



# INTEGRATED ACTION PLAN

## KEKAVA MUNICIPALITY

The **EcoCore** Project

Green Transition in Small Cities along Transport Corridors

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## 1. INTRODUCTION

Ķekava Municipality is located in the Riga Region, bordering Latvia's capital, and is part of the Riga metropolitan area. The municipality covers an area of 444.26 km<sup>2</sup> and includes three towns – Ķekava (the administrative centre), Baloži, and Baldone – as well as three rural territories (parishes): Ķekava, Baldone, and Daugmale.

Two major Trans-European Transport Network (TEN-T) roads cross the municipality, facilitating traffic between western and northern EU member states. In addition, Rail Baltica – a high-speed railway currently under construction that will connect Warsaw (Poland) with Tallinn (Estonia) and further with Finland – will also pass through Ķekava Municipality. According to current plans, it will feature two regional stations, located in Ķekava and Baldone.

Ķekava Municipality faces both opportunities and challenges due to its proximity to Riga and its growing population (30,020 as of 01.01.2024). This dynamic growth calls for sustainable green mobility solutions and the development of eco-friendly transportation infrastructure within and between towns. The planned implementation of Rail Baltica is seen as a key driver for economic revitalization, opening new opportunities at the intersection of major highways and railways.

Aligned with the EcoCore network's mission to promote the green transition and green economy principles, Ķekava Municipality is committed to advancing green transport connectivity both to Riga and internally within its territory. Environmental sustainability is a top priority, and the municipality actively involves local stakeholders — with 61% of residents of working age — in shaping a resilient and sustainable future.

Ķekava Municipality highly values its participation in the URBACT network EcoCore. This collaboration has provided a valuable opportunity to exchange knowledge and experience with eight other European towns- Dubrovnik (Croatia), Ormož (Slovenia), Alba Iulia (Romania), Ķekava (Latvia), Santo Tirso (Portugal), Pärnu (Estonia), Villena (Spain) and Tuusula (Finland) – all striving to meet the common challenge of implementing the green transition at the local level.

## 2. CONTEXT

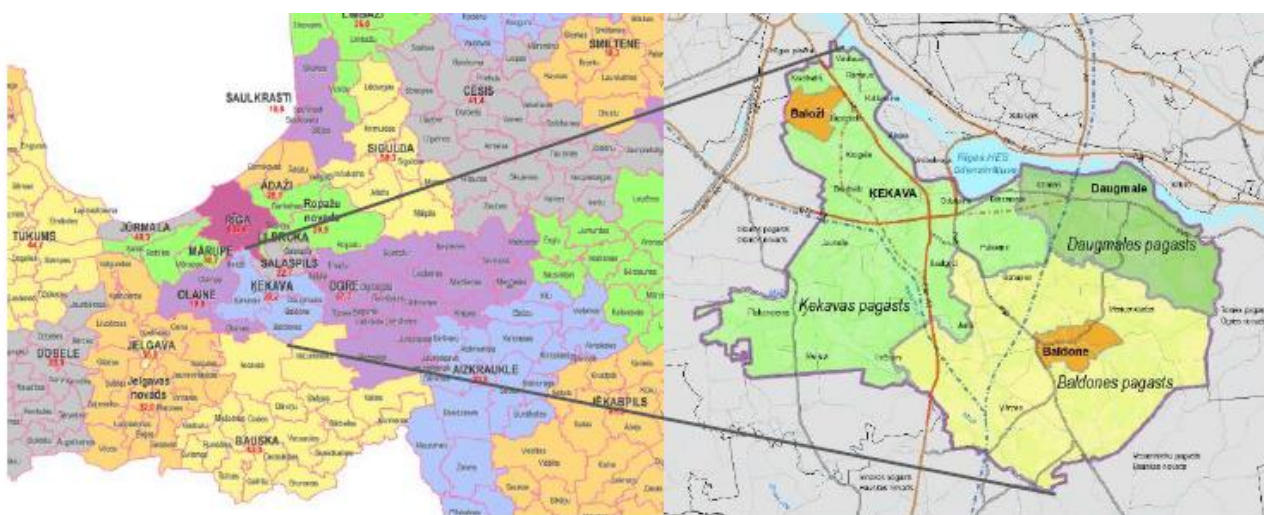
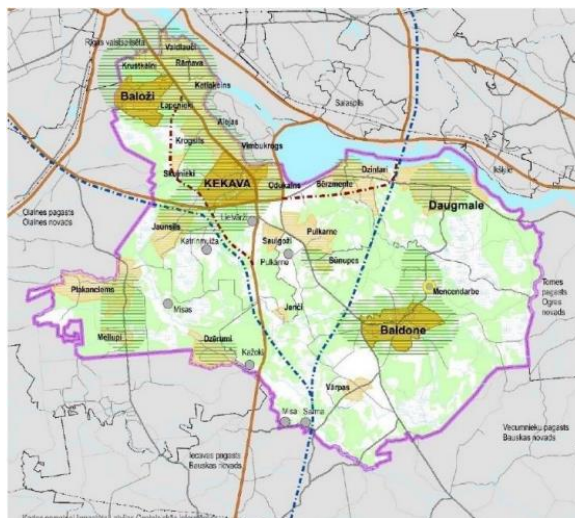
Ķekava municipality is located in the Riga region – bordering the capital of Latvia and being part of Riga metropolitan area.

Territory: 444,26 km<sup>2</sup>

Administrative structure: 3 towns (Ķekava, Baloži, Baldone) and 3 rural territories (parishes) - Ķekava, Baldone and Daugmale with several villages

Inhabitants: 30 020 (01.01.2024.).

Transport and mobility: The territory is crossed by the country's main highways A7 (Riga-Bauska-Lithuanian border, part of VIA Baltica and E67 road) and A5 (Riga bypass section Salaspils-Babīte, part of E77) – these are the Trans-European Transport Network (TEN-T) roads which are the main artery for traffic between the European Union western and northern member states.



Large scale railway project *Rail Baltica* will also cross Ķekava municipality.

### Business environment:

Ķekava Municipality has a dynamic and diverse business environment, represented by approximately 2,800 companies operating in various sectors. The local economy encompasses a wide range of industries, including food production, agriculture, logistics and related services (such as warehousing), metal processing, construction and building services, freight transport, information technology, finance, retail, and other key sectors.

Ķekava benefits from a strategically advantageous location in close proximity to Riga, offering excellent commuting options by car, public transport, and bicycle. The municipality's internal connectivity is supported by a network of public transport routes linking its different areas; however, the current routes and service frequency do not fully meet the needs of residents. The implementation of the Rail Baltica project, with two planned regional stations in Ķekava and Baldone, is expected to significantly



enhance regional mobility and provide more convenient and sustainable daily transportation options for residents and businesses alike.

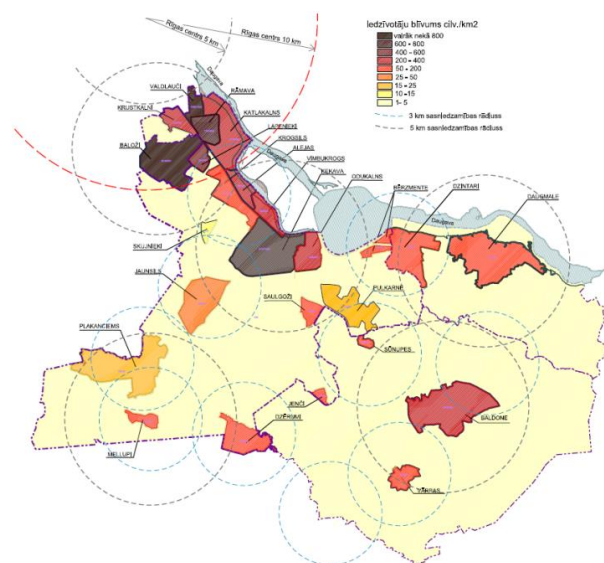
Ķekava Municipality possesses significant potential for the development of green and nature-based tourism. The Daugava River offers a variety of recreational opportunities, including boat trips, swimming, and other water-related activities along multiple accessible points of its banks. Several locations provide a welcoming environment for socialising, recreation, and community gatherings for families and groups of friends.

In Baldone, visitors can find Latvia's largest winter ski resort in terms of the number of slopes, as well as a network of hiking trails suitable for both short and long-distance excursions throughout the year. In Baloži, an educational trail introduces visitors to the history and processes of peat production, complemented by walking routes through surrounding forest areas.

Cycling opportunities are also well developed within the municipality. Ķekava town can be reached by bicycle directly from Riga, and numerous routes connect different parts of the municipality, combining forest trails with safe and accessible cycling paths suitable for all age groups. To further promote and support cycling, the local government had installed three bicycle repair station as a pilot action within the EcoCore project which has proved to be a well-used assistance to increase safe biking.

#### Inhabitants:

In order to justify and ensure polycentric and balanced development within the territory of the municipality, while maintaining convenient access to services for residents and strengthening connectivity between populated areas, an analysis was conducted of existing and planned transport infrastructure of national and international significance. The study assessed accessibility within a 5 km radius from the largest municipal educational institutions and within a 3 km radius—equivalent to a 20-minute walking distance—from various populated areas of Ķekava Municipality. The results of this analysis were schematically visualized in the accompanying figure. Based on these findings, the adoption of a five-area planning approach is recommended to promote balanced territorial development across the municipality..



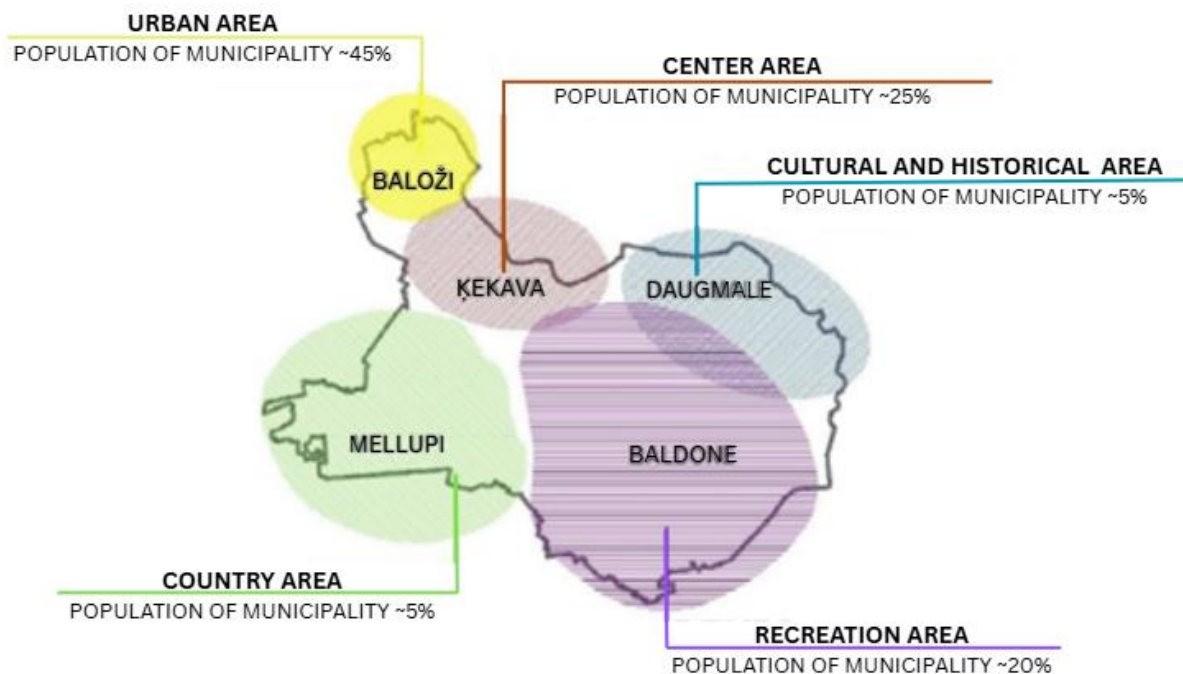
## 2. SCOPE AND CHALLENGES

- 1. Business Development and Economic Planning:** Business development and entrepreneurship in Ķekava Municipality are driven by its geostrategic location, fostering the creation of high value-added, competitive, and recognizable products. The local economy is characterized by a balanced

combination of logistics, agriculture, manufacturing, and the development of recreation and service industries.

Municipal spatial planning divides the territory into five distinct areas, reflecting both population distribution and economic development priorities up to 2030: urban space (45% of inhabitants), central space (25%), rural space (5%), cultural heritage space (5%), and recreational space (20%). This classification guides targeted economic and infrastructural development in each area.

In Latvia a Law on Green Public Procurement has been adopted to ensure compliance with environmental standards across various sectors. Ķekava Municipality implements green procurement as a standard requirement in technology and construction projects demonstrating its commitment to sustainability in public projects.



**Challenges addressed:** Companies in Ķekava Municipality vary in size and demonstrate different approaches to green transition initiatives. Currently, most companies have not established formal targets for Corporate Social Responsibility (CSR) initiatives. To foster greater consensus and increase business engagement, it is essential to focus on educating companies about the benefits of green mobility, highlighting how sustainable practices can create tangible advantages for their operations and competitiveness.

- 2. Energy Efficiency and Energy Sources:** Ķekava Municipality has set a target to reduce carbon dioxide (CO<sub>2</sub>) emissions by 40% by 2030 compared to 2018 levels. Strategic objectives for energy efficiency focus on providing high-quality living spaces, social infrastructure, and public services, alongside efficient transport systems and well-designed public environments.

Key measures include the introduction of an energy management system, ensuring rational energy consumption in municipal infrastructure, promoting the implementation of energy efficiency measures in multi-apartment buildings, and developing renewable energy projects within the municipality. The potential development of wind parks in deforested areas is an option; however, their impacts and benefits will be carefully assessed.

Investments in infrastructure and the promotion of green solutions for local businesses remain central priorities for the municipal administration, supporting sustainable development and fostering collaboration with the entrepreneurial community.

**Challenges addressed:** Awareness raising and incentive measures targeted at companies, non-governmental organizations and residents to foster a culture of sustainability, reduce carbon emissions, and promote energy-conscious decision-making at both the organizational and household levels.

3. **Collaboration with neighbouring municipalities.** To fully activate the potential of its territory, Ķekava Municipality will continue to strengthen cooperation with neighbouring municipalities in the areas of business development, technical infrastructure, social services, nature conservation, and tourism. Several key areas, including territories of state interest, require daily collaboration and coordinated action with neighbouring local governments and relevant supervisory institutions to ensure effective planning, management, and implementation of development initiatives.

**Challenges addressed:** To facilitate green mobility and make full use of all available routes within the municipality – including rivers, roads, and forest paths – it is essential to establish a common understanding among all municipalities involved. This approach aims not only to encourage residents to actively use these sustainable transport options but also to promote cross-municipality coordination and collaboration, enhancing connectivity and accessibility across the entire area.

4. **The Green Transition:** Ķekava Municipality faces the challenge of facilitating green mobility as infrastructure is developed, with the aim of reducing the carbon footprint, promoting a healthy lifestyle, and protecting nature by mitigating emissions. In parallel, the municipality must proactively initiate a mindset shift among residents ahead of the completion of Rail Baltica, fostering acceptance of alternatives to private car use.

Collaboration with the Riga metropolitan area is crucial to develop a customer-friendly and easily accessible transportation system, including integrated ticketing solutions. At the same time, cooperation with neighbouring localities and towns is essential to introduce and embed new mobility routines for people living, working, and spending their leisure time in the municipality.

**Challenges addressed:** Changing people's mobility habits must be supported by an easy-to-use and integrated transport system, which requires close collaboration between Riga and neighbouring municipalities. The objective is to encourage residents to adopt alternative modes of transport – such as buses, bicycles, electric scooters, and walking – rather than relying solely on private cars. This transition can be facilitated by initiating dialogue with residents, offering experience-based pilot initiatives, and clearly communicating the environmental, health, and economic benefits of reduced car use. By

combining practical engagement with accessible transport solutions, the municipality aims to foster a sustainable shift in daily mobility habits.

## 4 STRATEGIC FRAMEWORK

**The Sustainable Development Strategy of Ķekava Municipality 2030** (Strategy 2030) stresses that the sustainable development and planning means living and working responsibly, which is a big challenge not only at global, national or regional level, but depends on each member of the local community, it involves change in thinking and values aiming towards an environmentally friendly way of life. Ķekava municipality is aiming to be a knowledgeable, integrated, growth-oriented sustainable society, to live in a healthy environment and know how to reduce our own waste and use the resources we have.

The Strategy 2030 defines long term development directions of Ķekava municipality, which include its balanced development with a socially cohesive, safe and quality living and working environment, as well as development of modern services and technical infrastructure, attractive environment for business development, based on the sound use of natural resources.

One of the strategic goals set out in the Strategy 2030 is modern infrastructure that meets the needs of households and businesses

Strategy 2030 contains also list of development evaluation criteria, among them - a number of economic and environmental criteria.

**Kekava Municipality Development Programme 2021-2027** defines the medium-term priorities and directions of action of the municipality. It foresees increases in population, birth ratio and GDP per capita, and a continuation of low unemployment rates. Environment targets include mitigation of SEG emissions and increase of energy efficiency for municipally-owned buildings, not decreasing forest territories, but developing more parks and recreation areas. Green tourism development with targeted cycling traditions development (yearly cycling marathon, bicycle infrastructure and connectivity).

The municipal strategic documents are aligned with the national and regional strategies and plans, including Riga Planning Region Sustainable Development Strategy 2030, Action Plan for Development of Riga Metropolitan Area and Riga Metropolitan Area Spatial Vision of Mobility which provides the vision for the development of external and internal accessibility of the metropolitan area.

**Sustainable Energy and Climate Action Plan of Ķekava Municipality** determines the main challenges, strategic goals to be reached till 2030 and actual steps to be taken. In the medium term until 2030, Ķekava municipality is committed to reducing CO2 emissions in its territory by 40% compared to 2018 levels, as well as ensuring that the institutions, population and infrastructure of Ķekava municipality are adaptable and resilient to climate change risks. The long-term vision for the municipality is to reduce CO2 emissions by up to 80% by 2050. The objectives are closely aligned with the strategic goals of the Ķekava Municipality set out in the Strategy 2030, which are the main cornerstones of the long-term sustainable development of the Ķekava Municipality. The objectives are set to contribute to increasing economic competitiveness

In October 2022 **Energy management system** was adopted in compliance with EN ISO 50001:2018 and Energy Management Handbook elaborated to provide systematic approach to the establishment,



maintenance and enhancement of energy management system in Ķekava municipality (energy policy goals, tasks and action plans; management system; performance and its monitoring)

## 5. SWOT ANALYSIS OF LOCAL CONTEXT IN RELATION TO THE ADDRESSED TOPICS

The URBACT Local Group (ULG) has been established and has commenced its activities within the project framework. The ULG brings together a diverse range of local and regional stakeholders, including elected representatives, municipal staff from various departments, associations, regional and municipal companies, and private entrepreneurs. Its composition is flexible, allowing for the inclusion of new members over time to ensure broad and evolving participation.

As of beginning 2024 the ULG had the following members:

Institution /group of interest	Role
Communication and team coach Organizational Development Manager JSC Ķekava Foods	ULG coordinator
Ķekava Municipality Council	Chairman
Ķekava Municipality Council	First Vice Chairman
Ķekava Municipality	Head of Development and Building Department
Ķekava Municipality	Senior project manager, Development and Building Department
Ķekava Municipality	EcoCore project manager, Development and Building Department
Ķekava Municipality	Business Communication Project Manager, Community Outreach and Marketing Division,
Ķekava Municipality	EcoCore communications manager, Education, Culture, Sports department
Ķekava Municipality	Territorial planner
Ķekava Municipality	GIS expert
Local action group "Partnerība Daugavkrasts "	Administrative director
SIA Dabas zirgi	representative
Riga Planning region	Head of Spatial Planning unit
Ķekava Municipality Business Council	Board member
SIA "Natural Cudless"	Project manager
"Baložu komunālā saimniecība" (municipal utility company)	Board chairman

The SWOT analysis was conducted by the URBACT Local Group (ULG) members during its inaugural meeting in September 2023 and was further refined in subsequent sessions. The analysis provides valuable insights into the municipality's local challenges and opportunities, highlighting how these factors are interconnected and influence the overall development potential of the area.

### STRENGTH

- Geographical location. The geographical center of Latvia and the crossroads of transport routes.

- Riga's proximity and good reach for work and services, as well as attracting Riga residents to the county's offer.
- The diversity of the natural and cultural environment of the county.
- Daugava as a potential for the development of tourism business.
- Well-developed towns with services well accessible to the population.
- Parishes and towns have relatively good connections among themselves and with Ķekava town as administrative center of the municipality and Riga, good network of internal roads.
- Transport hub, connections in all directions.
- Well-organized education system.
- E-government Services
- Fast, cheap internet
- Cycling friendly municipality
- High quality of life, family friendly
- Companies of national & international importance (incl. logistics)
- Shared mobility companies

## **WEAKNESS**

- A large shortage of social infrastructure and services in village areas.
- Insufficient provision of well-maintained public spaces and green spaces.
- An environment dangerous for the movement of pedestrians and cyclists.
- Reduction of land owned by the municipality.
- The increase in the number of people does not keep up with the increase in the availability of the service.
- Scarcity of pedestrian and bicycle paths.
- Lack of landscaped areas for outdoor sports activities.
- Lack of well-maintained public outdoor spaces.
- Slum areas and their untidying up.
- Availability & affordability of housing
- Reliance on Riga and neighboring municipalities to receive/provide services.
- Dependence of development projects on external co-financing.
- Poorly developed resilience to climate change, environmental pollution.
- A fragmented identity, no single local identity and sense of belonging to the county.
- Few places for socialization for residents of all age groups.
- Lack of incentives for green transition
- Weak accessibility & inclusivity for disabled and migrant groups
- Bureaucracy & slow decision making
- Low accessibility to river (private ownership along the river bank)

## **THREATS**

- Concentration of funds in the center of the country. Inconsistent state policy to support municipalities, insufficient state investment to clean up technical infrastructure in the country. Insufficient link citizen–self-government–resident.

- The burden on the environment caused by the large influx of people (decentralized sewerage, insufficient waste management) and the anthropogenic pressure on natural areas without amenities.
- An increase in traffic volume may worsen living conditions if the necessary measures are not taken (traffic safety, environmental quality, other types of mobility).
- Decrease in the environment and quality of life in case of non-maintenance of the already established recreational infrastructure.
- National legislation supporting green transition is limited or not yet ready e.g. energy communities
- Changing political visions, lack of long-term certainty
- Rate of infrastructure development is not keeping pace with population growth
- Expensive electricity (monopoly)
- Conflict between profit & sustainability
- NIMBYism
- Proximity to Riga
- Regional policy – domination of Riga metropolitan area

## OPPORTUNITIES

- Development of the banks of the Daugava River and the resort, use of business potential. River mobility solutions
- Formation, development, cooperation with communities and neighborhoods of settlements, increasing the role of public organizations and neighborhoods, introduction of traditions, assessment of ideas and needs.
- For large companies, financial motivation to go out of Riga: a place for logistics centers, production facilities, etc. + they also need places to live and recreation opportunities for employees.
- Support for social entrepreneurship.
- Development of gymnasium level education School programs to support green transition. The potential for the use of natural resources.
- Incentivization of green business transition
- Build on Riga Tech Girls network
- Rail Baltica & regional stops in Ķekava municipality
- Collaboration between enterprise & schools for training & education programs e.g. ERASMUS+
- Entrepreneurship development program for schools, elders and/or public
- Sustainable Tourism Development (river, island, water sports, history, art)
- Increase business networking & collaboration

## 6. VISION

The vision of Ķekava Municipality is to develop an active environment where people are connected in a sustainable way for business, leisure time and social life. By facilitating green energy sources the

municipality will become one of the greenest neighbourhoods with increasing number of inhabitants of active work life with interest to adapt more and more sustainable solutions in everyday routines.

## 7. AREAS OF INTERVENTION, OBJECTIVES AND ACTIONS

We have set S.M.A.R.T. goals to achieve results that are aligned with the Ķekava vision.

**Strategic objective 1 - decrease car dependency by 30% and reduce transport related emissions in Ķekava Municipality by 2030 by developing sustainable mobility infrastructure.**

### Action Development of shared bicycle/pedestrian lanes

Intended result	Resources/ Assets	Lead Agency	Key partners	Timescale
Increase of bicycle use by 10% every year. Increase of pedestrians on lanes 20% in first year and 5% by every next year.	Kekava municipality EU funds	Kekava municipality	Riga planning region and others	ongoing construction projects to be finished by 2026 autumn. Connection between Riga and Kekava – bike lanes ~ 30 km total length.

### Action Installation of sustainable mobility support infrastructure (self-service bicycle maintenance and repair stations, charging station for micromobility support .

Intended result	Resources/ Assets	Lead Agency	Key partners	Timescale
Increase of total bicycles use by 10% every year.	URBACT project and Kekava municipality	Kekava municipality	Private developers	by 2026

### Action Provision of electric charging stations for cars in new development projects in accordance with national legislation

Intended result	Resources/ Assets	Lead Agency	Key partners	Timescale
Existing stations are 100% used by 2028	EU Recovery fund	Kekava municipality, Development companies	JSC Sadales tīkls and private developers	1 station is working, planned 11 addresses for electro car charging in all Kekava municipality till 2028

### Action Establishment of unified public transport management system in Riga metropolitan area

Intended result	Resources/ Assets	Lead Agency	Key partners	Timescale
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Public transport usage increases 15% after unified public transport management system in first year and 7% every next year.	Riga metropolitan area municipalities, including Ķekava municipality	Riga Planning region	Pierīga municipalities and service providers	by 2030 (tbc)
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**Action**                      **Annual sports and recreation events promoting active lifestyle (“Cycling Ride”, “Health Circles Spring/Autumn”, “Young Cyclists” Safe Cycling classes” etc).**

Intended result	Resources/ Assets	Lead Agency	Key partners	Timescale
Increase amount of participants every year by 10%	Ķekava Municipality, Private companies funding	Ķekava Sports Center	Local schools, associations, business companies	Every year in spring and autumn

**Action**                      **New outdoor exercise area for the development of an active lifestyle**

Intended result	Resources/ Assets	Lead Agency	Key partners	Timescale
Outdoor exercise areas for adults and youth	Ķekava municipality, European Agricultural Fund for Rural Development	Ķekava Sports Center	Private developers	By 2025

**Strategic objective 2 – achieve a 20% reduction in energy consumption in municipal buildings and infrastructure by 2030 and increase the use of renewable energy sources to at least 50% by 2050**

**Action**                      **Energy efficiency improvement projects in municipal public buildings and street lighting resulting in reduced energy consumption, including:**  
**(\*) energy efficiency project of Ķekava Sports Club;**  
**(\*) feasibility studies for the energy efficiency improvement projects of 6 or more municipal public buildings;**  
**(\*) replacement of 17 street lamps in Jaunsils neighbourhood**

Intended result	Resources/ Assets	Lead Agency	Key partners	Timescale
Reduced energy consumption in municipal buildings and facilities by 20% by 2030.	EU funds, Ķekava Municipality	Ķekava Municipality	Municipal institutions (Sports Club, schools, culture houses, social house), Citizens (through participatory budget projects)	Ongoing, including: (*) Ķekava Sports Club project (2025); (*) replacement of street lamps in Jaunsils (2025); (*) feasibility studies for improving energy efficiency in 6 municipal buildings (2025-2026)



<b>Action</b>	<b>Diversification of energy sources used by municipal utility companies for production of district heating and operational needs (solar panels and wooden chips). Municipality is owner of municipality companies and directly influence increase of green energy sources.</b>
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Intended result	Resources/ Assets	Lead Agency	Key partners	Timescale
At least 50% of municipal energy consumption produced from renewable sources by 2050	EU funds, own resources of municipal utility companies	Çekava municipal utility companies	Kekava municipality	Ongoing

**Strategic objective 3 – By 2030, Ķekava Municipality will increase sustainable tourism by implementing a comprehensive Tourism Strategy, improving access to the Daugava River and recreational waters for all users, and delivering three new inclusive tourism trails - (in Baldone (by 2028), Ķekava (by 2026), and Baloži (by 2027))**

<b>Action</b>	<b>Elaboration of Kekava Municipality Tourism Strategy</b>
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Intended result	Resources/ Assets	Lead Agency	Key partners	Timescale
Strategic document for tourism development in Çekava municipality leading to unfolding its full potential and increasing number of visitors	Çekava Municipality; EU funds	Kekava Municipality	Local service providers, regional and national tourisms associations	by 2026

<b>Action</b>	To improved access to recreational waters for all target groups, including people with reduced mobility and special needs. <b>Access to Daugava River</b>
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Intended result	Resources/ Assets	Lead Agency	Key partners	Timescale
An access pathway, footbridge, entrance in the water constructed in a recreation site on the Daugava River. Access for people with reduced mobility, increased every year by 5% increase of people visiting river	Interreg Est-Lat project Riverways II	Kurzeme Planning Region	17 project partners, including Ķekava municipality	By autumn 2026

<b>Action</b>	<b>Development of new tourism products, using the diversity of the natural and cultural environment and available green mobility infrastructure.</b> <b>Development of walking and bicycle trails in Baldone by 2028,</b> <b>new trails with engaging activities in Ķekava town by 2026;</b> <b>walking trail in Baloži town by 2027,</b> <b>Renewed recreation place in Ķekava city center “Ābeļdārzs” (“Garden of apple trees”)</b>
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Intended result	Resources/ Assets	Lead Agency	Key partners	Timescale
Attracted local nature tourists every year +7%	Ķekava Municipality, private companies, EU funds	Kekava Municipality	Local initiatives and tourisms associations,	by 2028

## 8. ACTION PLANNING DETAILS

Action (Strategic Objective 1)	<b>Reduce car dependency by developing and interconnecting pedestrian walkways and cycling infrastructure throughout Ķekava Municipality.</b>		
Description	Construct and interconnect cycling lanes within Ķekava Municipality, including links to Riga. Develop pedestrian lanes across urban areas to enhance walkability and road safety. Promote Ķekava as a cycling-friendly destination for residents and tourists through nature-based and healthy mobility solutions.		
Stakeholders	Finance sources	Action status	
Kekava Municipality, Riga planning region	Kekava Municipality, EU funding	In implementation	
Activity & result	Timing	Link to vision	Partners & role
Development of interconnected pedestrian walkways More than 30 km infrastructure in all municipality altogether	2024 - 2030	Reduce car dependency and GHG emissions	NGO – activities development, citizens review Kekava Municipality – funding Development experts - connectivity
Cycling path activation and development. Including testing action – self repair stations.	2024 - 2028	Healthy lifestyle and reduction of GHG emissions	NGO – consultants and enablers  Kekava municipality – funding and promotion
Cycling activities, walking activities to activate end users	2024 - 2028	Car dependency reduction, tourism strategy	Kekava Municipality – funding and realisation  Local business owners – sponsorship  NGO - experts
Outputs	Risks		

<ul style="list-style-type: none"> <li>- Options to walk in areas and get connected with areas of the Kekava Municipality</li> <li>- Cycling within Municipality and connectivity to Riga. Safe ride due to self-repair stations.</li> <li>- Increase of cycling enthusiasts and participants in riding and walking activities in Municipality and tourist flow increase from areas around</li> <li>- Due to new lighting in walking and cycling paths, it will be safer movement between locations.</li> </ul>	<ul style="list-style-type: none"> <li>- People will need more stimulus to change their behaviour to healthier</li> <li>- Lack of bicycle stations at the end points, new behaviour adaptation choosing bike over car</li> <li>- Slow development due to lack of funding and bureaucracy in development of nature bike path</li> <li>- Sponsorship decreases by local business</li> <li>- Activation of Riga and Salaspils municipality for biking tourism activities</li> <li>- Slow increase of investments in active nature tourism interest points within Municipality</li> </ul>
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Action (Strategic Objective 2)		Energy efficiency improvement projects of municipal public buildings and street lighting	
Description		Enhance the energy efficiency of the Ķekava Sports Club; replace street lamps in local neighbourhoods; carry out feasibility studies for municipal public buildings	
Stakeholders		Finance sources	Action status
Kekava Municipality		Kekava Municipality, EU funding	In implementation for some change of street lamps, final phase for sport club renovation. To start – feasibility study.
Activity & result	Timing	Link to vision	Partners & role
Sport club renovation and energy efficiency increase, targeting at least Class B energy rating as per national standards	2024 - 2025	Decrease GHG emissions and increase renewable energy usage	Kekava Municipality – funding EU funds - funding Development experts – effective energy solutions
Upgrading street lighting to more energy-efficient solutions.	2024 - 2030	Renewable energy increase and reduction of used energy	Kekava Municipality - funding EU funds - funding
Feasibility study for energy efficiency projects in 6 municipal public buildings	2025 - 2026	Renewable energy increase and reduction of used energy	Kekava Municipality – funding external experts for feasibility study.
Outputs		Risks	
<ul style="list-style-type: none"> <li>- Renovated sport club achieving at least Class B energy efficiency certification.</li> <li>- Modern energy saving street lamp installation</li> </ul>		<ul style="list-style-type: none"> <li>- Installed technology will be not efficient enough</li> <li>- Occupancy of the club will not meet expected consumption</li> <li>- Climate change may increase future energy demands, reducing expected efficiency gains</li> <li>- Lack of funding will prolong the process</li> </ul>	

- Feasibility studies for the municipality buildings	<ul style="list-style-type: none"> <li>- Smart technologies progress in long-term will decrease existing technology efficiency</li> <li>- Implementation of the study results</li> <li>- Lack of funding</li> </ul>
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Action (Strategic Objective 3)	<b>Development of new tourism products, using the diversity of the natural and cultural environment and available green mobility infrastructure.</b>		
Description	Create engaging, low-impact tourism experiences- such as walking and cycling trails- across multiple localities (including Baldone, Ķekava town, and Baloži). Enhance infrastructure to support year-round accessibility, promote climate-resilient tourism, and engage local communities.		
Stakeholders	Finance sources	Action status	
Kekava Municipality	Kekava Municipality, EU funding	Supporting the development of Baldone town as a winter tourism hub by renewing roads and infrastructure, and improving nature-based infrastructure to enhance accessibility in Baloži, Ķekava town, and the surrounding parish.	
Activity & result	Timing	Link to vision	Partners & role
Year-round walking and cycling trails in Baldone, suitable for both summer and winter activities	2025 - 2028	Increase active nature tourist increase by 7% annually	Kekava Municipality – funding, infrastructure, coordination EU funds - funding NGO – activators Private business – co-investment, service development Local citizens – feedback, volunteerism, usage adoption
Trails in Ķekava Municipality featuring engaging and entertaining tasks.	2024 - 2026	Increase active nature tourist increase by 7% annually	Kekava Municipality – funding EU funds - funding NGO – activators Private business – development Local citizens - supporters
Implementation and promotion of infrastructure for walking and cycling in	2025 - 2027	Increase active nature tourist increase by 7% annually	Kekava Municipality – funding EU funds - funding NGO – activators

Baloži town to support active recreation and local tourism			Private business – development Local citizens - supporters
<b>Outputs</b>		<b>Risks</b>	
<b>Baldone:</b> <ul style="list-style-type: none"> <li>- Installation of wayfinding signage and infrastructure upgrades completed on winter/summer tourism trails.</li> <li>- Accessibility improvements (e.g., ramps, paths) implemented at key nature sites.</li> </ul> <b>Ķekava:</b> <ul style="list-style-type: none"> <li>- Three interactive cycling and walking trails constructed and marked.</li> <li>- Digital or printed maps and promotional materials developed and distributed.</li> </ul> <b>Baloži:</b> <ul style="list-style-type: none"> <li>- Active tourism infrastructure (e.g., bike racks, trailheads) installed.</li> <li>- Active tourism infrastructure (e.g., bike racks, trailheads) installed.</li> </ul>		<ul style="list-style-type: none"> <li>- Changes in climate will decrease winter sports</li> <li>- Infrastructure change for summer activities will be on high costs</li> <li>- Lack of funding will prolong the process</li> <li>- Local business is limited in public support</li> <li>- Tourisms centre collaboration with NGO and developers bring slowly results</li> <li>- Lack of funding and /or experts to advertise regularly new activities</li> </ul>	

## 9. RISK ANALYSIS

The analysis identifies possible risk analysis, reports impact level of particular risk (low, medium, high) and measure for actions to decrease likelihood of the risks.

Risk	Risk type	Evaluation	Mitigation activities
Slow behaviour change for citizens of the Ķekava municipality towards decreasing car dependency	Social	Medium	<ul style="list-style-type: none"> <li>- Offer option to try biking</li> <li>- Stimulate school children biking practices</li> <li>- Interview citizens on their needs</li> </ul>
Lack of collaboration between Riga and Ķekava on building united user-friendly public transport system	Regulatory	Low	<ul style="list-style-type: none"> <li>- Political will and negotiation skills by new elected team</li> <li>- Involvement of local citizens</li> <li>- NGO involvement</li> </ul>
Slow switch to electric vehicles	Social	Medium	<ul style="list-style-type: none"> <li>- People are insecure due to price increase, changes in political situation and slow down activities</li> <li>- Diversification of public opinion of electric cars</li> </ul>
Innovation of energy efficiency technologies is faster that Municipality reaction on implementation	Regulatory	High	<ul style="list-style-type: none"> <li>- Agile planning</li> <li>- Future thinking as strategy</li> <li>- Mitigate bureaucracy</li> </ul>
Changes in climate (snow disappear, lower than average temperatures or higher than comfort heat level)	Environment	High	<ul style="list-style-type: none"> <li>- Climate change as priority in ideas evaluation</li> <li>- Priority for support - projects that are for all seasons</li> </ul>



Changes in private business and loss of sponsorship	Business	Medium	<ul style="list-style-type: none"> <li>- Due to price increase and rapid changes to export markets agree with companies on regular activities</li> <li>- Meet and plan ahead of potential forms of collaboration</li> </ul>
Lack of political will for bold actions and fast reaction	Regulatory	High	<ul style="list-style-type: none"> <li>- Commitment and following agreed strategy and timing</li> <li>- Improve cross department result achieving skills</li> </ul>

## 10. IMPLEMENTATION FRAMEWORK

### IMPLEMENTATION OF THE INTEGRATED ACTION PLAN

To ensure effective implementation and integration of the Integrated Action Plan (IAP) within the municipal governance structure, the plan will be presented to the Municipality's Project Management Group and the Development Committee of the Municipal Council.

The IAP will be subject to regular review to reflect the evolving situation and progress, ensuring alignment with the municipality's strategic development documents for the relevant planning period. This iterative process will allow for adjustments and updates to maintain the plan's relevance and effectiveness in achieving the municipality's development objectives.

### COMMUNICATION ACTIVITIES

- Ensure integration of the plan into relevant strategies and policy frameworks.
- Enhance public communication and actively involve NGOs, private businesses, and neighboring cities and municipalities in meaningful dialogue and joint actions.
- Engage local residents as key stakeholders through regular consultation and participation opportunities.
- Provide transparent and consistent public updates on progress and outcomes.

### KEY STAKEHOLDERS

To effectively address the topics outlined above, it is essential to engage key stakeholders through the following approaches:

- Local businesses – targeted meetings focused on creating mutually beneficial ("win-win") opportunities;
- Local residents and NGOs – surveys and active involvement in shaping and monitoring change indicators.
- Neighbouring municipalities – Structured, mentor-led discussions to foster regional cooperation;
- Tourism sector in the Riga region and Zemgale – collaborative briefings and partnership events to strengthen inter-regional tourism efforts.

**ACTION PLAN FINANCES. ESTIMATED COSTS**

Action	Timescale	Investments 2023-2024	Investments 2025 -2028	Investments 2023 - 2028
<b>Strategic objective 1</b>				
<b>1.Development of shared bicycle/pedestrian lanes</b>	by 2026 and to continue	<b>2 000 000 EUR</b>	<b>4 000 000 EUR</b>	<b>6 000 000 EUR</b>
<b>2. Installation of sustainable mobility support infrastructure</b> (self-service bicycle maintenance and repair stations, charging station for micromobility support)	by 2026	<b>7400 EUR</b>	<b>7500 EUR</b>	<b>14 800 EUR</b>
<b>3. Provision of electric charging stations for cars in new development projects in accordance with national legislation</b>	By 2028	<b>6 000 EUR</b>	<b>60 000 EUR</b>	<b>66 000 EUR</b>
<b>4. Establishment of unified public transport management system in Riga metropolitan area</b>	by 2030 (tbc)	<b>10 000 EUR</b>	<b>30 000 EUR</b>	<b>40 000 EUR</b>
<b>5. Sports and recreation events promoting active lifestyle cycling</b>	Every year	<b>144 000 EUR</b>	<b>288 000 EUR</b>	<b>432 000 EUR</b>
<b>6.New outdoor exercise area for the development of an active lifestyle</b>	By 2025	-	<b>35 000 UER</b>	<b>35 000 EUR</b>
<b>Strategic objective 2</b>				
<b>7. Energy efficiency improvement projects in municipal public buildings and street lighting resulting in reduced energy consumption, including</b>	<b>2024-2025</b>	<b>690 000 EUR</b>	<b>617 000 EUR</b>	<b>1 307 000 EUR</b>
<i>7.1. energy efficiency project of Ķekava Sports Club</i>	<i>By 2025</i>	<i>660 000 EUR</i>	<i>550 000 EUR</i>	<i>1 210 000 EUR</i>

7.2. feasibility studies for the energy efficiency improvement projects of 6 or more municipal public buildings	By 2026	30 000 EUR	50 000 EUR	80 000 EUR
7.3. replacement of 17 streetlamps in Jaunsils neighbourhood	By 2025	-	13 000 EUR	13 000 EUR
<b>8. Diversification of energy sources used by municipal utility companies for production of district heating and operational needs (solar panels and wooden chips)</b>	<b>Ongoing Investments every year</b>	<b>1 000 000 EUR</b>	<b>2 000 000 EUR</b>	<b>3 000 000 EUR</b>
<b>Strategic objective 3</b>				
<b>9. Elaboration of Ķekava Municipality Tourism Strategy</b>	<b>By 2028</b>	<b>-</b>	<b>10 000</b>	<b>10 000</b>
<b>10. To improved access to recreational waters for all target groups, including people with reduced mobility and special needs.</b>	<b>By 2026</b>	<b>-</b>	<b>44 000 EUR</b>	<b>44 000 EUR</b>
<b>11. Development of new tourism products, using the diversity of the natural and cultural environment and available green mobility infrastructure.</b>	<b>By 2028</b>	<b>-</b>	<b>2 020 000 EUR</b>	<b>2 020 000 EUR</b>
11.1. Development of walking and bicycle trails in Baldone	By 2028	-	1 150 000 EUR	1 150 000 EUR
11.2. new trails with engaging activities in Ķekava town	By 2026	-	50 000 EUR	50 000 EUR
11.3. walking trail in Baloži town	By 2027	-	20 000 EUR	20 000 EUR
11.4. Renewed recreation place in Ķekava city center "Ābeļdārzs" ("Garden of apple trees")	By 2027	-	800 000 EUR	800 000 EUR
<b>Total:</b>		<b>4 547 400 EUR</b>	<b>11 744 400 EUR</b>	<b>16 291 800 EUR</b>

## GANT CHART OF ACTIVITIES

Action title	Q3 2025	Q1 2026	Q2 2026	Q3 2026	Q1 2027	Q2 2027	Q3 2027	Q1 2028	Q2 2028	Q3 2028
<b>Reduce car dependency by developing and interconnecting pedestrian walkways &amp; cycling infrastructure in Ķekava Municipality</b>										
Development of interconnected pedestrian walkways										
More than 30 km infrastructure in all municipality altogether										
Cycling path activation and development. Including testing action – self repair stations.										
<i>First 3 pilot stations</i>										
Cycling activities, walking activities to activate end users. Public activities in Ķekava and Riga										
<b>Energy efficiency improvement projects of municipal public buildings and street lighting</b>										
Sport club renovation and energy efficiency increase, targeting at least Class B energy rating as per national standards										
Provision of electric charging stations for cars in new development projects in accordance with national legislation										
Upgrading street lighting to more energy-efficient solutions.										
Feasibility study for energy efficiency projects in 6 municipal public buildings										
Establishment of unified public transport management system in Riga metropolitan area										
Diversification of energy sources used by municipal utility companies for production of district heating and operational needs (solar panels and wooden chips)										
<b>Development of new tourism products, using the diversity of the natural and cultural environment and available green mobility infrastructure.</b>										
Development of new tourism products, using the diversity of the natural and cultural environment and available green mobility infrastructure										
<i>Development stages</i>			New trails for Ķekava		Walking trail in Baloži	Renewed Ķekava Ābeļdārzs			Walk & bike trails in Baloži	
Trails in Ķekava Municipality featuring engaging and entertaining tasks.										
<i>To improved access to recreational waters for all target groups, including people with reduced mobility and special needs.</i>										