OF THE INTEGRATED ACTION PLAN, COMBINING THE RESOURCES AND KNOWLEDGE OF THE VARIOUS PARTIES IN THIS WAY IN ORDER TO CREATE THE ENVIRONMENT FOR SUSTAINABLE FUTURE AND GROWTH.

COMMUNICATION AND COMMUNITY INVOLVEMENT IN THE PLAN'S IMPLEMENTATION

Communication, for example conferences, workshops, website information about the plan, use of social networks, promotion via traditional media, etc. about the implementation of support plan measures will be undertaken by the Jelgava Local Municipality's administration, involving the community and neighbouring municipalities in the implementation of the Action Plan.

The Integrated Development Plan to Support Business Activity in the Jelgava Local Municipality was created based on the results from expert work groups, ensuring, in this way, the inclusive nature of the plan's development. The community was regularly informed about the plan's creation process. The public presentation in Latvia of the created plan took place on 29th March 2018, during the final event of AGRI – URBAN project in Latvia.

Participation and consultations during the plan's implementation process and proposals for amendment will be provided by the Jelgava Local Municipality's Development Department's everyday communication with residents, businesses and other parties involved in the development of business activities in the Jelgava Local Municipality.



FUNDING

The plan is to fund the Integrated Development Plan to Support Business Activity in the Jelgava Local Municipality from budget funds from the Jelgava Local Municipality and by attracting funding from the EU and other funding sources. As a large proportion of the Development Plan's introduction period falls after the existing National Development Plan and the EU funding planning period which extends until 2020, the Jelgava Local Municipality resolves to actively participate in the creation of the new National Development Plan and the EU's new planning period process, so that the European Union's and Latvia's national development planning documents are supportive of the Jelgava Local Municipality's Business Activity Development Plan.

THE FUTURE

The created Integrated Development Plan to Support Business Activity in the Jelgava Local Municipality identifies the challenges defined during the creation process, and the work to be undertaken for the development of modern, inclusive and sustainable business activity in the populated areas of the Jelgava Local Municipality.

The creators of the Development Plan consider that in the changing socio-economic environment the business activity development plan must be open to improvement and supplementation.

MONITORING AND CONTROL

In accordance with legislation, a report must be made on the Integrated Development Plan to Support Business Activity in the Jelgava Local Municipality, about its implementation, including a summary of indicators on results and an analysis and conclusions, based on which a review of the development plan can be made. External expert could be invited for the monitoring of plan's implementation.

The Jelgava Local Municipality's Development Department is responsible for the plan's implementation. The introduction, monitoring and preparation of reports on the plan are being organized on two levels:

1

Jelgava Local Municipality's Economics Committee, which is responsible for conceptual decision-making and submission of proposals to the council about changes to be made to the plan.

2

Jelgava Local Municipality's structural units, which through mutual collaboration, undertake the coordination and implementation of the work for the plan's introduction.



APPENDIX

**INTEGRATED DEVELOPMENT PLAN TO SUPPORT BUSINESS ACTIVITY
IN JELGAVA LOCAL MUNICIPALITY 2018-2028
ACTION PLAN**

Aim of the plan: **"TO INCREASE THE NUMBER OF SMALL BUSINESSES IN POPULATED AREAS IN JELGAVA LOCAL MUNICIPALITY"**

No. in order	Activity	Outcome of Activity	Indicator of achievement	Responsible institution	Institutions sharing responsibility	Finances	Due date
1.	CREATION OF A SMART RESOURCE BOARD FOR THE DEVELOPMENT OF BUSINESS ACTIVITY IN THE JELGAVA LOCAL MUNICIPALITY						
1.1.	<u>Inter-institutional collaboration on developing the business activities field</u>						
1.1.1.	Setting up and coordination of Jelgava Local Municipality Business Activity Facilitation Board	Jelgava Local Municipality in cooperation with business activity support organizations have set up the Board to facilitate business activity	A board is operating. Regulations on the operation of the business activity board have been developed and finances allocated. At least 3 new businesses become involved in the board each year	Development Department	Business activity support organizations	3000 EUR	2018
1.1.2.	Facilitating cooperation with national, municipal, non-government and other institutions for the development of business activities	Signing of new cooperation contracts, development of cooperation projects and organization of joint activities – signing of contracts, development of projects, etc.	3 cooperation contracts have been signed during the period. 2 cooperation projects have been developed during the period. 2 joint activities have been organized each year within allocated finances.	Administration, Development Department	Business activity support organizations	30000 EUR	2023
1.1.3.	Coordination of cooperation between the municipality, educational institutions and local business for the implementation of employment activities	Workplace based training, improvement of career consultant capacity	10 training positions are provided per year in businesses	Development Department	Department of Education	15000 EUR	2023
1.2.	<u>Identification, research and systematisation of the value of local resources</u>						
1.2.1.	Research on natural resources in the municipality to diversify economic activity	Resources in the municipality, which could serve as the basis for undertaking/ broadening business activity are identified	2 surveys using internal resources are undertaken on the availability and extraction of resources	Development Department	Development Department	28000 EUR PER SURVEY	2028
1.3.	<u>Development of a "Smart Municipality" concept</u>						
1.3.1.	Development of a Smart Municipality platform	A platform is created where information about all types of resources (land, buildings, money, people, knowledge etc.) is collated and regularly updated. Digitalization points, Internet sales platform	One platform. Each year, the number of views increase by 1,000 per year	Development Department	Real Estate Department, Department of Education	60000 EUR	2023
1.3.2.	Provision of information about support instruments for business activity (including tourism, social entrepreneurship etc.)	There is an increasing number of inhabitants and businesses in Jelgava Local Municipality, who are informed about support instruments for business activity and use them	4 seminars or conferences per year, 2 forums per year, information on the home page, in e-mails etc. on social networks no less than once a month; an e-marketing instrument is introduced (direct e-mail).	Development Department	Business activity support organizations	42000 EUR	2028

No. in order	Activity	Outcome of Activity	Indicator of achievement	Responsible institution	Institutions sharing responsibility	Finances	Due date
			50 local businesses take part in events. 12 new businesses get involved and develop cooperation with the municipality				
	1.3.3. Maintaining and updating a data base of existing and potential business activity territories	Information is available about territories (land/buildings) where business activity is possible	The data base is updated once a year. An interactive digital map is created on investment and degraded territory	Development Department	Real Estate Department	1500 EUR PER YEAR	2028
	1.3.4. Developing an outstanding reputation for Jelgava Local Municipality for supporting business activities and implementing ideas on business activities	The number of businesses which consider that Jelgava Local Municipality is an outstanding place to conduct their business activities, or to start up a business, increases	1 communication campaign, including survey to measure the impact and increase of the level of awareness and satisfaction. 12 new businesses become involved and develop cooperation with the municipality	Development Department	Business activity support organizations	5000 EUR PER YEAR	2028
1.4.	Improvement in infrastructure for the requirements of business activity development						
	1.4.1. Setting up of territory suitable for business activities which is under the municipality's jurisdiction	The number of territories where business activities can be commenced or developed is increased. Market squares in villages have the required amenities	During the recovery period 2 run-down territories are set up for the development of business activity. 2 market squares have the required amenities	Development Department	Real Estate Department	1500000 EUR	2025
	1.4.2. Improvement of the engineering infrastructure required for business activities	Improve traffic infrastructure, improve water handling facilities (including water supply, municipal wastewater treatment, and drainage) services, gas and electricity supply, and others for accessibility/ attraction of business activities to the territory	Road surfaces are renewed to a length of 15km during the period. Gas is accessible at 1 territory in the period. Infrastructure for water handling facilities is set up in 2 territories in the period	Development Department	Real Estate Department	4500000 EUR	2028
1.5.	Facilitating the business skills of the Jelgava Local Municipality residents						
	1.5.1. Organization of seminars and exchange of experience for potential business people	The number of residents who understand the essence of business activity has grown and the number of residents who wish to/or commence business activities has increased	2 seminars and 2 experience exchanging events per year are organized, including agri-food sector	Development Department	Public Relations Department	15000 EUR PER YEAR	2028
	1.5.2. Organization of events to increase the business skills of young people	The number of young people who get involved in business activities which include the manufacture of high value-added products has increased	2 events for involving young people in business activity, for facilitating business skills, including a competition for ideas, are organized in the period, including agri-food sector.	Development Department	Public Relations Department	96000 EUR PER YEAR	2028

No. in order	Activity	Outcome of Activity	Indicator of achievement	Responsible institution	Institutions sharing responsibility	Finances	Due date
			2 projects are implemented in the period (examples, a Hackathon and Schoolchildren in Business, the organization of a Business Activity Afternoon in schools and provision of mentoring)				
	1.5.3. Organization of events to stimulate the creation of new businesses	The celebration and popularization of business best practice is provided in Jelgava Local Municipality	The "Be a Business Person in Jelgava Local Municipality" and the "Annual Award for Businesspersons" events are organized every year	Development Department	Public Relations Department	8500 EUR PER YEAR	2028
2.	DEVELOPMENT OF KNOWLEDGE-BASED BUSINESS ACTIVITIES IN THE JELGAVA LOCAL MUNICIPALITY						
2.1.	Facilitation of sustainable (environment, economy and society) business activities in the Jelgava Local Municipality						
	2.1.1. Support from the municipality for implementing measures for businesses which introduce and facilitate sustainable management	Municipal and national support mechanisms for facilitating sustainable business activity are developed	Municipal normative documents (procedure and binding regulations) are introduced which provide support for sustainable business activity. One networking event for businesspersons and scientists is organized per year	Development Department	Real Estate Department	2500 EUR PER YEAR	2028
	2.1.2. Promotion of environmentally friendly agriculture	Farms where environmentally friendly elements are introduced develop within the municipality	2 joint-projects are introduced in the period: the municipality, the businessperson and science. 2 environmentally friendly new farms established or existing reorganized in the period	Development Department	Real Estate Department	208000 EUR	2023
	2.1.3. Introduction into circulation of local healthy food	Businesses produce sustainable food, residents have an understanding of this, and it is consumed on a daily basis	A healthy food campaign is facilitated – twice a year resulting in change of diet habits (measured by internal survey)	Development Department	Department of Welfare and Education	15000 PER YEAR	2028
	2.1.4. Facilitation of the production of innovative products	The number of events/activities has increased and innovations (goods/services/process) are created in the Jelgava Local Municipality as a result	The number of businesses in the Jelgava Local Municipality which cooperate with the University's Technology Transfer Department (and other scientific institutions) for developing/ diversifying/ commencing their business activities has increased	Development Department	University of Life Sciences and Technologies	-	2028
	2.1.5. Facilitation of a circular (cycle) economy	Businesses in the Jelgava Local Municipality have an increased interest in the circular economy and motivation develops to introduce cycle economy elements in businesses	The businessperson who uses elements of the circular economy in their business activity receives an award at the "Annual Award for Businesspersons" Event, 1 business per year	Development Department	University of Life Sciences and Technologies	-	2028
2.2.	Spreading knowledge/technology to residents and businesses and making it more accessible	The supply of life-long-learning in the existing base is diversified in accordance with demand. The number of events where residents can find out about new knowledge and technology for facilitating business activity has increased	The "Scientists Go into the Community" Campaign, Energy Park, Chemistry Park, Physics Park, Food Technology Park and Village Smart Specialization. Competitions at schools. Lessons in the environment and at technological parks, "How do Things and Processes that can be used in Business Activity Develop". Plenaries of scientists and business people, exchange of experience tours for business people and scientists	Development Department	Department of Education, Business activity support organization	12000 EUR PER YEAR	2028

No. in order	Activity	Outcome of Activity	Indicator of achievement	Responsible institution	Institutions sharing responsibility	Finances	Due date
3.	DEVELOPMENT OF A LOCAL PRODUCTS AND SERVICES SUPPORT SYSTEM						
3.1.	Facilitation of the recognition of products and services from the municipality						
3.1.1.	Development of publicity materials about products created in the municipality and about businesses	Publicity materials about the products created in the municipality and about businesses has been developed and are available	10,000 booklets, 60 publications, 60 items in social networks. Participation in 2 exhibitions per year, 60 home page items and 3 videos	Development Department	Public Relations Department and other partners	162500 EUR	2028
3.1.2.	Facilitation of the recognition of the "Local Producer – Our Treasure" brand	Recognition of businesses/ products/ services with the Jelgava Local Municipality brand has increased in Latvia	The number of businesses/ products/ services which use the Jelgava Local Municipality's product recognition brand "Local Producer – Our Treasure" has increased by 2 per year. Provision of support for the <i>Pārtikas Amatnieki</i> Association	Development Department	Public Relations Department	16000 EUR PER YEAR	2028
3.1.3.	Ensuring the availability of local products, developing such initiatives as QR codes, GeoCaching, and a mobile application. Creation of an internet sales platform	The availability of products made in the Jelgava Local Municipality has increased in towns, the internet, and with the producer and service provider on site. Possibility of creating on – farm shops	2 markets have been found for local products during the period (Air Baltic, Spice). Two marketing projects have been introduced in the period	Development Department	Business activity support organizations	75000 EUR	2028
3.2.	Provision of support instruments for the development of local business activities						
3.2.1.	Development of a public purchasing system to support local business activities in the municipality	Businesses in Jelgava Local Municipality participate more actively in public purchasing	A work group is formed. 2 seminars are organized on the exchange of experience. A "public plate" (consumption of local products in municipal institutions through public purchasing) is introduced at Jelgava Local Municipality's educational and social welfare institutions	Development Department	Department of Education, Welfare Department	6000 EUR	2023
3.2.2.	Facilitation of the development of branches of traditional craftsmanship	Younger generations in Jelgava Local Municipality have an opportunity to learn traditional craftsmanship skills and to continue these crafts. Country tourism business services, gastronomic tourism and on-farm shops are developed	3 traditional craftsmanship centres (ceramics, weaving etc.) are developed and equipped. 2 tourism clusters are developed	Development Department	Department of Education, Culture Department	72000 EUR	2023
3.2.3.	Resolving the availability of finance for businesses by facilitating the creation of a municipality credit union association	Jelgava Local Municipality businesses have financial resources available for the creation and development of business activities	A credit union association has been created	Development Department	Business activity support organizations	75000 EUR	2028

Business activity support organizations in Latvia – Zemgale Planning Region (ZPR), Investment and Development Agency of Latvia (LIAA), the Latvian Chamber of Commerce and Industry (LTK), Zemgale Region Competencies Development Centre (ZRKAC), Latvian Agricultural Consultancy Centre (LLKC), Zemgale Business Activity Centre (ZUC), Latvian Association of Local and Regional Governments (LPS)



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