

# Putting Regions on Track for Carbon Neutrality by 2050



## D4.2: Funding proposals

Authors: Riga Planning Region

March 2020

## **Riga Planning Region**

### **Development of Mobility Points in Riga Metropolitan Area**

SUMMARY OF PLANNED INVESTMENT(S)																					
<b>Project title</b>	<i>Development of Mobility Points in Riga Metropolitan Area</i>																				
<b>Project owner</b>	<i>Riga Planning Region</i>																				
<b>Type of organization</b>	<i>Public entity</i>																				
<b>Location of the project (name of the municipality or region)</b>	<i>Riga Metropolitan Area</i>																				
<b>Total investment(s) planned</b>	<i>EUR 2.574.000</i>																				
<b>Nature of investments</b>	<table border="0"> <tr> <td><i>Reduced energy consumption</i></td> <td><input checked="" type="checkbox"/></td> <td><i>Efficient production/distribution</i></td> <td><input type="checkbox"/></td> </tr> <tr> <td><i>Renewable energy production</i></td> <td><input type="checkbox"/></td> <td><i>Others</i></td> <td><input type="checkbox"/> <i>please specify – urban mobility</i></td> </tr> </table>	<i>Reduced energy consumption</i>	<input checked="" type="checkbox"/>	<i>Efficient production/distribution</i>	<input type="checkbox"/>	<i>Renewable energy production</i>	<input type="checkbox"/>	<i>Others</i>	<input type="checkbox"/> <i>please specify – urban mobility</i>												
<i>Reduced energy consumption</i>	<input checked="" type="checkbox"/>	<i>Efficient production/distribution</i>	<input type="checkbox"/>																		
<i>Renewable energy production</i>	<input type="checkbox"/>	<i>Others</i>	<input type="checkbox"/> <i>please specify – urban mobility</i>																		
<b>Sector(s) targeted</b>	<table border="0"> <tr> <td><i>Public Buildings</i></td> <td><input type="checkbox"/></td> <td><i>Building integrated renewables</i></td> <td><input type="checkbox"/></td> </tr> <tr> <td><i>Residential buildings</i></td> <td><input type="checkbox"/></td> <td><i>District heating/cooling</i></td> <td><input type="checkbox"/></td> </tr> <tr> <td><i>Street lighting</i></td> <td><input checked="" type="checkbox"/></td> <td><i>Urban mobility (incl. public transport)</i></td> <td><input checked="" type="checkbox"/></td> </tr> <tr> <td><i>Renewables</i></td> <td><input type="checkbox"/></td> <td><i>Smart Grids</i></td> <td><input type="checkbox"/></td> </tr> <tr> <td><i>Others</i></td> <td><input type="checkbox"/></td> <td><i>please specify:</i></td> <td></td> </tr> </table>	<i>Public Buildings</i>	<input type="checkbox"/>	<i>Building integrated renewables</i>	<input type="checkbox"/>	<i>Residential buildings</i>	<input type="checkbox"/>	<i>District heating/cooling</i>	<input type="checkbox"/>	<i>Street lighting</i>	<input checked="" type="checkbox"/>	<i>Urban mobility (incl. public transport)</i>	<input checked="" type="checkbox"/>	<i>Renewables</i>	<input type="checkbox"/>	<i>Smart Grids</i>	<input type="checkbox"/>	<i>Others</i>	<input type="checkbox"/>	<i>please specify:</i>	
<i>Public Buildings</i>	<input type="checkbox"/>	<i>Building integrated renewables</i>	<input type="checkbox"/>																		
<i>Residential buildings</i>	<input type="checkbox"/>	<i>District heating/cooling</i>	<input type="checkbox"/>																		
<i>Street lighting</i>	<input checked="" type="checkbox"/>	<i>Urban mobility (incl. public transport)</i>	<input checked="" type="checkbox"/>																		
<i>Renewables</i>	<input type="checkbox"/>	<i>Smart Grids</i>	<input type="checkbox"/>																		
<i>Others</i>	<input type="checkbox"/>	<i>please specify:</i>																			

## DESCRIPTION OF THE PLANNED INVESTMENT PROJECT (FICHE n°XXX)

### Objectives

<b>Overall objective</b>	<p><b>Overall objective - <i>The project overall objective is development of 54 smart and sustainable mobility hub system in Riga Metropolitan area to encourage sustainable modal shift towards public transport.</i></b></p> <p><i>Sustainable mobility is one of the main challenges in Riga Metropolitan area and in Riga Planning region in particular since 1.25 million people or about 65% of the Latvian population are concentrated in the Riga metropolitan area and about 3/4 of Latvia's economic value is created in its territory . Taking into consideration the development vision for metropolises of the Baltic Sea macro-region by 2050, the Riga metropolitan area should also become a polycentric, spatially, and socially cohesive region with an integrated high-speed line (both interstate and internal connections), as well as economically dynamic, energy efficient and carbon neutral region with green corridors as a strong regional unifying element .</i></p> <p><i>The challenges are dominated by changes of living and working / business places spatial structures in past decades. The largest number of cars was during the pre-crisis period in 2008, after which the registration of new vehicles decreased significantly. Over the past decade the motorisation level was rising again, thus leading to more congestion in Riga. The rapid increase of motorisation rate of the households - the number of passenger cars per 1000 inhabitants was estimated at 307 in 2010 to 381 in 2019 has further enhanced such a</i></p>
--------------------------	---

*process. Notably industry has moved to suburbs and regions, also population distribution has changed towards expansion of Riga suburban areas. Economic growth and increase in numbers of inhabitants in Riga suburban areas from 366 347 in 2016 to 374 466 in 2020, workplaces and workforce urge region to provide locals and commuters with up-to-date mobility service offer. Many households choose to live in the Riga suburbs and work in Riga or vice versa, thus creating the densest traffic on the roads of Riga suburbs – on average 11 851 road transport units per day per road kilometre commuting to and from Riga within range of approximately 100 km.*

*So far mobility service (public transport) offer – consisting mainly of suburban / regional train and bus services and urban tram, trolleybus and bus services – has remained a patchwork of standalone systems despite significant improvement of coordination, network planning and vehicle modernization in past years. One of the key obstacles discouraging multimodal trips is the quality of multimodal exchange – mobility points infrastructure. Currently the public transport share in overall motorized mobility remains comparatively low (at the national level less than 20% of the mobility needs are addressed by public transport, the rail share is approx. only 3%) .*

*Transport (road-based in particular) is the second largest energy user (25%), the main source of GHG emissions (28% ) and a major source of air pollutants (PM, NOx, SOx emissions) in urban areas, notably Riga. In 2016, 42% of NOx emissions in Latvia was from transport, especially road transport, which accounted for 32% of total emissions. Latvia’s vehicle fleet is largely above ten years old and diesel-fuelled, and new cars are carbon-intensive. Average CO2 emissions from new passenger cars - 128.9 CO2/km in 2018 . The private car fleet is growing even as the population declines. The trend is linked to rising income levels combined with suburbanisation and the low density of rural areas, which prevent the development of efficient public transport services. The Investment Programme aims to promote and contribute to the wide-scale rollout of new, more energy-efficient transport infrastructure, which will include shared mobility, optimised urban logistics, intelligent transport systems, enhanced urban infrastructure. The project aims to contribute towards the Riga Metropolitan area vision on mobility implementation.*

*The Project is in line with multiple policy planning documents, including:*

- *Riga Planning Region Sustainable Development Strategy 2014-2030 (2015). The document consists of two main parts. The first contains development settings (development scenarios and vision, as well as goals and priorities, indicating development foundations and driving forces); the second section focuses on implementation and*

*spatial solutions: strategy implementation and monitoring, defines implementation tools, offers recommendations for spatial development planning, tackle interregional cooperation.*

*In line with the traffic infrastructure spatial development 2030 vision, the linkage between Riga and Pieriga is essential. It is planned to establish a single but at the same time a functionally and 3-D differentiated traffic organisation in the planning region of Riga, including connection nodes (buses, rail transport, connection points). The planned improvements would reduce the flow of individual road transport to the capital.*

*The document contains guidelines for transport modes coordination in Pieriga, which are of vital importance to the interlinking nodes (intermodal mobility points).*

- *Development of sections of the SUMBA Mobility Master Plan project (2019). The document is a part of the SUMBA project - Sustainable Urban Mobility and Daily Mobility in the Baltic Sea Region - aims to create an efficient transport modeling system. The document provides recommendations for the location and establishment of mobility points in the research area of the SUMBA project. The plan for the location and establishment of mobility points includes an explanation of the concept of mobility points in the Latvian context, recommendations for their location in the project area, as well as guidelines for local government representatives for further development of the mobility point system.*

- *The Transport Development Guidelines for 2021-2027 (2020) aim at an integrated transport system that ensures safe, efficient, smart and sustainable mobility, promotes the country's economic growth, regional development and contributes to the transition to a low-carbon economy. Reduced GHG emissions from transport and improved environmental quality, improved mobility and other results have been identified as achievable medium-term results in the field of transport.*

*In Latvia, the development of the public transport services sector focuses on the need to encourage people to switch from private road transport to competitive, convenient, safe, reliable and integrated public transport. The document defines the setting-up of a multimodal public transport network, giving the railway a key role. Starting from 2021, the network of routes of regional importance will be constructed in such a way that, on routes with high passenger traffic, transport will be mainly provided by*

	<p>trains.</p> <p>The guidelines include a task regarding the development of mobility points throughout Latvia, highlighting the ones in the metropolitan area of Riga City and Riga. Regardless of the location of the mobility points, its main objective is to provide everyone with convenient and integrated interconnections of different modes of transport together, so that the need for private road transport is minimized. It is important that a detailed assessment is carried out before any mobility point is created, looking for the best possible location.</p>
<b>Technical description</b>	
<p><b>Description of the investment project</b> - 1.5 to 2 pages -</p>	<p>Riga Metropolitan area is rather new concept integrating Riga and areas of its suburbs, forming an administratively and economically fragmented, but functionally unified space that requires jointly coordinated development planning and cooperation.</p> <p>Riga Metropolitan area (hereinafter RMA) is characterized by commuting - daily or frequent trips to Riga from closer and more remote areas for work, study or services, therefore transport and mobility structure should form a single functional system with the distribution of population, ensuring the complementarity of its spatial structure. One can observe daily commuting at distances in order of 100km or more.</p> <p>Development of transport and mobility network in RMA consists of 3 levels :</p> <ol style="list-style-type: none"> <li>1) In the international context, through integrated development of Rail Baltica railway, Via Baltica roads and international airport "Riga", Latvian residents would be provided with quick access to different regions of the world. This level of mobility is ensured by TEN-T core and comprehensive network infrastructure, notably international mobility hubs.</li> <li>2) Development of regional transport links and nodes, mobility hubs 6 main RMA transport / economic corridors of regional significance for multimodal mobility (rail transport, regional bus and urban public transport as well as private car and micromobility integration).</li> <li>3) Development of inner-city transport networks notably in Riga and multifunctional mobility points, which can be implemented by creating or strengthening pedestrian, bicycle, light motor transport and public transport use, reducing the role of road transport, strengthening healthy lifestyles and healthy urban living.</li> </ol> <p>Railway passenger transport plays an important role in ensuring the mobility of RMA population and in light of Green Deal initiatives, Rail Baltica high-speed railway system delivery and last but not least</p>

*envisaged modernisation programmes in conventional railway network in Latvia (speed increase and passenger train circulation capacity bottleneck removal, electrification, etc.), notably in RMA has far more bigger opportunity to become a backbone of RMA mobility offer. Furthermore, there is a further need to improve regional bus transport offer in RMA as well as green, expand and improve Riga city urban transport offer. The mobility hub development is a key for a smart, green, sustainable and performant multimodal public transport system in RMA.*

*Mobility points – transport hubs of different levels with the basic task of providing each user with convenient connections between different modes of transport together, offering alternative modes of transport (including shared transport) and reducing the need to use private road transport. The purpose of the mobility point is to facilitate transition from one mode of transport to another, ensuring a convenient connection between the destinations and providing a diverse support infrastructure for the “last kilometer”. There are several types of mobility points:*

- *International multimodal traffic hubs that provide international traffic including road and rail, as well as international air and/or water traffic – such as Riga International Airport, Riga Central Railway Station and Riga Passenger Port;*
- *Regional mobility points, which provide intercity traffic by connecting the existing intercity bus destinations and terminals, as well as major railway stations in the region or city. Parking lots and parking lots with electric charging infrastructure;*
- *City mobility points based on the city's public transport network;*
- *Micro-mobility points enabling access to the nearest public transport, including the nearest mobility point, and providing support infrastructure for the “first” and the “last” kilometer.*

*Main expected results: improved or new railway and public transport smart & digital station infrastructure, new public transport, private car and micromobility charging infrastructure, improved accessibility and energy-efficiency.*

*Investment programme is structured in following categories:*

1. *Modernisation/digitalisation of public transport hubs, railway stations – smart stations, smart platforms, shared mobility infrastructure;*
2. *E-charging infrastructure for public transport, private cars (in*

*P&R and shared mobility areas) and micromobility (in B&R areas);*

- 3. Intelligent transport system – digital integrated real-time travel information system, smart ticketing system, smart-phone applications for mobility hub users, etc.*
- 4. Smart energy infrastructure – smart / energy efficient lighting system, local renewable electric generation units, etc.*

*Mobility hubs will integrate railway station, public transport stops, P&R, B&R facilities in one single mobility hub that will allow travellers & commuters) to change one transport mode to another in a very fast and convenient way. The hubs shall ensure that also disabled or other travellers facing mobility restraints have equal access to travel as compared to travellers with unrestricted mobility. The mobility hubs will also include, where feasible, shared mobility infrastructure development - car and bicycle sharing services and charging facilities for different type electric vehicles and micro mobility transport means. Smart mobility hubs will integrate real time regional and city public transport traffic information as well as interactive digital kiosk and smart payment facilities for all services offered in hub or its closest area. Energy consumption in mobility hub will be minimized by local renewables production, where feasible. as well as smart lighting and energy saving systems.*

*The project will increase public transport, notably railway use and reduce private car use in daily mobility, thus reducing air pollution and CO2 emissions and enhance more sustainable mobility habits in Riga Metropolitan area.*

*The investments are being sought specifically for Project Development Services (PDS). PDS is of critical importance to prepare for investment phase of this multiple stakeholder project. PDS will enable in a professional manner necessary decision-making processes including feasibility and technical studies, market studies and stakeholder management. PDS will enable to attract professional services (notably in the area of smart, green, digital public transport) for examining feasibility of project components and sizing of mobility hub services and necessary infrastructure.*

*In order to prepare a coherent, coordinated and efficient investment program for reducing CO2 emissions in the transport sector (encouraging modal shift towards more sustainable mobility - change in people's habits by making more use of public transport for daily commuting) project development activities are planned to be carried out:*

- feasibility study - including development of multimodal*



	<p><i>transport model for RMA to justify programme benefits and define investment programme; including preliminary high-level design studies and infrastructure sizing, permitting studies, CBA (economic and financial feasibility appraisal);</i></p> <ul style="list-style-type: none"> <li>• <i>high-level technical studies – including development of guidelines/standards of Mobility hubs design, construction and infrastructure maintenance - set of technical and functional requirements and guidance, that will become an integral part of the tender dossier by supplement technical specification in a concise way, thus enabling mobility hub delivery in a unified manner;</i></li> <li>• <i>technical study to develop an integrated RMA public transport network-wide offer including a feasible multimodal network plan and multimodal public transport timetable for multimodal hubs included in the investment programme.</i></li> <li>• <i>Legal studies on future multi-stakeholder mobility hub infrastructure feasible ownership, operational and maintenance models (including for e-charging infrastructure / services and shared mobility infrastructure / services), on procurement strategies for multimodal hub delivery (design and construction works tenders), model tender dossier development, compliance studies, etc.;</i></li> <li>• <i>Supplier market studies prior procurement phase to enable supplier competition for mobility hub design and construction works;</i></li> <li>• <i>set-up centralized Project Implementation Unit responsible for programme and project management, including project management, planning and control, scope, quality and risk management, procurement management; project development and stakeholder management, communication activities;</i></li> <li>• <i>Financial engineering to develop and structure investment financing options and develop project proposals;</i></li> <li>• <i>financial modelling, risk analysis, reporting and other preparatory works (e.g. legal);</i></li> </ul>
--	---

### **Market context**

*Current mobility situation in Riga Metropolitan Area is constantly developing but in need of further advancements.*

*The mobility development is based on a corridor principle. In total, 13 multimodal transport corridors have been identified in the Riga metropolitan area. Of these, 6 regional-wide multimodal transport corridors connecting Riga, Pieriga with its operational impact area and the rest of Latvia, and 5-suburban multimodal transport corridors connecting Riga to the nearest most densely populated areas of Pieriga. As well as Riga bypass and suburban circle.*

*Multimodal Transport Corridor Riga – Salacgriva (RK1). In the near future, the role of the transport*

corridor will increase with the construction of the Rail Baltica infrastructure. Passenger transport opportunities will be extended, i.e. regional express services by rail will be offered and regional bus routes will be rescheduled. In general, there will be two railway systems in this corridor, and the railway infrastructure of Rail Baltica will be complemented by existing urban, suburban train services. The Rail Baltica project will contribute not only to international transport but also to national efficiency. The development of the railway in this corridor will ensure the full functioning of the rail as the backbone of public transport, provide passengers with faster, more convenient and modern public transport services, thereby reducing the frequency of travel with private cars while reducing CO<sub>2</sub> and increasing the share of passengers transported by public transport.

The main investments in the corridor are related to the development of platforms in railway stations and the development of multimodal mobility points, the conversion of the electrification system of the railway infrastructure to the 25 kw system, ensuring efficient passenger transport, as well as the development of regional highway infrastructure in both the Riga region and the Riga region, including Eurojust 13 route development.

Multimodal Transport Corridor Riga – Valmiera (RK2). By 2035, the corridor has much better infrastructure and reach has improved significantly. Rail electrification is planned in the corridor, increasing train speeds and reducing time on the road, thereby creating a competitive offer for road transport and promoting passenger choice in favour of the train. The creation of mobility points and also the development of the main infrastructure, ensuring links with and between public transport modes, are also essential and logical. The role of regional buses in this corridor would be complementary to the train.

It is important to ensure the link and development of the corridor also in the Riga City area along Freedom Street (tram or tram linked to other modes of transport), by providing mobility opportunities for people entering or leaving the metropolitan area through public transport and to get to the desired location in Riga.

Regional Intermodal Transport Corridor Riga – Jekabpils (RK3). In 2035, the corridor has increased train speed and reduced travel time, thereby creating a competitive offer for road transport and promoting passenger choice in favour of the train. The role of regional buses in this corridor would be complementary to the train. The main investments in the corridor are related to the development of platforms in railway stations and the development of multimodal mobility points, improvements in railway infrastructure and increased speed, as well as the development of regional-interest highway infrastructure in both Riga City and the Riga metropolitan area.

As in other corridors, it is essential to ensure that the corridor is linked to the public transport corridor in the city of Riga, i.e. the Moscow street axis and their links with the railway, mobility points, so that the arrivals in Riga can easily change and use public transport.

Regional Intermodal Transport Corridor Riga – Bauska (RK4). Similar to the Riga-Salacgriva corridor, the construction of the Rail Baltica infrastructure will bring significant changes to this corridor. Passenger transport opportunities will expand and regional express services by rail will be offered. The importance of regional buses will change. Their main task will be to bring them to the train, so bus routes will be rescheduled according to the new situation. The development of the railway in this corridor will ensure the full functioning of the rail as the backbone of public transport, provide passengers with faster, more convenient and modern public transport services, thereby reducing the frequency of travel with private cars while reducing CO<sub>2</sub> and increasing the share of passengers

transported by public transport. The main investments in the corridor are related to the development of platforms in railway stations and the development of multimodal mobility points, as well as the development of regional highway cycling infrastructure in both the city of Riga and the region of Riga.

*Regional Intermodal Transport Corridor Riga – Dobeles (RK5). Improvements in the corridor are linked to strengthening the rail as a backbone of public transport, i.e. increasing speed, electrification, modernising passenger platforms, creating multimodal mobility points for linking the various modes of transport, and further development of the highway infrastructure in Riga and Pieriga. The creation of multimodal mobility points at the Riga City border is particularly important, ensuring that the train is linked to urban public transport and offering passengers modern multi-modal travel opportunities.*

*Regional Intermodal Transport Corridor Riga – Tukums (RK6). In 2035, the corridor provides regional express services on an electrified railway line and increases the permitted speed. The corridor has modernised multimodal mobility points of regional importance, linking rail traffic to regional, local and urban traffic. The main role of the public transport system in Riga City is rail transport, i.e. the linkage between rail and tram traffic is primarily established, with the schedule of other public transport modes being matched. Also in this corridor, investments include the development of the regional highway infrastructure in Riga City and Pieriga, including the development of the EuroVelo13 and the EuroVelo10 route.*

*Suburban Intermodal Transport Corridor Riga – Ropaži (PK7). The role of the corridor is to ensure the connectivity of Pieriga's residential areas with Riga. Significantly improve faster and more public transport in the corridor, considering the marked daily migration with Riga. It is important for improvements in public transport to ensure that urban, suburban and regional routes and timetables are linked and multimodal mobility points are developed. In 2035, the public transport traffic in the corridor is fully provided by means of non-vehicle vehicles, the movement of which is provided through the main corridor in the city of Riga (a separate, high-speed corridor for the electric bus line (GRT) or tram line). A regional mobility point has been established near the Riga border, which is an important connection point between regional traffic and urban public transport, as well as the highway infrastructure.*

*Suburban Intermodal Transport Corridor Riga – Baloži – Kekava (PK8). The most significant improvements in the corridor are linked to the city, suburban and regional routes and timetables, as well as the creation of regional multimodal mobility points at the Riga border and at the inner city circle. Bus and coach services have increased express flights in the corridor. The main velo infrastructure, which is linked to regional mobility points, also plays an important role in this suburban corridor.*

*Suburban Intermodal Transport Corridor Riga – Jaunmārupe (PK9). The role of this corridor is also to ensure the connectivity of Pieriga's residential areas with Riga. Significantly improve faster and more public transport in the corridor, taking into account the marked daily migration with Riga. It is important for improvements in public transport to ensure that urban, suburban and regional routes and timetables are linked and multimodal mobility points are developed.*

*The most significant improvements in the corridor are related to the creation of regional multimodal*

mobility points, which provide regional or suburban traffic connectivity with Riga City public transport. Bus and coach services have increased express services and passenger transport is carried out in this corridor by means of non-resident public transport vehicles.

The main velo infrastructure, which is linked to regional mobility points, also plays an important role in this suburban corridor.

Suburban multimodal transport corridor Riga – Imanta – Babite (PK10). The need for major improvements is linked to the establishment of a regional multimodal mobility point in Babite, by integrating rail stoppers and urban public transport connections. The planned investments include the modernisation of railway platforms and the establishment of links to public transport, the development of R & D and the connection of the cycle infrastructure to the mobility point.

In view of the marked daily migration to Riga, the corridor needs to increase express services in rail traffic, as well as to adapt the schedules of regional, local and city buses to rail traffic. The planned investments should ensure faster and more passenger transport in the corridor.

Suburban multimodal transport corridor Riga – Daugavgriva (PK11). From 2027, passenger transport by electrified railway to Bolderaja is provided in the corridor and to Daugavgriva in 2035. In this corridor, the backbone of public transport is railways and electric aircraft leads passengers to established multimodal mobility points, providing passenger connections. The opportunities created allow passengers to get to the centre of Riga and back to Daugavgriva more quickly, more easily and using online traffic information and the possibilities of purchasing a single ticket.

Suburban Circle - Riga bypass multimodal transport corridor (AK1). With the realisation of the Rail Baltica project (creation of the Rail Baltica multimodal logistics platform in Salaspils), the role of the Riga bypass in freight logistics will increase. The bypass will ensure that road and rail freight is linked. By improving the bypass infrastructure and changing the freight, the private road transport route would reduce the traffic load in Riga City from the various regions of Riga, which are travelling in the opposite direction when crossing Riga.

City Circle – Riga Internal Circle Multimodal Transport Corridor (AK2). The role of Riga Internal Circle is to ensure that road freight transport and transit road traffic are diverted from the city centre in order to reach the multi-modal logistics platforms on the right and left coast of the Riga port area. Freight transport currently operates partly constructed streets of categories B and C, as the main street system for freight and transit traffic flows is not fully established. Existing streets of categories B and C do not have sufficient capacity to pass and congestion is created. The necessary improvements are related to the establishment of appropriate freight transport connections with the Free Port of Riga along the West and Eastern Motorways of the City Circle.

### Summary of expected impacts

<b>Total investment(s) planned</b>	127 882 503	EUR
<b>Energy savings</b>	To be calculated during PDS	GWh/y
<b>Renewable energy production</b>	To be calculated during PDS	GWh/y
<b>Avoided CO2 emissions</b>	To be calculated during PDS	tCO2eq/y

Other (e.g. jobs created, etc.)	To be calculated during PDS	Specify unit
---------------------------------	-----------------------------	--------------

## OWNER(S) AND (LOCAL) STAKEHOLDERS

### Project owner(s)

*Riga Planning Region (RPR) as an institution is a derived public person (state institution), which is supervised by the Ministry of Environmental Protection and Regional Development and established based on the provisions of the Regional Development Law of Republic of Latvia. RPR ensures regional development planning, coordination, co-operation between municipalities and other public administration institutions. Furthermore, RPR is responsible for public transport route planning in the territory of Riga planning region. RPR also plans, implements and coordinates development and investment projects notably financed by diverse EU funds such as European Regional Development Fund (ERFD), European Union’s Horizon 2020 research and innovation programme; European Social Fund and Interreg, typically managing multi-applicant proposals with a regional, national or pan-Baltic importance.*

*The main role of the applicant is the project is coordination of the application, implementation and management and administration processes. The project involves numerous municipalities as members of the consortia; therefore, it is essential to ensure a unified approach to the mobile hubs’ development across the nation. If each municipality would have applied individually, the unified approach would not be guaranteed.*

*The applicant coordinates the application process for both the Investment Programme as well as PDS. It organises and monitors the preliminary research resulting in the applications and obtains approval and conceptual confirmation from all the municipalities involved. At the PDS stage, the applicant is responsible for the grant contracting activities.*

*At the implementation stage the applicant coordinates the activities, however, it should be noted that according to the project organisational scheme it does not control the activities of individual consortia members (municipalities). Since municipalities are not legally subordinated by the RPR, it cannot give orders to them or directly control their activities. The applicant unifies and provides a platform and facilitating discussions, brainstorming, best practices exchange sessions etc. The RPR will enter into an agreement with local governments to ensure effective cooperation and to stipulate the responsibility of each party. Since the direct project co-investors will be local governments, the financial responsibilities of the parties will be highlighted.*

*The project management and administration process is ensured by the applicant at all project stages. It represents all municipalities at the higher level and defends the project in front of the grant institution, other monitoring entities involved and other actors, thus ensuring project administration process. As the project coordinator, the applicant is responsible for ensuring the documentation flow, timely report and other deliverable submission, risk monitoring and management and information dissemination activities.*

### (Local) stakeholder analysis *Only to be filled for those who are involving stakeholders*

List and role of other stakeholders involved

- Consortium members** – Municipalities of Riga Metropolitan Area and of Riga Planning Region

Municipalities that are participating in The Project and involved in Investment Programme are:

- |                            |                            |                           |
|----------------------------|----------------------------|---------------------------|
| 1. Ādaži Municipality      | 2. Jūrmala Municipality    | 3. Olaine Municipality    |
| 4. Aloja Municipality      | 5. Kandava Municipality    | 6. Rīga Municipality      |
| 7. Babīte Municipality     | 8. Ķegums Municipality     | 9. Salaspils Municipality |
| 10. Baldone Municipality   | 11. Ķekava Municipality    | 12. Sigulda Municipality  |
| 13. Carnikava Municipality | 14. Krimulda Municipality  | 15. Stopiņi Municipality  |
| 16. Engure Municipality    | 17. Lielvārde Municipality | 18. Tukums Municipality   |
| 19. Garkalne Municipality  | 20. Mārupe Municipality    |                           |
| 21. Inčukalns Municipality | 22. Ogre Municipality      |                           |

*Each municipality is participating in the project as an individual consortia member and are not legally subordinated to the applicant, the RPR. Each municipality is responsible for the mobility hubs located on their territory. The municipalities develop the Investment Programme implementation plan adjusted to the specific objectives of their area and are individually responsible for its coordination and implementation. Municipalities are solely acting as co-financing providers within the Implementation project, therefore, they are responsible for ensuring and monitoring the money flow and budget efficiency, subcontracting and procurement procedures, related studies and ultimately the mobility hubs development on their related territories.*

## **2. The Ministry of Transport**

*The Ministry of Transport of the Republic of Latvia is a leading institution of state administration of transport and communication branches which elaborates legal acts and policy planning documents regulating the branch. It provides the implementation of the transport policy. Transport sector includes railways, road traffic, maritime and aviation, as well as, passenger carriage and transit branches. The Ministry is responsible for elaborating state policy in transport and communications sectors, including elaborating of the policy planning documents, and coordinates its implementation. Therefore, within the Investment Programme, the Ministry acts as the oversight body in the industry, monitors its progress and ensures that the project is being implemented are in line with national and regional level transportation sector policy documents. In addition, the role of the Ministry involves consulting and advising functions on questions related to the Investment Programme compliance with the state policy in the sector. The Invested Programme coordinator works closely with the Ministry and provides reports on the project progress upon request.*

## **3. Latvian Railways (Latvijas Dzelzceļš)**

*The integral component of the proposed Investment Programm in the railway infrastructure enhancement and innovation. The 100% state-owned joint-stock company Latvijas dzelzceļš is the manager of the public railway infrastructure in Latvia. The company provides public railway infrastructure, service facility operator (freight wagon assembly handling, wagon maintenance and inspection, maintenance and development of passenger stations and stops), electricity distribution and trade, real estate rental, information technology, electronic communications, as well as other principal services. The mission of the Latvijas dzelzceļš is to safely, efficiently and sustainably manage and develop Latvia's railway infrastructure, while providing competitive railway and logistics services that serve in the interests of the Latvian national economy and society. Being the key actor in railway infrastructure, within the project Latvian Railways will be responsible for physical locations of the mobility hubs and will coordinate the legal structure of land and real estate management within the project. As a stakeholder having a full understanding of the*

infrastructure surrounding the mobility hubs being developed, it will work closely with each municipality in providing information essential for mobility hubs development in a specific location, including legal issues and technical and technological framework.

#### **4. National public transport authority/ Road Transport Administration (Autotransporta direkcija)**

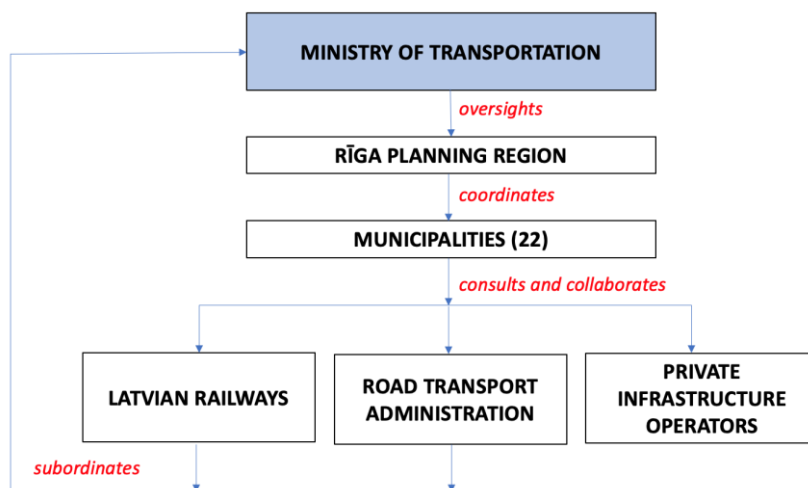
The Road Transport Administration is a state agency subordinated to the Ministry of Transport and is the implementer of a unified state policy in the field of passenger and freight transport. The Administration's activities are mainly related to the planning of public transport, i.e., passenger transport by bus and train, and issuing licenses for commercial freight and passenger transport. One of the responsibilities within the passenger transportation by bus and trains includes organizing public transport on the regional route network and maintaining the transport system infrastructure.

Within the Investment Programme, the Administration's role is to act as experts and provide detailed information on passenger flows, its timing, mode and volume, suggest real-life based passenger flows optimising directions in each individual municipality, collaborate on choosing the optimal locations for the hubs being developed taking into account information about the registered bus stops and train stations and actual needs to adjust the existing routes.

#### **5. Private infrastructure operators**

Private entities are an essential part of the public transportation eco-system and include such actors as individual bus station operators, private transportation companies providing urban and suburban passenger land transportation services, etc. Within the Investment Programme the list of the companies involved in public transportation to be confirmed and the consultations between service providers and the municipalities to be organised on a routine basis. It is essential to understand the scope and capacity of currently operating public transportation service providers as well as understand the possibility for services adjustment, diversification and intensification upon implementing the Investment Programme and developing the mobility hubs. It is important to take into account the current and provisional operational costs of individual service providers to justify the project from the financial perspective, including the taxation aspect.

#### **6. Diagram showing relationship between all parties**



## LEGAL ANALYSIS

### Legal feasibility of the planned investment

*All procurements will be done under Public Procurement Law.*

*RPR is taking accountability for contracting responsibilities, as well as leading role as main coordinator of all consortium members consisting of municipalities of Riga Metropolitan Area notably of Riga Planning Region.*

*At the steering level - Steering Committee will be established consisting of decision-makers for strategic decision making – such as Ministry of Transport, Municipalities, as well as stakeholders of mobility hubs – notably Latvian Railway infrastructure manager, as well as National public transport authority, Bus station operators, etc., with the aim to provide support, guidance and oversight of progress.*

*RPR is setting up Project Implementation Unit consisting of:*

*Project Manager - coordinates and directs the overall project application development process, in cooperation with specialists determines the work to be performed and agrees on the deadlines for the execution of work, ensures communication with cooperation partners.*

*Stakeholder manager – responsible for coordination of mobility point stakeholders, such as “Latvian Railway”, municipalities, national and regional transport authorities, public transport operators and infrastructure owners.*

*Project accountant - responsible for planning/following the financial flow of the project, in cooperation with colleagues plans the cost items and their proportionality in compliance with the program guidelines.*

*Procurement specialist/project lawyer - plans and manages procurement/tendering procedures, prepares service and employment contracts.*

*Project technical experts - responsible for planning mobility hub development/investment programme, leading the development of technical documentation necessary to define and implement the programme (including common guidelines and functional / technical specifications, tender dossiers), controlling the schedule and execution. The experts will have mobility planning and engineering background and infrastructure programme tendering and implementation experience. Project experts’ team will also perform project engineers’ tasks.*

*Also, each participating municipality of this project, will setup up project implementation unit.*

	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Energy Audits							D								
Feasibility studies							D								
Technical studies															D
Financial engineering															D
Marketing															D
Stakeholders and community engagement															D





<b>RISK AND MITIGATION MEASURES</b>			
<b>Description of risk</b>	<b>Level of likelihood</b>	<b>Level of importance (impact)</b>	<b>Preventive actions and risk-mitigation measures</b>
<b><i>Regulatory, political or legal issues</i></b>			
<i>Changes in the project due to political disagreements between the Riga City Council and the national government, including possible extraordinary municipal elections. Changes in project deadlines due to political processes.</i>	<i>Medium</i>	<i>Medium</i>	<i>Ongoing monitoring of the current political situation and the stakeholders involved. Communication and lobbying in case of changes at the decision-making level.</i>
<i>Changes in the project implementation conditions due to amendments in regulatory enactments.</i>	<i>Low</i>	<i>Medium</i>	<i>Monitoring of the legislation changes in the relevant areas.</i>
<i>Controlling institutions impact on the project implementation (the State Audit Office, Transparency International Latvia (Delna), Procurement Monitoring Bureau, Central Finance and Contracting Agency, the Ministry of Finance, the Ministry of Transportation, the Ministry of Environmental Protection and Regional Development of the Republic of Latvia, European Commission, The Corruption Prevention and Combating Bureau, The State Revenue Service, State Labour Inspectorate, Riga municipality, Construction Board, Health Inspectorate, etc.)</i>	<i>Low</i>	<i>Medium</i>	<i>Timely identification of opinions and communication. Full adherence to all procurement requirements and other legal requirements (i.e., work safety); Transparency of procedures and processes as well as compliance and overall good governance.</i>

<i>Project management risks</i>			
<p><i>Insufficient investors' commitment to successfully implement the project.</i></p>	<p><i>Low</i></p>	<p><i>High</i></p>	<p><i>Only the local municipalities are the co-investors in the project. Before the submission of the project, letters of intent indicating readiness to participate in the project and willingness' to provide relevant financial contribution will be submitted by all participating municipalities. The binding legal agreements to be signed upon confirmation of the project, outlining responsibilities of the parties and financial commitment. The indicated financial contribution will be indicated and stipulated in the annual budgets of each local municipality involved. In addition, as a part of the preliminary stage (ELENA project) there are planned various stakeholder and community engagement activities, such as project lunch events, public discussions with local inhabitants and local government representative's involvement, opinion polls with an aim to shape the public perception of the project.</i></p>
<p><i>Insufficient project maturity</i></p>	<p><i>Medium</i></p>	<p><i>Medium</i></p>	<p><i>There are various stakeholders involved in the projects, each having a unique set of expertise in the public transportation sector. The RPR will coordinate and run numerous facilitation sessions involving all stakeholders to ensure full understanding of the project's needs and capacity, as well as risks and limitations. The feasibility study (ELENA projects) to be</i></p>

			<i>implemented as a pre-stage of the Investment Program to run energy and technical audits as well as to evaluate the financial feasibility of the project.</i>
<i>Inadequately defined project steps or the need to adjust the project implementation deadlines due to insufficient functionality and lack of competence of the project management team</i>	<i>Low</i>	<i>Medium</i>	<i>Appointing relevant participants with decision-making authority as management team members based on their experience in similar projects. Appointing a project management team leader, organizing regular meetings to ensure timely problem identification and troubleshooting. In an unlikely case of a project team member who will not have sufficient competence to perform his/her duties, the replacement to be found as soon as possible.</i>
<i>Lack of human resources capacity of the structural units involved in the Riga planning region project.</i>	<i>.Low</i>	<i>Medium</i>	<i>Stakeholders to be informed about the scope and progress of the project in advance. In the case of the limited capacity of the RPR personnel, additional budget to be allocated to involve more staff and / or staff with particular expertise in the project implementation</i>
<i>The management team failure to ensure efficient collaboration.</i>	<i>.Low</i>	<i>Medium</i>	<i>Previous work experience of the management team working successfully together. Possibility to replace members of the management team.</i>
<b>Financial risks</b>			
<i>Financial losses due to project termination</i>	<i>.Low</i>	<i>High</i>	<i>Ensure efficient project management along all stages of the project implementation. Perform risk monitoring that could lead to the project termination at least once per quarter, focusing among other</i>

			<i>aspects on adherence to the project time plan.</i>
<i>Expense volume increases and deviations from payment schedules</i>	<i>Medium</i>	<i>Medium</i>	<i>Ongoing budget and payment schedules monitoring and quarterly adjustment.</i>
<i>Failure to ensure pre-financing and stable cash flow.</i>	<i>Low</i>	<i>Medium</i>	<i>Municipalities to sign letters of intent indicating the funds availability before the project proposal submission. Upon the commencement of the project, all involved municipalities sign a binding contract and stipulate and allocate the budget in question in their annual budgets</i>
<i>Procurement risks</i>			
<i>Increase of procurement contract prices.</i>	<i>Medium</i>	<i>Medium</i>	<i>All contract price increases and other non-budgeted expenses to be covered by additional budgets on behalf of the municipalities involved in the project implementation.</i>
<i>Significant changes in the volume of procured project stages.</i>	<i>Low</i>	<i>Medium</i>	<i>Ensuring efficient communication and timely feedback from the institutions and subcontractors involved in the project to correctly formulate the technical specifications.</i>
<i>Failure to determine correctly the costs of project stages during procurement and choice of subcontractors.</i>	<i>Low</i>	<i>Medium</i>	<i>Define the limits of risk liability in contracts with subcontractors in order to reduce the risk of unforeseen works.</i>
<i>Obtained results non-compliance with the requirements of the technical specification of the project, delay of the deadlines specified in the procurement contracts. Unsatisfactory quality of results delivered by subcontractors.</i>	<i>Medium</i>	<i>Medium</i>	<i>Stipulate in subcontracting service contracts the conformity verification procedure, the right of contracting authority to verify the ongoing work on the task: whether the subcontractor is actually performing the procured activity and attracting relevant specialists. Ensuring throughout technical</i>

			<p><i>specifications and qualification requirements. Stipulating a contract termination procedure in case of failure to ensure quality process and result. Envisaging the procurement procedure guided by the most economically advantageous offer principle.</i></p>
--	--	--	---

<b>FINANCING APPROACH AND FUNDING SOURCES</b>	
<i>Total investment cost</i>	<i>2 574 000 EUR/100%</i>
<i>Own funding</i>	<i>258 000 EUR/10%</i>
<i>Requested funding</i>	<i>2 316 000 EUR/90%</i>

<b>INVESTMENT ROADMAP</b>			
<b>Work plan</b>			
<b>Description of investment step</b>	<b>Expected end date</b>	<b>Main outcome</b>	<b>Responsible actor (incl. level of commitment)</b>
<i>Project Implementation Unit</i>	<i>Q4 2026</i>	<i>Implemented project</i>	<i>RPR, project management</i>
<i>Energy Audits</i>	<i>Q4 2023</i>	<i>Done Energy Audits</i>	<i>RPR, project management</i>
<i>Feasibility studies</i>	<i>Q1 2024</i>	<i>Clear plan for development of all mobility hubs</i>	<i>RPR, project management</i>
<i>Financial engineering</i>	<i>Q4 2026</i>	<i>Clear plan for development of all mobility hubs</i>	<i>RPR, project management</i>
<i>Marketing</i>	<i>Q3 2026</i>	<i>Informed target groups</i>	<i>RPR, project management</i>
<i>Stakeholders and community engagement</i>	<i>Q3 2026</i>	<i>Informed target groups</i>	<i>RPR, project management</i>
<i>Technical studies</i>	<i>Q3 2026</i>	<i>Clear plan for development of all mobility hubs</i>	<i>RPR, project management</i>
<i>Tenders process</i>	<i>Q3 2025</i>	<i>Readiness to implement project</i>	<i>RPR, project management</i>