

**Riga
Planning
region,
LATVIA**

Regional Cultural Heritage Status Quo based on the KRAFT Method

*Local Flavours:
Authentic tourism based on local cultural flavours*



**RIGA
PLANNING
REGION**

**Local
Flavours**
Interreg Europe



European Union
European Regional
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1	Content	
2	Background and context	4
2.1	Project summary	4
2.2	Nature of regional disparities	5
3	The Creative City – Sustainable Region (KRAFT) Methodology	5
3.1	The Onion model – how to identify regions/ territories?	5
3.2	Importance of regional, territorial planning	6
3.3	KRAFT METHODOLOGY	7
3.4	Research Model (Case of Riga Planning region / Riga metropolitan area)	12
4	Policy Instrument	14
4.1	Introduction of the Policy Instrument	14
4.2	How the Status Quo addresses the Policy Instrument	16
5	Regional Cultural Heritage Status Quo: RIGA PLANNING REGION / RIGA METROPOLITAN AREA	18
5.1	General description of the area	18
5.2	Results from primary research	37
6	Conclusion	65
7	References	67

2 Background and context

2.1 Project summary

Major tourism attractions are emerging as internationally acclaimed hubs of visits and services, leading to oversight of other cultural sites and to non-sustainability of most-visited destinations. At the same time tourists are upgrading authentic cultural heritage, offering specific experience rooted in local history and the preserved cultural legacy of communities, adding unique flavours and excitement to their adventure.

Small and medium sized towns with rich but undervalued cultural heritage possess the potential to offer new, unique and authentic experiences, but suffer from either the dominance of major attractions in their vicinity, or from their relatively remote locations. Positioning them as authentic destinations can simultaneously sustain local cultural heritage and create better prospects for locals. The attraction of tourists to less recognized places can create a more even distribution of tourism and more cohesive regional economies.

Local Cultural Flavours' objective is to improve policies supporting places unable to fully exploit their cultural legacies due to less-advantaged locations. The project will help partners to meet the challenge of identifying the most effective ways to support unique local sites with an innovative analysis toolkit, extensive knowledge sharing and with assisted interaction with local public and private stakeholders. This way the specific local and regional potentials and bottlenecks can be properly explored and used to elaborate the right policy frameworks elevating and positioning new authentic destinations.

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regions,
project
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Municipality of 's-Hertogenbosch (NL)
Harghita County Council (RO)

Local Flavours applies innovative analysis and decision-making methods to less-recognised but unique locations with the goal to exploit their authentic cultural heritage as part of regional tourism.

2.2 Nature of regional disparities

One of the main barriers against harmonized development is the uneven distribution of wealth. Not by coincidence, the cohesion policy of the European Union is dedicated to promote and support the 'overall harmonious development' of its Member States and regions. It must be stated, that regions, with specific structures often represents an inner core-periphery system, where the importance of cities, larger settlements is high, the neighbourhood often depends on the economic viability and growth of core areas (like urban-rural linkages).

Regional development, aiming to maximize the welfare of inhabitants, to create a sustainable territorial structure for long-term viability through the mobilization and exploitation of local resources has high importance in population retention. Nevertheless, as while Simmie and Martin (2010) point out regional development is far from a smooth and incremental process, instead, it is the subject to all sorts of interruptions and disruptions (such as periodic economic recessions, the unpredictable rise of major competitors, unexpected plant closures, the challenges arising from technological change and the like), and the state responses answering these challenges and the degree of decentralization and the adaptive capacity of territories differs to a high extent even in the same national economy.

Due to the continuous changes in World's economy and persistent differences among wealth among and inside national economies the importance of smaller-scale assessments is ascending in order to assess the state of various territories. Regional development as a strategic management process begins with the assessment of territories. In this regional development framework from humans' wealth perspective the role of cities and their networks are unquestionable. Accordingly, considering the importance of cities in regional developments several attempts have been made in order to assess and make comparable the performance of cities in maximising human wealth. This attempts often embodied by creating new concepts of city regions and indices. The core element between the welfare and urban areas are the societal functions which enables inhabitants to satisfy their needs. These societal functions are:

1. working,
2. housing/ lodgement,
3. learning, training capabilities,
4. communication,
5. consumption,
6. leisure and recreational opportunities,
7. being part of a community.

The social and productive infrastructure embody the possibilities of these functions. But we must add, that different territories, not just urban centres and SMSTs could provide different facilities for satisfying inhabitants' needs, but the value set of the population determine of various territories requires self-tailored solutions. That's why regional development initiatives must take into consideration the values, attitudes, capabilities of different communities to elaborate successful programs which meets societal needs. And furthermore, the constitution of inhabitants from generation perspective also determines what could be valuable, since the utility functions of these groups could be quite divergent.

3 The Creative City – Sustainable Region (KRAFT) Methodology

3.1 The Onion model – how to identify regions/ territories?

We construct categories that help us identify, classify, categorize regions. These categories are not mutually exclusive: how we define something has much to do with what we are looking for or why we want to look for it.

We can look at a very small “snapshot” of an area, or look at quite large territorial expanses, and both are considered regions! We can look at Regions as “Worlds within Worlds” – The Onion Metaphor; Contextual reality, like peeling back layers of onion.

According to Agnew (2000 and 2001) and Haukkala et al. (1999) regions are often conceptualized as units of social-economic space characterized by production structure of all ownership forms, population, employment concentration as well as governmental institutions. **Fundamentally, they are a social, cultural, political and economic interaction system** (Agnew, 2000, 2001 and Haukkala et al., 1999 in Palekiene et al., 2015), which face several challenges regarding the well-being of their inhabitants. The KRAFT Methodology provides a system which could be used for analyse this “Worlds within Worlds” emphasizing the importance of local values, resources and institutions which make places “unique”.

3.2 Importance of regional, territorial planning

- Regional = spatial, territorial
- Level of investigation, analysis
- Households, enterprises, cities, city regions, administrative regions, regions above national level



Haas – Schlesinger (2007)

How do we conceptualize regions?

- Special or unique criteria identify regions
- These criteria can be:
 - Spatial (a particular location on the earth’s surface)
 - Boundaries that delimit spaces
 - Physical
 - Climate, Vegetation
 - Cultural:

- Like Language, or Religion, or Cultural Practices
- Economic:
 - Like Agriculture, Industry

3.3 KRAFT METHODOLOGY

The Creative City – Sustainable Region (KRAFT) is a concept that perceives effective regional cooperation among economic and social actors as the measure of successful investment and development. It is rooted in the conviction that the key to successful development initiatives and projects is the effective cooperation between the socio-economic stakeholders of the relevant region. The concept takes into consideration individual (company, city, university etc.) and community interests in the region.

How can cities, groups of cities or strings of cities (and their regional – agglomeration environment) offer appealing living and working conditions with the valorisation of their cultural heritage?

- Creation, accumulation and spread of new knowledge
- Creation and strengthening creative workforce
- Increase the economic, social and environmental conditions

One of the major outcomes of the initiative is the ‘KRAFT’ complex system of indicators (‘KRAFT-index’), an analytical tool suitable to demonstrate regional development tendencies regarding specific development areas.

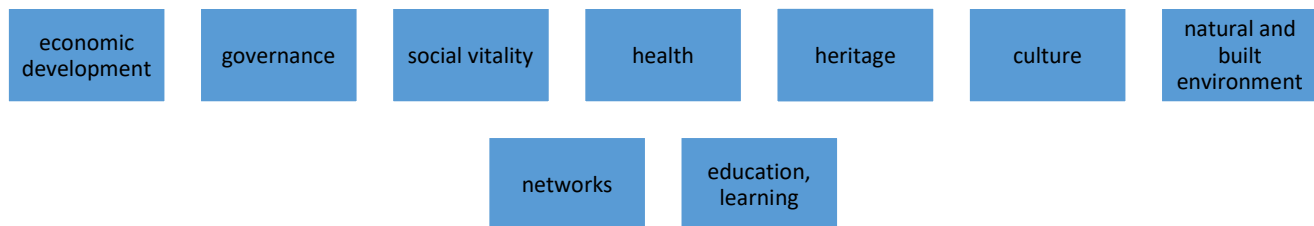


Figure 1. Themes of the ‘KRAFT’ complex system of indicators. Source: own compilation

The complex system of indicators covers hard and soft ones. Hard indicators of the KRAFT-index come from already existing databases. Soft indicators, on the contrary represent the attitudes, opinions of local residents after survey. During the surveys a standard questionnaire was used in order to identify and collect opinions and attitudes of local residents.

Table 1. Themes and subject of the ‘KRAFT’ complex system of indicators

Key areas of intervention (themes)	No.	Subject	Content	Attribute (hard/soft)	Data source ¹
<u>Economic development</u>	1.	Economic activity	Number of registered, working SMEs	hard	HCSO REGIONAL STATISTICS (HCSO REG. STAT)

¹ Main data source types are: Hungarian Central Statistical Office [HCSO], data from the Local Government/ Municipality [LG], questionnaire for on-site survey at households [on-site survey]

			Number of registered, working enterprises	hard	HCSO REG. STAT	
			Local business tax	hard	LG	
	2.	Local economic incentives	Local economic incentives provided by the local government	hard	LG	
	3.	General economic and income status of inhabitants	Households incomes	soft	on-site survey	
			New houses and flats built	hard	HCSO REG. STAT	
			Number of jobseekers	hard	HCSO REG. STAT	
	4.	Entrepreneurship	Creativity of inhabitants	soft	on-site survey	
			Entrepreneurial plans of inhabitants	soft	on-site survey	
	Governance	1.	Sense of security	Behavior and actions in case of abuses	soft	on-site survey
				Extent of discrimination (against themselves and neighborhood)	soft	on-site survey
To what extent people feels the city and vicinity/ neighborhood safe				soft	on-site survey	
2.		Citizen satisfaction with governance	Satisfaction with services provided by the local government	soft	on-site survey	
			Satisfaction with public administration	soft	on-site survey	
			Number of proceedings against public administration at the Court of First Instance	hard	LG	
3.		Advocacy	Advocacy of parliamentarians	soft	on-site survey	
			Advocacy of the municipality	soft	on-site survey	
3.		Social engagement	To what extent the municipality asks and considers the opinion of the inhabitants in case of local matters/ affairs	soft	on-site survey	
			To what extent the inhabitants are informed about the local development strategies, plans of the municipality	soft	on-site survey	
			To what extent the inhabitants express their opinion on various platforms (public forums, community office hours)	soft	on-site survey	
			Number of followers of Facebook site of the settlement	hard	LG	
			Participation at elections	hard	National Election Office	
<u>Social vitality</u>		1.	Confidence	To what extent the person may rely on others at his or her surroundings	soft	on-site survey

			Level of confidence towards local/ regional institutions (for e.g. local government, police, justice, educational institutions)	soft	on-site survey
			Corruption	soft	on-site survey
	2.	Demographic patterns	Population change	hard	HCSO REG. STAT
			Motivations of delocalization	soft	on-site survey
			Migration	hard	HCSO REG. STAT
			Aging society	hard	HCSO statistics
	3.	Social responsibility	NGOs	hard	birosag.hu
			voluntary work	soft	on-site survey
	4.	Local identity	To what extent the inhabitant is linked to the settlement	soft	on-site survey
			Solidarity of peoples	soft	on-site survey
			People's wishes their children would live and work in the settlement	soft	on-site survey
	5.	Support the local citizens in need	Family support	hard	LG
			Elderly support	hard	LG
			Disabled persons support	hard	LG
	Health	1.	Health condition	Number of organ disorders	hard
Number of psychological disorders				hard	Hospital data
General health situation				soft	on-site survey
Happiness				soft	on-site survey
2.		Health services	Satisfaction with local health services	soft	on-site survey
			Number of beds in hospitals	hard	HCSO REG. STAT
			Number of doctors	hard	HCSO REG. STAT
3.		Citizens' way of life	Number of child doctors	hard	HCSO REG. STAT
			Health-conscious nutrition	soft	on-site survey
			Number of inhabitants visiting health screening, health assessment programs	soft	on-site survey
4.		Health support	Leisure activity	soft	on-site survey
			Health support provided by the local government	hard	LG
Heritage	1.	Tangible heritage	Museums, Monuments, Heritage sites and resources, Geographical place names, Heraldry and national symbols, Archives and public records	hard	thematic research
	2.	Intangible heritage	Cultural traditions, Customs, Oral history, Performance-based Cultural Heritage, Ritual, Popular Memory, Social mores	soft	thematic research

<u>Culture</u>	1.	Cultural activity	Frequency of cultural activity	soft	on-site survey	
			Number of people at cultural courses, activities	hard	HCSO REG. STAT	
			Number of people at cultural events	hard	HCSO REG. STAT	
	2.	Cultural supply	Number of cultural institutions	hard	HCSO REG. STAT	
			Satisfaction with the local cultural supply	soft	on-site survey	
	3.	Cultural support	Cultural support provided by the local government	soft	LG	
<u>Natural and built environment</u>	1.	Satisfaction with the natural and built environment	Satisfaction with the natural environment (quality of for e.g. air, water, ground, plants), cleanness of the streets	soft	on-site survey	
			Satisfaction with the public transport	soft	on-site survey	
			State of roads, buildings in the surroundings	soft	on-site survey	
	2.	Level of environmental activity	Gathering information about the state of the near environment (for e.g. air, water, noises...)	soft	on-site survey	
			Use of alternative energy	soft	on-site survey	
	3.	State of the environment	Air pollution	hard	Hungarian Air Quality Network	
			Green spaces	hard	HCSO REG. STAT	
	4.	Urban infrastructure	Assessment of the quality of the air	hard	Hungarian Air Quality Network	
			Water usage	hard	HCSO REG. STAT	
			Sewerage system	hard	HCSO REG. STAT	
			Selective waste collection	hard	HCSO REG. STAT	
			Bike paths, roads, public areas	hard	HCSO REG. STAT	
	<u>Networks</u>	1.	Regional identity	To what extent the inhabitant is linked to the region	soft	on-site survey
		2.	Human relations	Tolerance level towards minor groups (for e.g. elderly, disabled persons, Gypsy peoples, homosexuals, etc.)	soft	on-site survey
				To what extent the settlement is preferable, convenient for certain groups of people (for e.g. families, immigrants, qualified persons, etc.)	soft	on-site survey
3.			Level of participation at NGOs	soft	on-site survey	

		Social inclusion	To what extent people buy and consume products and serviced provided by the local economy	soft	on-site survey
			To what extent people are aware and know the different developments of the surroundings	soft	on-site survey
	4.	Digitalization	Internet usage	hard	HCSO REG. STAT
			Number of free public WiFi spots	hard	LG
Education , learning	1.	Qualification	Qualified persons from creative disciplines	hard	ENIC/NARIC Hungary: Felvi.hu (?)
			Graduates from primary school	hard	HCSO REG. STAT
			Graduates from high school	hard	HCSO REG. STAT
			Graduates from universities	hard	HCSO REG. STAT
			Graduates from technical school	hard	HCSO REG. STAT
			Graduates from secondary vocational schools	hard	HCSO REG. STAT
	2.	Competences	IT competence	soft	on-site survey
			Language skills and competences	soft	on-site survey
			Self-development	soft	on-site survey
	3.	Research & Development (R& D)	Number of Research & Development places and employees	hard	HCSO
	4.	Satisfaction with education	Satisfaction with education institutes	soft	on-site survey
	5.	Education support	Education support provided by the local government	hard	LG

As we can see the methodology covers wide range of themes and examination areas. In the next chapter, we introduce the themes of the status quo analysis using the classification of the KRAFT.

3.4 Research Model (Case of Riga Planning region / Riga metropolitan area)

	Description of the task	Themes of the 'KRAFT' complex system of indicators									Expected result
		economic development	governance	social vitality	health	heritage	culture	natural and built environment	networks	education, learning	
1.	Analysis of the results of the survey of tourism-related employees in the municipalities belonging to the RPR (nature, heritage, culture, cooperation, potential, etc.)										Text, figures, tables, thematic maps
2.	Ethnographic research of RPR 48 tourism organizations (identity, ecosystem, characteristics, etc.), identification of good practices										Text, figures, thematic maps
3.	Developing creativity, cooperation and targeting mapping of the RPR tourism ecosystem.										Text, figures, thematic maps
4.	Analysis of statistics describing tourism in Pierīga (accommodation, average stay of spending night, etc.)										Text, photos, figures, thematic maps

5.	One prototype, good practice - study of the Tourism Ecosystem Cooperation Model for one municipality - Lielvārdes municipality										Text, thematic organigram
6.	Exploring the potential of natural, cultural, medical and prosperous tourism;										Text, photos, figures, thematic maps

4 Policy Instrument

4.1 Introduction of the Policy Instrument

The Riga Planning Region (RPR), within the framework of competence of the authority, the development planning, coordination of the capital region, cooperation between local authorities and other government authorities in the region, represents one of five planning regions in Latvia, which indirectly while significantly affects development of the tourism sector. Being responsible for regional development planning, monitoring development planning in regional local authorities and organizing cooperation among stakeholders, the RPR is largely responsible for creating favourable conditions for the development of major sectors, including the tourism sector.

In accordance with the Spatial Development Planning Law² in Latvia, spatial development is planned by developing the following mutually agreed planning documents for spatial development: at the national level - the Sustainable Development Strategy of Latvia and the National Development Plan; at the regional level - the sustainable development strategy and the development programme of a planning region; at the local level - the sustainable development strategy, the development programme, the spatial plan, a local plan and a detailed plan of a local government; and thematic planning shall be developed at all levels, addressing specific issues related to the development of individual sectors. Taking into account the timetable for implementation of the Local Flavours project and the RPR interest in defining in its spatial development planning documents the actions contributing to development of tourism in the region, the Regional Development Programme for 2014-2020 represents a policy instrument to be improved within the project framework in order to integrate the developed improvements into the new regional Development Programme for 2021-2027.

The Riga Planning Region Development Programme for 2014-2020 is a regional mid-term spatial development planning document, which sets out priorities for the regional development, the objectives to be achieved and the set of measures to implement the strategic goals set out in the RPR Sustainable Development Strategy for 2014-2030.

Elaboration of the Development Programme under management of the RPR administration was launched in 2012, involving planning specialists, experts from different areas, local government specialists, scientific institutions, public administration and non-governmental sector representatives from the local authorities belonging to RPR in the development process.

Development of the RPR area spatial development planning documents is based on the interests of various stakeholders. The most important players in the development process are represented by local authorities in the region, particularly the city of Riga, which is the most important player and the regional core. Involvement of national-level authorities included in the RPR planning document development management group, and providing proposals for development issues to be addressed in the regional planning documents, is playing an important role.



²Web page of Legal Acts of the Republic of Latvia: <https://likumi.lv/ta/en/en/id/238807>

Figure 2. Hierarchically top national and regional major development planning documents

Overall structure of the RPR Development Programme for 2014-2020 is composed of a strategic part, an action plan and monitoring arrangements. The strategic part identifies linkage of the document to other planning documents (at national, regional and local level), sets out the objectives, priorities and directions for the regional development, as well as the results to be achieved. The action plan includes a mid-term action (set of measures) for implementation of the development programme. The monitoring procedures shall determine the organization, form, accountability and monitoring indicators of the monitoring process for implementation of the Development Programme.

Strategic framework for the new refined policy instrument - the RPR Development Programme for 2021-2027 - is hierarchically derived from the highest level national and regional major development planning documents - the existing long-term development planning documents until 2030 and mid-term development planning documents until 2027 (Figure 2). This means that the new regional medium-term development planning document should be developed in line with the long-term national and regional strategic objectives and development priorities defined hierarchically in the highest national and regional planning documents.

As a thematic policy document for the development of tourism sphere at national level, the **action plan of Latvia of tourism development for 2021-2027** was developed in 2019. The main theses of the document, which will be taken into account and included also in the RPR Development Programme for 2021-2027, are summarized in the following four paragraphs of the text.

In order to ensure the development of regional destinations and their international competitiveness, Latvia is expected to continue its tourism cluster programme in the next programming period, providing support for the building of tourism clusters and international marketing activities. The development of existing export clusters provides for support in the form of co-financing to ensure the operational capacity of the office and the implementation of individual initiatives.

Aware of the role of brand and marketing in promoting the demand for travel destinations, the tourism development action plan provides for the organization of national brand value communication activities for representatives of the tourism industry (final destinations, merchants), development and implementation of the regional branding strategy, as well as implementation of targeted and efficient Latvian tourism marketing in foreign target markets, in line with the tourism marketing strategy developed by the Investment and Development Agency of Latvia.

Promoting the development of local and regional tourism destination systems involves a number of forms of support for a more complete implementation of the cooperation potential, providing support for both the micro-clusters (or clusters) of tourism and the destination partnership support. In the context of cooperation, the development of thematic routes (particularly interlinked with international routes) and, not least, maintenance and development of the existing routes is highlighted. Cooperation in the field of social rehabilitation and curortology is also highlighted that should be developed in order to define its development lines, to identify potential and the necessary investments in centers for rendering services.

In view of the role of micro and small enterprises in developing tourism supply in the regions, activities are planned to promote both the formation of new tourism businesses and to strengthen the capacity of existing businesses. Merchant training and networking activities are planned, with providing a possibility of receiving personalized mentoring and counseling support in line with the needs of the company, including starting exports. In order to strengthen the capacity of tourism companies in the use of modern technological solutions (e.g. marketing), there are intentions to provide merchants with

a standardized digital set, thereby reducing the costs of technology implementation and making them more accessible to small businesses. Given the importance of lifestyle enterprises in tourism and their development trends, a special emphasis should be placed on the lifestyle business environment arrangement (legal framework) and promotion activities in the regions of Latvia.

4.2 How the Status Quo addresses the Policy Instrument

The situation analysis performed by means of the KRAFT method has contributed significantly to the RPR vision of the necessary improvements to the policy instrument - RPR Development Programme. Following the report, looking at the overall RPR characteristics presented in Chapter 5.1, the RPR overall situation in the development of tourism sector is clearly readable, where, on the basis of overall statistics, natural, cultural heritage and landscape values are having significant role and preconditions for the development of tourism historically and also at present, however, the KRAFT method has helped to discover, better to see and to assess majority of other potential, different specialization lines and the range of issues relevant to successful development of the tourism products.

The start of cooperation between the parties concerned with a joint meeting and a subsequent survey of the employees of local authorities engaged in the field of tourism and belonging to the RPR, as well as analysis of the results of the survey, has contributed to formation of a basis for further in-depth analysis of the various segments (nature, heritage, culture, cooperation, potential, etc.).

On the basis of the views and information provided by local authorities, an ethnographic study of RPR's 48 tourism organizations (identity, ecosystem, characterization, etc.) was carried out by organizing interviews of the representatives. In the preparation of interview questions and in a targeted analysis of the situation, the KRAFT method was particularly useful, as well as the parameters, indicators it include in order to assess the qualities that are available to us at the moment to which development parameters we should be guided.

Municipalities of the Riga Planning Region cooperate within the region, as well as form cooperation with local authorities in the neighboring regions. There are cluster initiatives among the forms of cooperation, where municipalities, along with the cluster's leading and related companies, are engaged as support infrastructure makers and maintenance providers. In September 2012, as part of the "Cluster Programme" co-financed by the European Union Structural Funds, the Latvian Investment Development Agency signed 11 cooperation agreements with cluster leaders of different sectors of the economy, bringing together more than 350 companies, universities, scientific research institutions, non-governmental organizations and local authorities.

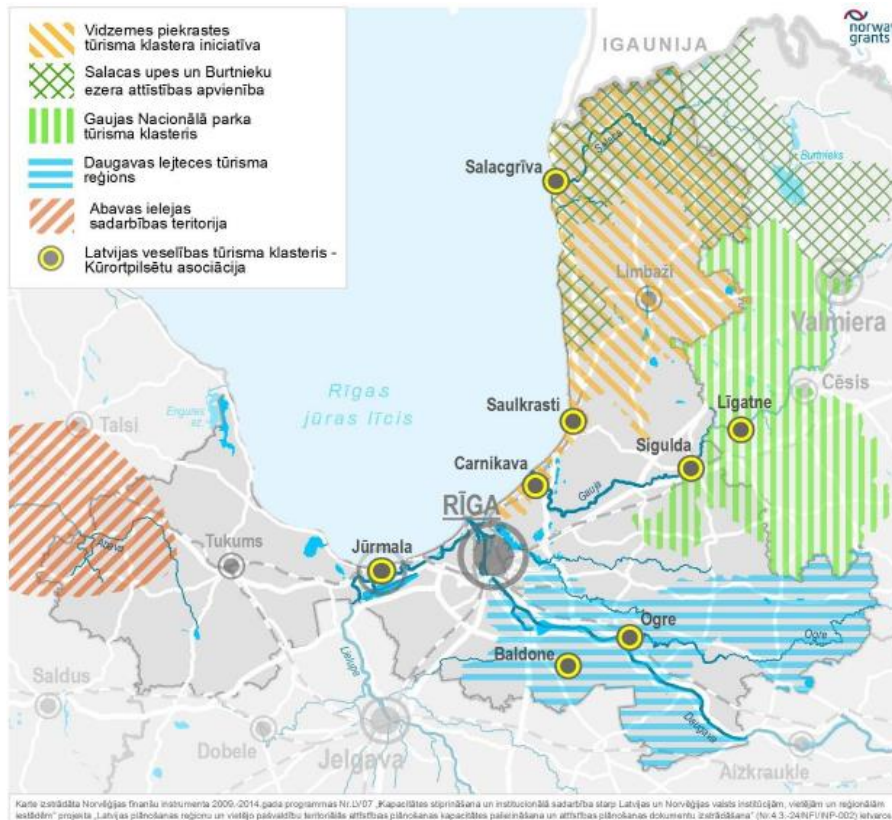


Figure 3. Cooperation between local authorities in the sphere of tourism in the Riga planning region (2012)

Now, as part of the regional situation study, we have identified, on a more purposeful basis, the potential for tourism development in one of the region's less understood areas, Pierīga (around Rīga), where cooperation links have not been sufficiently developed, and there has been insufficient understanding of the necessary lines of cooperation, while currently a number of actions and activities to be incorporated in the content of the policy instrument.

Since most of the municipalities still growing in terms of population in Pierīga area are still in search of their identity, the values of the potentials familiarized closer in the study may constitute a good basis for further identification and strengthening of the identity of these municipalities.

5 Regional Cultural Heritage Status Quo: RIGA PLANNING REGION / RIGA METROPOLITAN AREA (LATVIA)

5.1 General description of the area

The Riga Planning Region is the capital region of Latvia. Location in the center of the Baltic States, on the border between European and eastern cultures, has formed the region of Riga as a bridge between different countries and their inhabitants. The region is characterized by the dynamic capital Riga, in which the impacts of various peoples have become organically incorporated. Other towns and cities in the region – Jūrmala, Limbaži, Tukums, Ogre and Sigulda – as well as rural environments that are not affected by industrialization are also important. The special value of the region is the coast of the Gulf of Riga of the Baltic Sea and inland waters.

The social and economic, technological and scientific development of the region is determined by the city of Riga with its agglomeration, which represents a development center of national, international and European importance. Functional area of the region significantly exceeds the regional borders, which also includes the areas of the surrounding regions in the economic and residential spatial structure of the region. The strategically important location of the region, the high capacity for attracting people and the comparatively high capacity of the market constitute the regional economic potential and contribute to national growth. The major national cultural, educational, scientific, sports, health care, as well as transport infrastructure facilities are concentrated in Riga agglomeration.

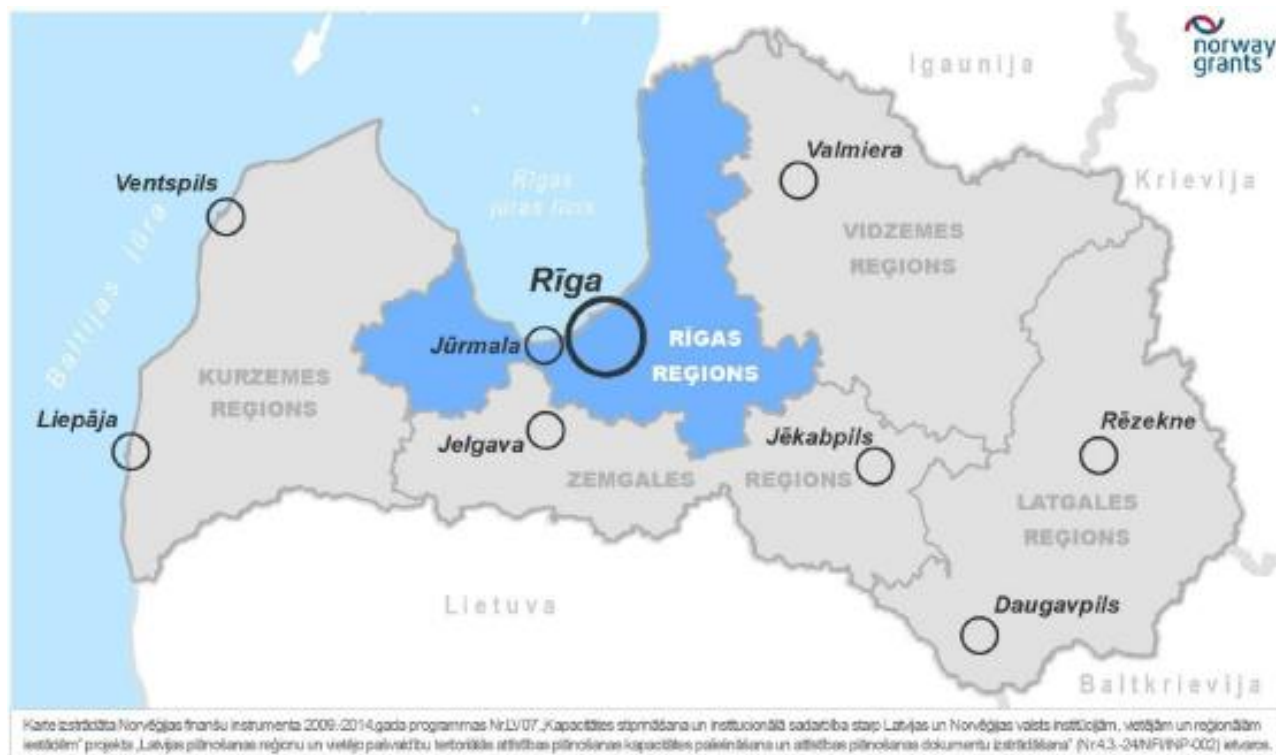


Figure 4. Riga Planning Region in Latvia

General Information about the Region

Area	10 438 km ²	Length of the coast of Riga Bay	185 km
Local authorities	30	Length of the border with Estonia	45 km
Cities of the Republic (2)	Rīga, Jūrmala	Share of forests and swamps	52 %

Regional development centers – medium-sized towns (4)	Tukums, Ogre, Sigulda, Limbaži	Share of agricultural land	32 %
Population at the beginning of 2020 (number of people, Office of the Citizenship and Migration Affairs)	1 097 504	Gross domestic product per capita (2017, Central Statistical Bureau)	19 381,0 7 EUR

5.1.1 Functions of the Riga Planning Region

In accordance with Section 16.1 of the Regional Development Law, planning regions within the scope of their competence shall ensure the planning and co-ordination of regional development, and co-operation between local government and other State administrative institutions.

A planning region is a derived public person and its decision-taking institution is the Planning Region Development Council. The Planning Region Development Council shall be elected from among the councilors of the relevant local governments by a general assembly of the chairpersons of local governments located in the planning region. According to the decision of the general assembly of the chairpersons of local governments located in the Riga Planning Region Local Government Assembly, dated 7 August 2013, the Riga Planning Region Development Council is composed of 6 representatives of the Riga City Council and one representative from the other 29 municipalities of the Riga Planning Region, together 35 members of the Development Council. The Chairman of the Planning Region Development Council shall be elected by the Planning Region Development Council from the members of the Council elected therein.

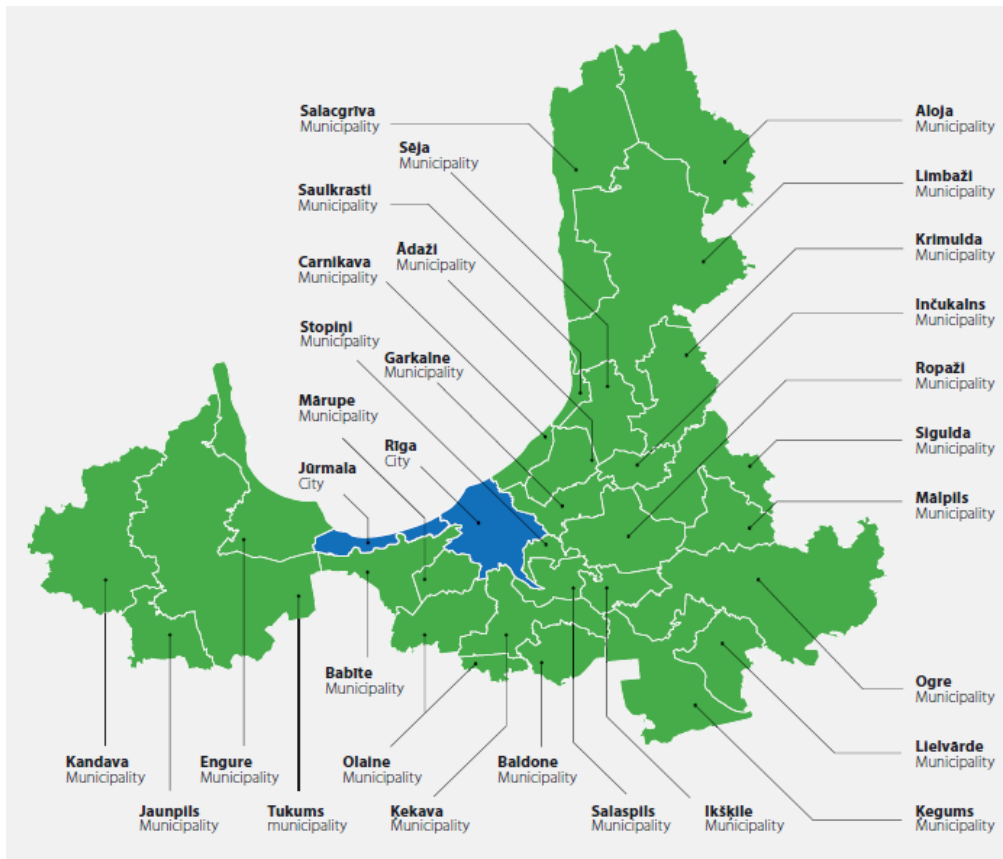


Figure 5. Administrative breakdown of Riga Planning Region

The administration established by the Planning Region Development Council shall ensure execution of the decisions taken by the Development Council, as well as perform organizational and technical provision of the work of the Development Council. The administration shall be chaired by the head of the administration, who shall be approved and removed from office by decision of the Development Council. The planning region shall consist of independent departments which shall be established, reorganized and dissolved by the Development Council.

The task of the Planning Regional Development Council and the Administration is to implement the competence of the planning region specified in the Law, which provides for the provision of regional development planning, coordination, cooperation between local governments and other state administrative authorities.

5.1.2 Areas and population

As the capital region, Riga focuses on the guiding role of state policy, economic and cultural development. Currently, 30 municipalities in the Riga region (Figure 5) form a diverse patchwork of administrative areas. Riga, with its adjacent range of areas, forms a distinct metropolitan area, which exceeds administrative borders of the planning region and the impact of which is felt throughout Latvia.

Riga Region is distinguished with a very rich diversity of residential areas – Riga's diverse urban environment, which includes a large proportion of multi-storey residential housing, the villages of Pierīga's new residential houses and rural farm-steads, large-season housing areas – allotment garden villages, Jūrmala and other places with a bright additional recreational function. Such a multiform spectrum, size and range of living spaces have not been dated in other regions of Latvia.



The beginning of the 21st century was marked by a very rapid process of sub-urbanization around Riga – in Pierīga, determined by the desire to live in a mansion. This resulted in an unbalanced development of living – job places, increased private transport flows, developed built-up areas with infrastructure, which is incomplete or does not meet the quality requirements of sustainable development of populated areas. Over the last 20 years, in particular, the course of development in Pierīga has contributed to the development of features of territorial social segregation.

Capital Riga is the largest city in the Baltics according to population, with about one third of Latvia population living and/or working in the city of Riga. While the morphological boundary of the city of Riga extends far beyond its administrative borders – the urban development area of Riga – the metropolitan area (Figure 6) – has been established, which is stimulated by various economic activities. However, the lack of coordinated planning for the development of suburban areas causes a number of problems of the widest variety, including the deterioration of transport situation, the decline of Pierīga's green and recreational areas, the lack of adequate infrastructure, the lack of access to services, etc. In 2019-2020, the Riga Planning Region has developed an “Action Plan for the Development of the Riga

Metropolitan Area” in order to achieve a coherent development of the Riga metropolitan area and to coordinate the ongoing processes through an integrated approach and complex solutions, in order to coordinate the interests of the State, the city of Riga, the municipalities and residents belonging to the Riga metropolitan area. The developed plan serves as a basis for negotiations between the Riga planning region, local governments belonging to the metropolitan area, ministries, government and international institutions regarding the necessary investment needs and funding for implementation of the Riga metropolitan development initiative, including also activities related to the development of the tourism sector.

Thematic framework and main lines of the “Action Plan for the Development of the Riga Metropolitan Area” cover the topics: Population Structure (Housing and Arrangement of the Living Environment of Populated Areas); Public Services (Education, Lifelong Learning, Health, Culture, Sport and Leisure Facilities); Transport and Mobility (Availability, Accessibility and Public Transport); Natural Environment and Energy (Environmental Situation, Environmental and Natural Resources Management, Climate Change Impact, Energy Efficiency Measures and Renewable Energy Resources); Regional and International Competitiveness (Business Environment, Tourism, Culture, Sports and Regional Marketing); Metropolitan Area Management (Coordination of Development Issues, Responsibility, Decision-Making, Activity Implementation Mechanisms, Cooperation Agreements), which will be defined in the existing new RPR Development Programme for 2021-2027 under a more detailed action direction and action plan.

resource-based development opportunities. Further development requires cardinal review of the existing opportunities, as well as preparation for “high-quality” immigration, based on inclusive tolerance and public wisdom.

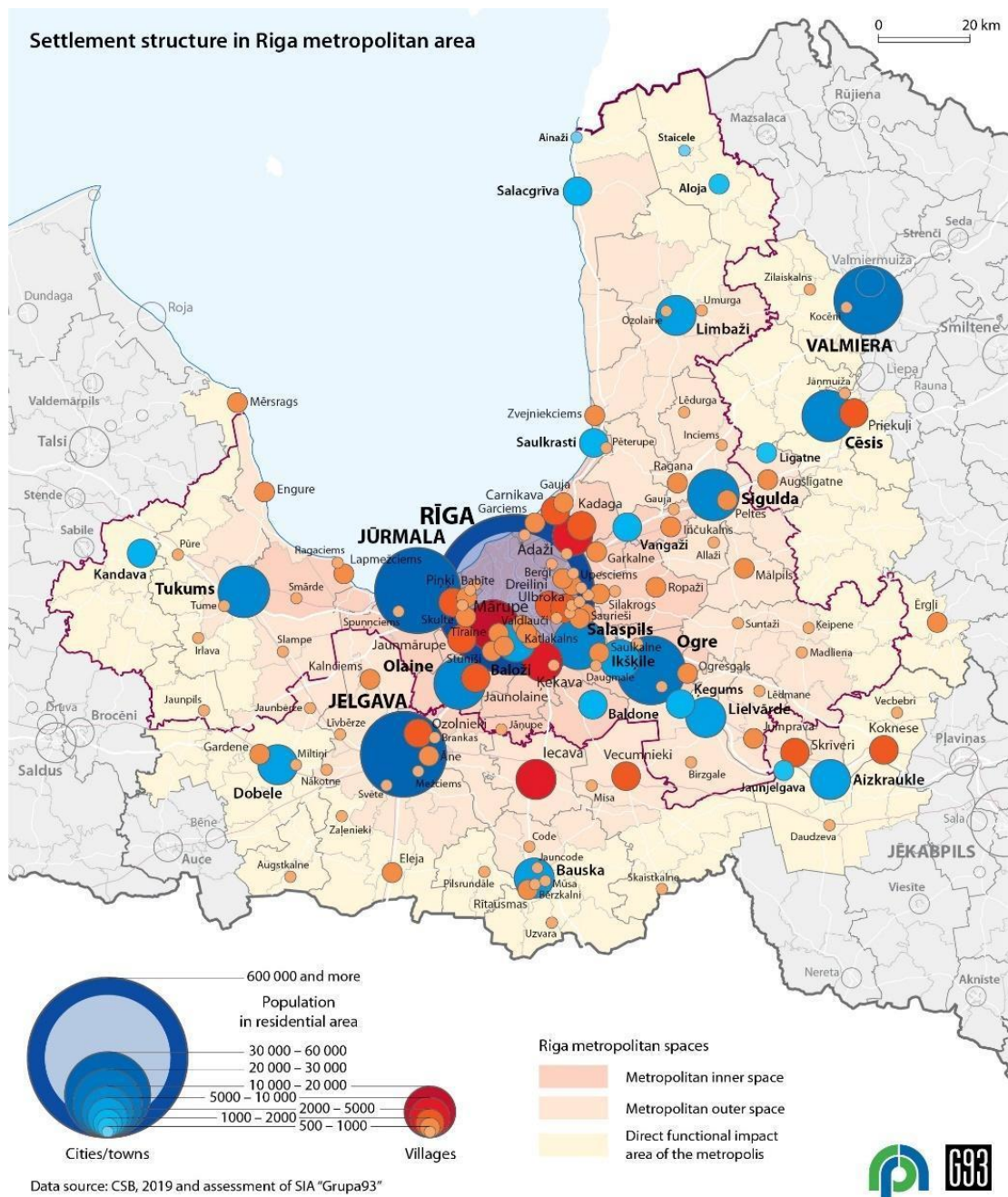


Figure 7. Population structure in the Riga metropolitan area⁴

Population in the Riga metropolitan internal area municipalities, region and Latvia

Territory	Area (Sq Km)	POPULATION (%)						
		Total populatio n	Male %	Female %	-15Y	15- 24	25- 61	+62
Latvia	64 569,9 6	2'083'363	47,02	52,98	15,27	8,94	52,46	23,33

⁴Action plan for the development of the Riga metropolitan area, Riga Planning region, 2020

Rīga Planning region	10 438,26	1'097'504 (52,68 %)	46,39	53,61	15,94	8,54	52,9	22,62
RĪGA CITY	304,05	693'046	45,26	54,74	14,87	8,50	53,18	21,42
JŪRMALA CITY	101,28	57'503	46,52	53,48	14,22	7,95	53,17	24,64
JELGAVA CITY (at neighboring region)	60,51	60'798	46,26	53,74	17,58	9,24	51,25	21,93
Ādaži Municipality	162,53	12'171	48,02	51,98	24,91	8,37	52,09	14,65
Sigulda Municipality	360,86	19'037	46,98	53,11	20,26	8,70	51,95	19,08
Stopiņi Municipality	53,42	12'161	49,41	50,59	21,34	8,87	53,73	16,06
Salaspils Municipality	122,73	24'004	47,57	52,43	18,05	8,16	53,64	20,15
Ogre Municipality	990,43	35'305	46,63	53,37	16,64	8,69	50,86	23,82
Ķekava Municipality	275,18	25'240	48,79	51,21	21,94	8,08	53,09	16,89
Olaine Municipality	298,30	20'614	46,98	53,02	16,04	8,64	53,78	21,53
Mārupe Municipality	103,75	23'349	52,42	47,58	26,33	7,47	56,29	9,92
Tukums Municipality	1194,37	29'943	47,84	52,16	17,16	10,18	51,10	21,56

Economic specialization

In the region of Riga, first, due to Riga, more than 2/3 of value in the economy of Latvia is created. Economic structure of the region is very modern and sufficiently diversified. Radially concentrated traffic infrastructure, in conjunction with logistical hubs (port, airport, railway stations), forms the basis for economic networks. Knowledge-based commercial services (financial, programming, counseling), cultural services, production in certain areas (pharmaceutical, biochemistry, woodworking) and transport services are forming part of the global economic movement and provide the basis for a gradual increase.

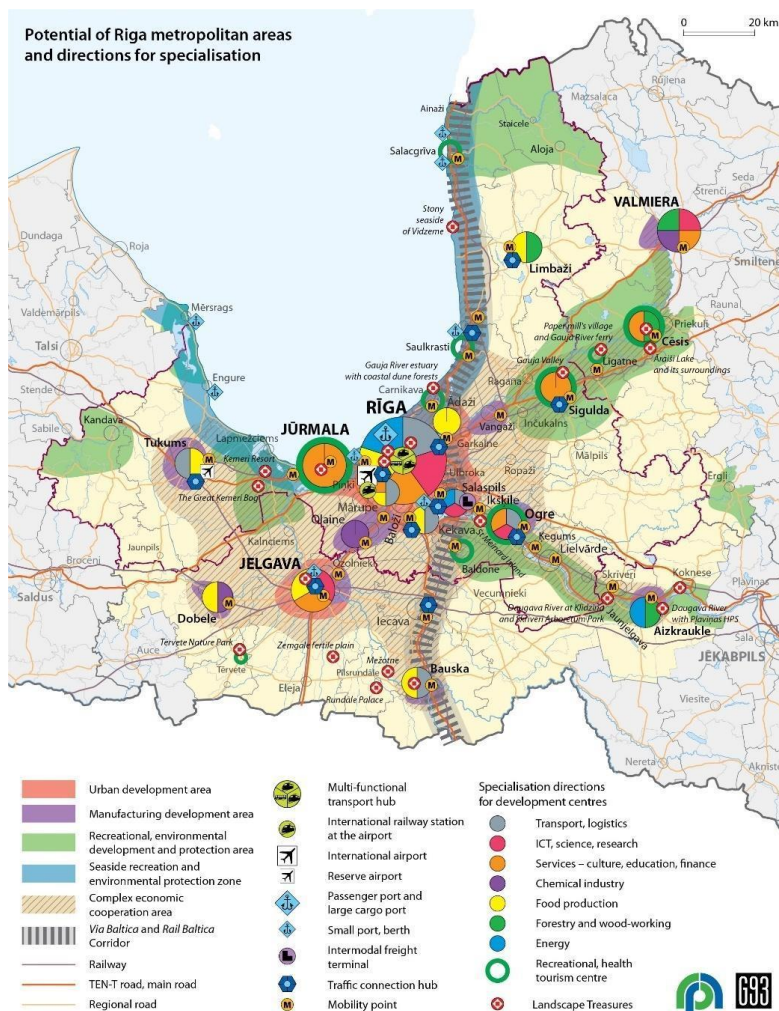


Figure 8. Potential and specialization lines of the Riga metropolitan area⁵

In a global and European context, productivity is clearly lagging behind the development of the economic structure. The region is characterized by a low level of regional specialization, characterized by a specialization index and a comparative position within the Baltic Sea region, as well as a low level of competitiveness. Latvia as a whole and the Riga region are lagging behind most metropolitan regions of the European Union.

Large potential is concentrated in the Riga metropolitan area (Figure 8) so that investments and new approaches to linkage of business (48% of Latvian companies), education (82% of the students in universities and colleges) and research (90% of institutions) would create significant qualitative changes.

5.1.3 Ecological conditions

The region is located at the coast of the Gulf of Riga. The middle part of the region receives waters from the largest – Daugava, Lielupe and Gauja – as well as smaller (Ogre, Jugla, Mazā Jugla, etc.) rivers of Latvia. The city of Riga is expanding into the estuary of Daugava, and is surrounded by a vast covering of forests, lakes and marshes (Figure 9).

Natural conditions in the region have affected the alternation of historically built and “free” spaces (rural, forest, water). The regional area is pervaded by plain sand-hills, river estuaries, and moisture. It represents a rich while a delicate, sensitive space in terms of landscape ecology. The fabric of the green, blue spaces represents a resource and demands tolerant land use. There is a natural flood threat in low areas, and hydro-engineering and amelioration systems are essential here. The areas where no prior

⁵Action plan for the development of the Riga metropolitan area, Riga Planning region, 2020

flooding of parts of the land area was observed, are subject to flooding, which requires the need for closer cooperation for the management of hydro-technical structures, amelioration systems and regulated watercourses, under various possession, in conjunction with important unregulated water bodies.



Figure 9. Natural environment and energy in the Riga metropolitan area⁶

Coastal and waterside areas form a narrow, ecologically sensitive system exposed to the population growing pressure, on the one hand, and marine climate change processes, on the other.

The areas of the regions remote from Riga forms an inland area characterized by a different terrain, a mosaic of soils which, together with the economic activity based on land resources, forms different land use landscapes.

As an ecological area, the Gulf of Riga includes habitats formed in a low-salinity water environment, which are subject to considerable anthropological pressures. Around the city of Riga, the Riga “Green Circle” is maintained in the municipal territories of Pierīga, but there is also a high proportion of specially protected nature areas throughout the region, in which economic activity is limited, while the background of special values provides potential for the related development of tourism supply.

⁶Action plan for the development of the Riga metropolitan area, Riga Planning region, 2020

5.1.4 Acknowledgement of natural heritage in Riga and Pierīga.

NATURAL VALUES AND RESOURCES The Riga planning region includes significant environmental values that are unique not only in Latvia, but are important on a European scale. The beaches, the confluence of three large rivers - the Daugava, the Lielupe and the Gauja - the shallow coastal lagoon lakes, the vast bog massifs near Riga and the forest ecosystems form the landscape ecological basis in the middle of the Riga region and complement Riga's development potential. In order to protect the unique natural beauty, landscapes, innumerable plant and animal species, mineral water and medicinal mud reservoirs, specially protected nature areas (SPAs) have been identified in the region: nature reserves, national parks, biosphere reserves, nature reserves, nature parks, protected landscape areas, natural monuments (big trees, geological and geomorphological objects) and micro-reserves. In the Riga region, the area of SPAs exceeds 10% of the total area of the region. There are two national parks in the Riga region - the south-western part of the Gauja National Park and the Ķemeri National Park and part of the North Vidzeme Biosphere Reserve.

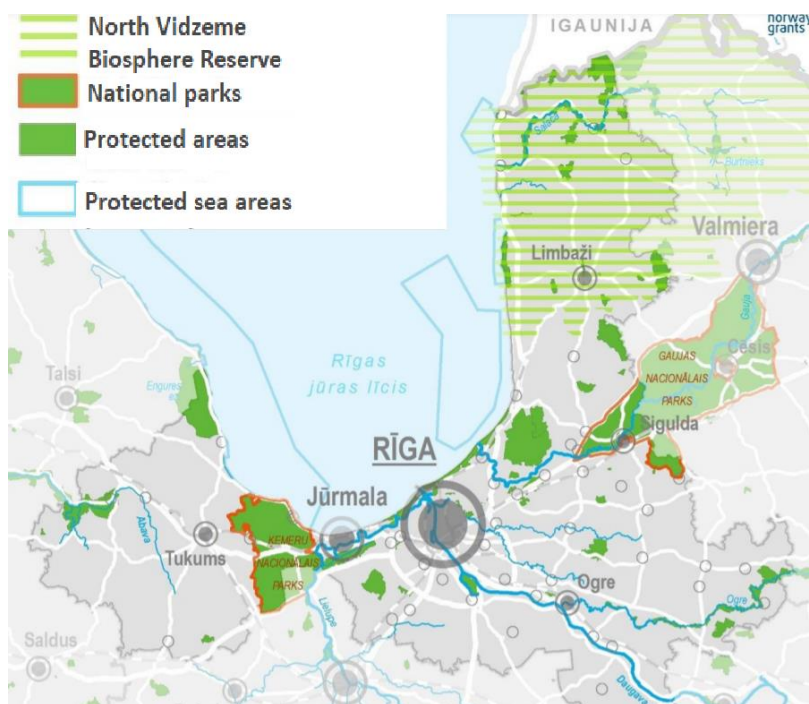


Figure 10. **Natural heritage in Riga Planning region before territorial changes**

The city of Riga is unique in that there are five nature reserves of national importance in its territory: Daugavgrīva, Vecdaugava, Jaunciems, Krēmeri, Vakarbuļļi, as well as the Seaside Nature Park. More than 25 protected plant species have been identified in the immediate vicinity of the settlements in these areas.

Depending on the nature and scope of economic activity, we are accustomed to the rural environment with which we associate a certain area or place. Forests occupy an important place, which makes up almost half of the region's territory and is considered a national value. They have been especially important in Pierīga, where they serve as the city's "lungs" and recreation area. It is important to maintain the quality of the mosaic landscape - where both agricultural and forest areas change - which is an important resource for the development of tourism and recreation of the local population. The subsoil resources of the Riga region are limited to industrial use, but their use has a high potential for the development of service sectors. But the environment is constantly in the process of change. The rapid development of the territory creates a conflict situation - territories necessary for the development of economic, residential and other functions in economically advantageous territories - suburbs, along roads, sea and other water coasts, forest parks and forest areas, which increase the load on the environment. Such development often conflicts with the development goal of the territory itself. The altered, or even worse - degraded area loses its landscape attractiveness, biological and economic value. Resolving these conflicts is a spatial planning task.

5.1.5. Touristic potential of cultural heritage in Riga and Pierīga

Cultural and historical heritage in The Riga region is a space of multifaceted cultural interaction with a rich cultural environment. It contains the cultural and historical heritage of various cultures - Baltic, Liv, Viking, German, Russian and Swedish, and such historical values as the Daugava road from the Varga to the Greeks and the ancient Hanseatic cities of Riga and Limbaži.

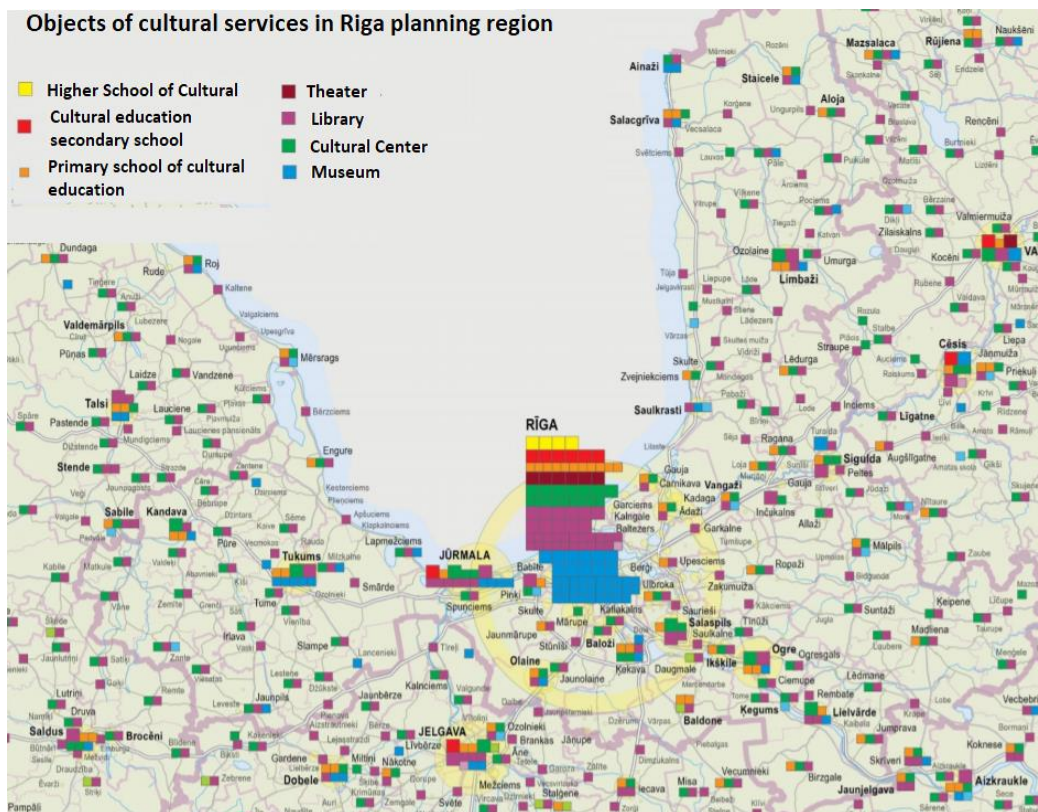


Figure 11. Objects of cultural services in Riga planning region.

Fishing villages and wooden summer cottage areas by the sea have a unique cultural and historical heritage. The cultural monuments of the region are located mainly in populated areas and also reflect the history of population development. These include medieval fortified castles, churches, city centers, manor houses and other objects built in different periods, places associated with notable people or special events. In the context of European culture, they bring a special emphasis to their unique identity, which has developed under the influence of different cultures and stylistic currents.

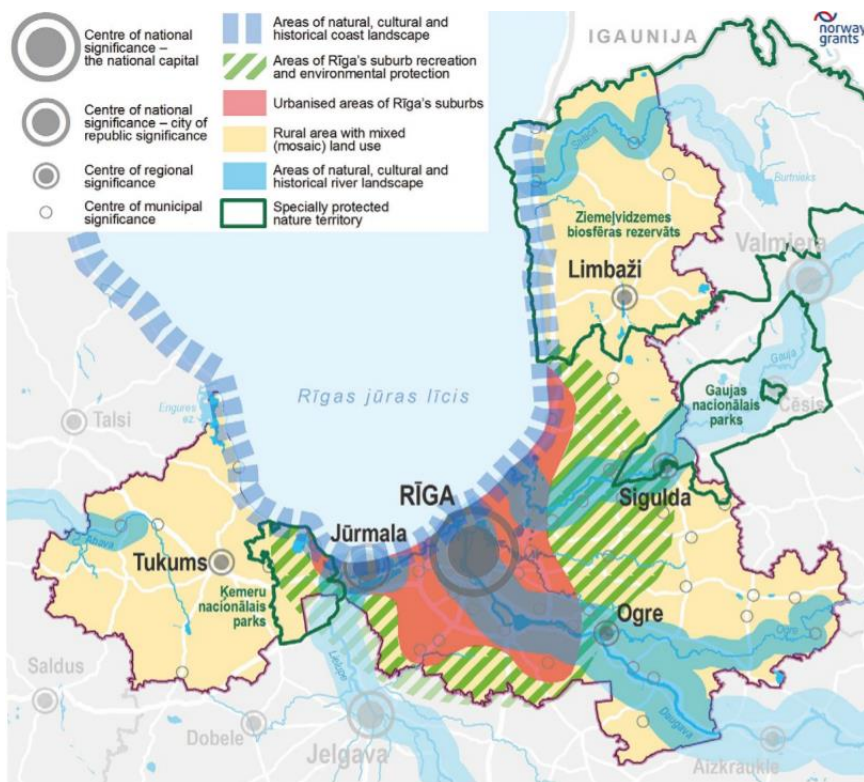


Figure 12. Spatial structure of natural and rural areas. The most important historical, cultural and landscape areas.

The potential of Riga's culture for the country's growth is invaluable, it is also internationally valued and thus able to attract the interest of foreign tourists and investors. Riga has great advantages and ambitions at the European level, but in order to implement them, it is necessary to create an appropriate infrastructure that will allow Riga to become a cultural metropolis of Northern Europe in the future. In order to be able to fully implement the functions of a cultural metropolis, Riga needs a Museum of Contemporary Art and an acoustic concert hall. The lack of a museum of contemporary art also hinders the development of contemporary art in Latvia, including the formation of public awareness of contemporary art. There is also a lack of an acoustic concert hall in Riga. Existing concert halls are not able to provide sound quality, thus denying the opportunity to both show the excellence of music and local performing arts, and to invite the world's best artists to perform.

Riga's international recognition is also enhanced by the fact that its historic center is on the UNESCO World Heritage List. Despite the high rating, there are still many monuments in the historical center of Riga that can be adapted to cultural services and need to be renovated. The status of Riga as the European Capital of Culture in 2014 with high-quality work in the use of culture as a development potential is the basis for ensuring sustainability even after the end of the project. By developing creative quarters and a platform for innovation communities in the cultural and creative industries, Riga will also position itself as an international creative business center in the future.

Cultural activity and competitiveness. At present, the cultural potential of Latvia is the most important real precondition for ensuring Latvia's equality in communication with the strongest Baltic Sea countries and European countries. It is no less important within the country, stimulating the formation of a sense of national pride and a sense of national identity. Cultural potential - opera, 9 professional theaters, a number of private and folk theaters, State Symphony Orchestra, State Choir, etc. musical groups, choirs and various ensembles operating in most municipalities, the National Library of Latvia and libraries in each municipality, museums in Riga and the province - form a significant part of the

region's social capital. The possibilities of this potential are proved by the achievements in international creative competitions - competitions, exhibitions and other similar events, as well as the activity of cultural life in and around Riga. The leading role of the Riga region in the field of culture is not accidental. Cultural activities are most evident in the ability of the people of the region to respond creatively to life phenomena, to perceive and to innovate new influences.

The development plan of Riga municipality indicates, as the desired result in 2030, that a resident of Riga is a European citizen who carries the name of his city in the world and represents it. The city's entrepreneurs, talented representatives of creative professions and athletes give a special sound to the name of Riga in the world. Every Rigan is like a cultural ambassador. The city municipality and entrepreneurs, having successfully used the status of European Capital of Culture and UNESCO World Heritage, continue to realize their plans, occupying an important place on the world cultural map. Riga influences the cultural space of the Baltic Sea in the areas of urban quality, architecture, art and environmental design. The city hosts a number of world-renowned cultural events and develops creative industries. Mežaparks Recreation Complex with an open-air stage, a new concert hall, a Museum of Contemporary Art, a spacious conference center and a new stadium are the main venues for various concerts and international events, including sports competitions. Developed city tourism infrastructure, versatile offer, hospitality of Rigans make Riga an attractive tourist destination to spend several days. Skillfully prepared and purposefully implemented city brand (image, marketing) strategy has contributed to the increase in the number of city visitors.

5.1.6 International comparison, location in the Baltic Sea region

Pre-condition for the Riga Planning Region development in the context of the Baltic Sea region consist of the green environment, creative industries, development of information technologies, foreign language knowledge. This opens opportunities for the development of knowledge-intensive plants based on chemical technologies and health tourism. At the same time, the Riga region and Latvia as a whole are characterized by low competitiveness, boosted by human emigration, lack of new innovations and knowledge, an environmentally complex situation in the Baltic Sea, the technologically lagging infrastructure of international accessibility.

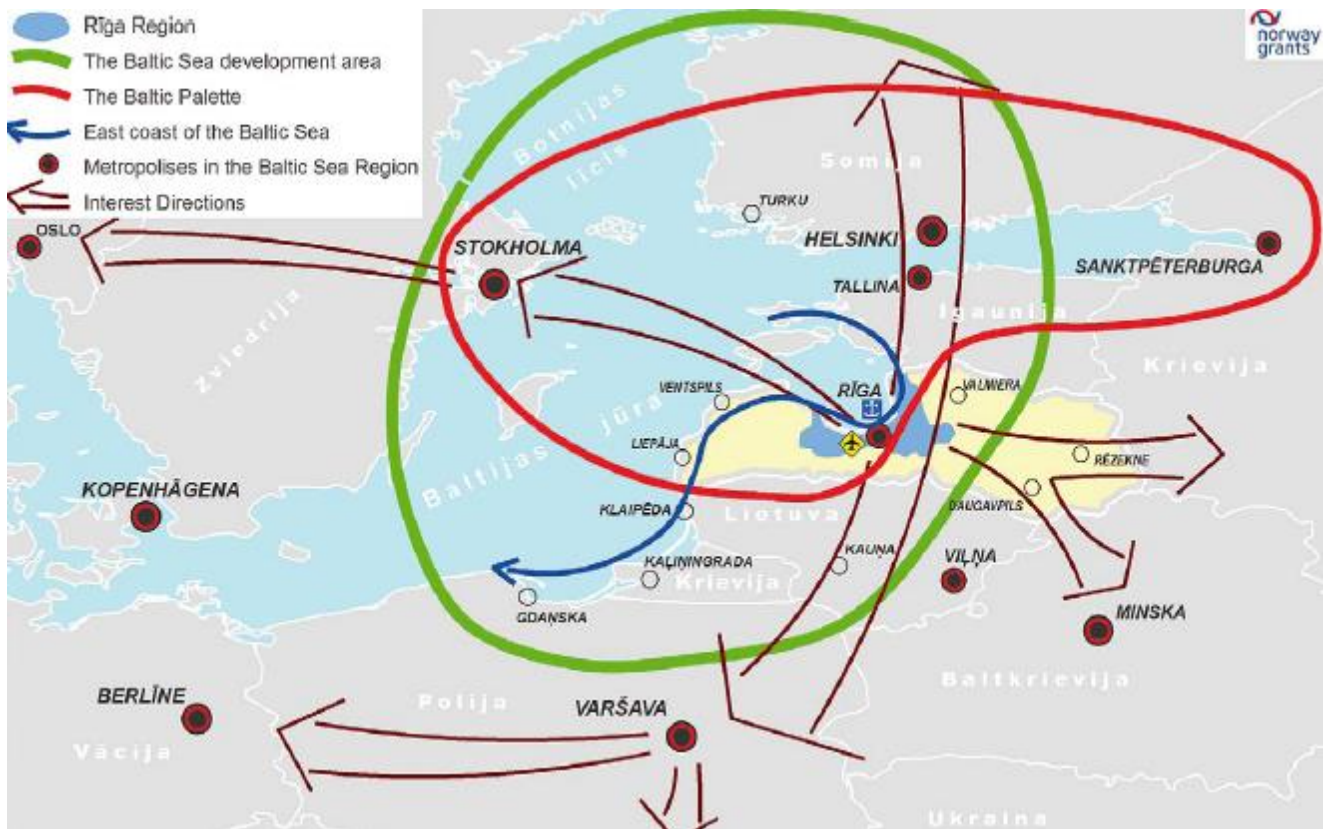


Figure 13. Spaces and directions of international interests and cooperation of Riga Planning region⁷

Currently, the beneficial geopolitical situation in the central Baltic Sea is insufficiently utilized, which can form the basis for much wider development of tourism, logistics and transport. The Riga region has to be viewed as a capital development area in a much wider context, which includes at least the entire region of the Baltic Sea basin.

The “Action Plan for the Development of the Riga Metropolitan Area” is an important development need, the direction of investment is defined by **the development of a complex regional tourism supply, the management of a unified tourism supply in the region.** Diversity of the metropolitan area should result from developed tourism specialization in the areas such as health tourism, natural tourism, curortology, industrial tourism, rural tourism, culture, conferences, etc.

5.1.5 Tourism development trends in the Riga planning region – Pierīga

Tourism has seen continued growth in recent years and has become one of the fastest-growing economic sectors in the world. Contemporary tourism is closely linked to economic development of the final destination and covers an increasing number of new final destinations, which create competition and at the same time stimulate its development. Global tourism development generates economic and employment benefits in many sectors – construction, agriculture, information technologies and others.

For local authorities, tourism is one of the ways to ensure the growth of places. This can be based only on three main lines: by increasing population, developing business activities and attracting skilled labor force or increasing the number of guests and their spendings in the municipality. Therefore, not only foreign tourism, which is a high priority from national positions, but also local tourism, is important from the regional development perspective. One-day travelers and buyers of services from other nearby

⁷ Riga Planning region sustainable development strategy 2014-2030

municipalities and towns/cities generate significant turnover and income for entrepreneurs in the municipalities.

Although associatively municipalities of Pierīga are associated with guesthouses, baths and the offer of active entertainment, tourism offers are much more diverse. The largest diversity is attributed to cultural heritage, less are natural demand projects, although nature and the wider landscape perspective is represented as a component in many tourism products – creating a certain contrast to the urban Riga offer.

In general, the municipalities are characterized by a large number of tourism products, exceeding 800 units. Some of these are related to services for the local community, but their quality and proximity to Riga allow a wider audience (for example, in segments of wellness, medical procedures, etc.) to be attracted. Most commercialized is the entertainment sector, also personal information and wellness.

In general, the municipalities of Pierīga are characterized by high development of hospitality businesses. This was largely influenced by the proximity of Riga and the airport. At the same time, it also poses an important challenge – Riga is so close that when visiting tourist attractions for traditional recreational and travel purposes, accommodation services are often not required. There are different segments of visitors to the overnight visitors and tourists. Together, there are 77 tourist residences with 488 rooms for guests and a totality of 1435 bed places.

Tourism and recreational demand is relatively stable and there are a number of impacting conditions for Tourist attractions – public events and tourism facilities (both commercial and non-commercial) – analyzed according to the assessment in 3 categories – popular, involved in tourism or under-visited. In some cases, the involvement of several facilities in the tourism circulation would be discussed in general – for example, protected cultural monuments of national importance - archaeology objects (excluding hill-forts) are also not being promoted, except for interpretation in museum exposures and guided narratives.

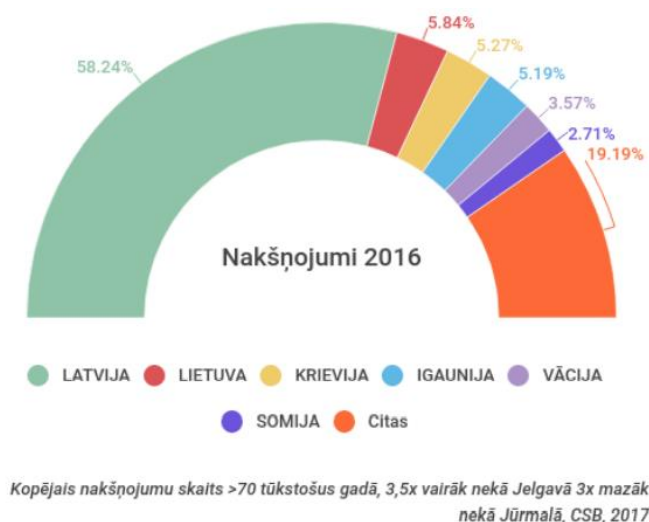


Figure 14. **Breakdown of accommodations in Pierīga municipalities⁸**

In terms of accommodations, a little more than half is occupied by the local market (58%). This means that the proportion of incoming tourism is very high (compared to other municipalities in Latvia, where this ratio ranges from a few % to ten, less frequently exceeding 30%. However, the municipalities of Pierīga are not strongly characterized by a single market of origin, which would dominate. Similar

⁸TOURISM TOGETHER. Tourism development strategy for six Pierīga municipalities, 2018

numbers include both Lithuanian and Russian and Estonian tourists, slightly less – from Germany and Finland.

Accurate demand monitoring across different segment groups is important for the implementation of a single tourism destination marketing strategy. It is also helpful to justify investment in private business, why also the role of TICs from managing information to a fully-fledged organization of DMOs (from English: destination management organization) is increasing. This update both the methodology for collecting demand data and the use of automated meters.

From a competition point of view, outside Riga, the main competing tourism and recreational destinations are linked primarily to the seaside, in the direction of Jūrmala and Carnikava-Saulkrasti. Their main positioning is also related to the sea, the seaside landscape, thematic-related recreation, the supply of health tourism. Market share of Jūrmala is the second most important one, after Rīga, reaching 8-9% of overnight-accommodation market in Latvia. Significant competing tourism and recreational destinations from Riga are also within reach of one hour drive: Sigulda, Gaujas NP as a whole, including the supply of Ķemeri NP, the cities of Tukums, Ogre and Jelgava. Specific facilities and public events are also included in individual segment interest groups. Pierīga municipalities have a market share of 1% on the total overnight-accommodation market but it continues to increase.

The largest competition from Pierīga municipalities is attributable to the supply of the downstream Daugava, which focuses on similar targeted markets and also offers alike, the final destination has a more pronounced identity, relationship with site associations, mutual cooperation agreements are active and joint marketing activities are taking place. Taking into consideration that the municipality of Ķekava is involved in this so-called tourism cluster initiative, it can be assessed as a competitive and collaborative area. In a way, the model of management and marketing activities of the downstream Daugava should also be used as a comparative example for the development of a strategy for the area of Pierīga.

5.1.5.1 Strategic markets and development trends.

It is important to take into account the strategic tourism types defined in the Latvian tourism development guidelines for 2014-2020. In the territory of Pierīga there is currently less natural tourism, more cultural tourism and, in the context of recreational supply, involving creative industries, as well as a high potential to develop business and event tourism in the future, as well as health tourism.

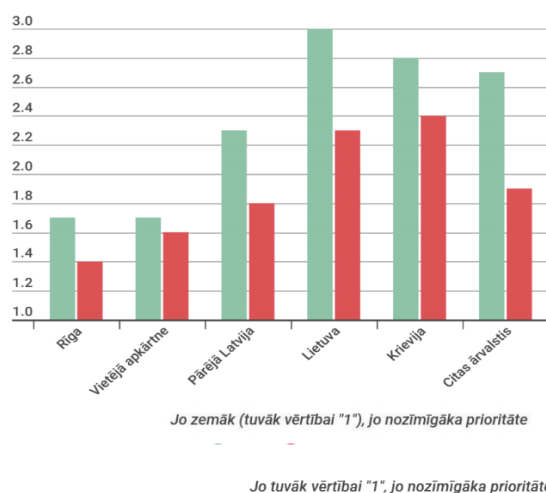


Figure 12. Strategic markets: travellers' origin⁹

⁹TOURISM TOGETHER. Tourism development strategy for six Pierīga municipalities, 2018

It should also be noted that the largest local market is Riga and the associated foreign flow, which is determined by the geographical situation.

The main target markets, as identified by the parties involved in tourism, in a range according to priority, are Riga and local areas, then the rest of Latvia (Figure 12). From foreign markets, other foreign countries (Estonia, Germany, Scandinavian countries) are seen as a higher priority, as opposed to the trends, that statistics indicate a higher flow of incoming tourism from neighbouring countries (Lithuania and Russia). This is the case in terms of marketing communication, including targeted integration into regional and national marketing activities.



Figure 15. **Comparison of the popularity of municipalities spatially according to Google.com searches in Latvia¹⁰**

When making analysis of the search for municipality place names only at Latvian scale – in principle, greater awareness is its own and in neighbouring municipalities and in Riga, for Mārupes municipality – in Liepāja.

Different, including the frequency of searches for the “restaurant” characteristic word, indications to Pierīga municipality activity are identifiable. In all Latvian municipalities’ “restaurants” are searched for mostly in Babīte, Mārupes, et al. municipalities of Pierīga. This applies not only to local municipality restaurants and self-consumption, but also to the activity of these municipalities in the consumption of hospitality services in general.

¹⁰TOURISM TOGETHER. Tourism development strategy for six Pierīga municipalities, 2018

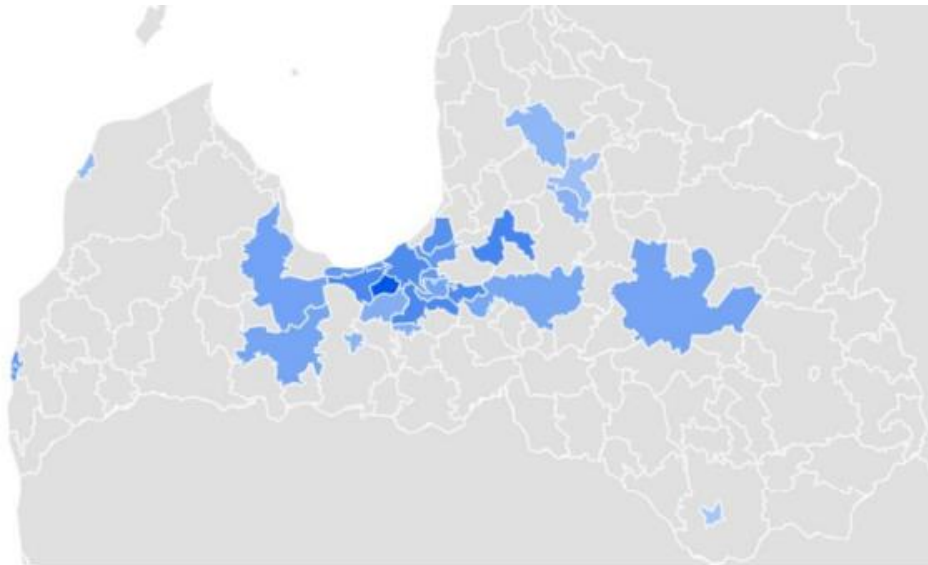


Figure 16. **Popularity of the keyword “restaurant” according to Google.com searches in Latvia¹¹**

5.1.6 Unknown aspects of administrative territorial reform in Latvia - changes planned at local government level and regional government level.

In Latvia, following the local government elections of 2021 (5 June 2021) there will be 42 local governments instead of the current 119 local governments. This is provided for by the Law on Administrative Territories and Populated Areas, which entered into force on 23 June 2020. The new municipality councils will start their work in July 2021. The existing 119 municipal councils will continue their work until the 2021 municipal elections.

The objectives of this reform to ensure the development of the State and the welfare of the population are to improve the economic growth and competitiveness of the State and local governments; Rational use of the budget resources; Establishment of a single administrative, economic and economic unit linked to the regional and national development centers and their rural areas; Effective activities of self-government in municipal towns and municipality parishes; Strengthening the capacity and autonomy of local authorities, in line with the principle of subsidiarity; Attractive environment for investment and creation of new jobs; Reducing emigration; Strengthening self-sufficiency and capacity of local governments to fulfill their statutory functions.

In the course of changes to the administrative division of the State, a parallel discussion is also taking place on changes in the territories of the Planning Regions and a review of the functions assigned. This process largely impedes the present work in the region, involves a series of uncertainties, thus collecting regional situation data and planning actions for the next programming period should shape the situation, while respecting different scenarios for development of the situation.

¹¹TOURISM TOGETHER. Tourism development strategy for six Pierīga municipalities, 2018

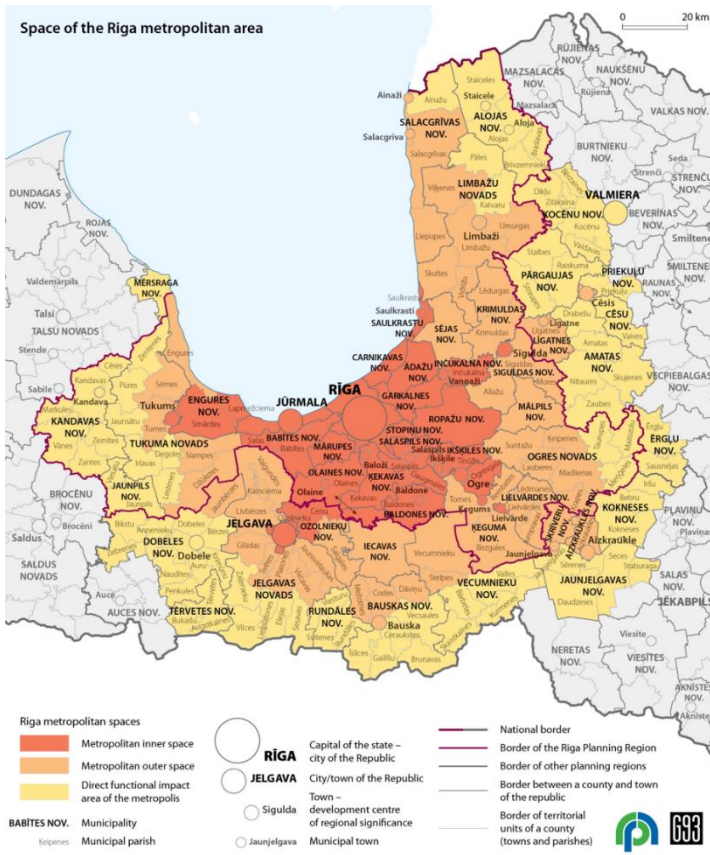


Figure 17. Scheme: territorial coverage of the Riga metropolitan area (left) and Potential changes in the areas of Planning Regions (right) starting July 2021 (created by the authors)

5.2 Results from primary research

The objectives for investigation of the situation:

- Identifying examples of good practices in Pierīga tourism by identifying and compiling examples of good practice that have contributed and can contribute to strengthening and developing the identity of places by creating and developing tourism supply based on local cultural and natural heritage and traditions;

Respondents were selected on the basis of recommendations from municipalities and organizations related to the organization of tourism, based on the criteria set out by KRAFT:

- The organization is creative;
- Compliance with sustainability criteria is observed in the organization's activities;
- The organization is actively involved in the development of social capital of the place;

2. Conducting interviews of representatives of identified good practices, compiling the results of interviews, segmenting representatives by type of specialization, roles in the potential network of regional tourism supply;

Interview period: 01.2020-07.2020

48 organizations from 16 municipalities **were questioned** (Figure 16).

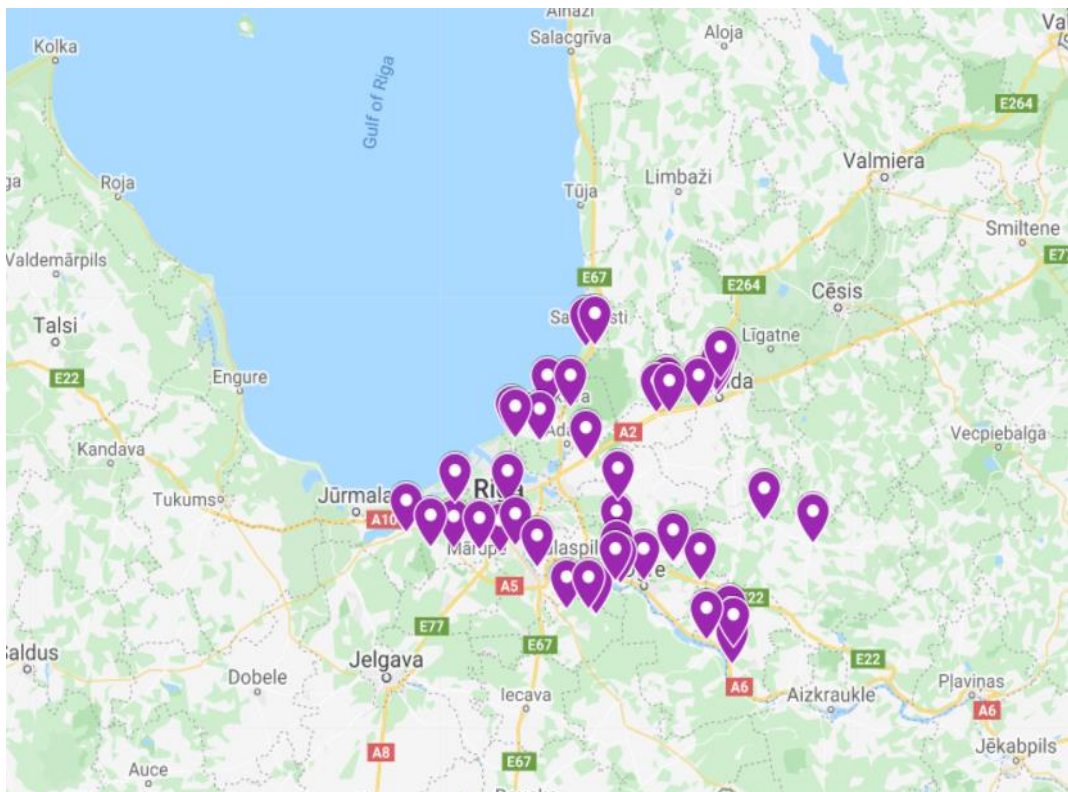


Figure 18. Regional distribution of respondents

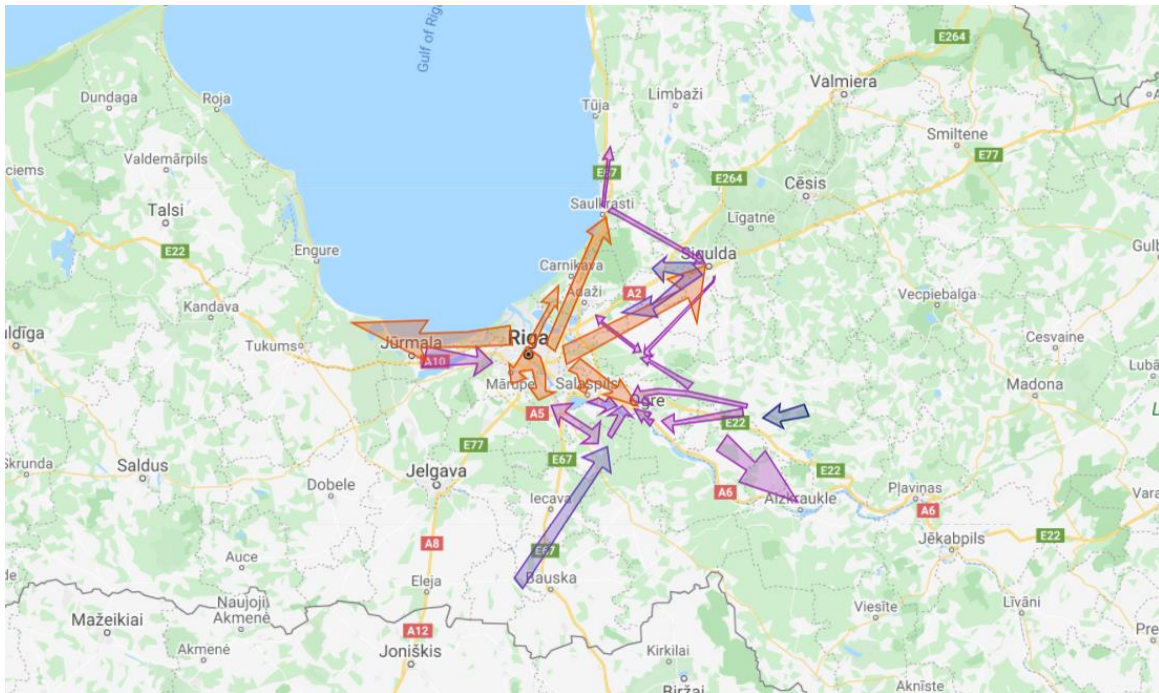


Figure 19. The main flows of travelers indicated by the respondents

5.2.1 What are the respondents questioned proud of and what is the potential for tourism in this area

Municipality	Boasting elements	Tourism potential	Collaborative potential	Good examples of cooperation
Baldones municipality	Spa heritage, White Castle, sulfurous spring, Bathhouse, Baron Leven, Mercendarbes Manor	Nature, military heritage, medicated sludge, LU observatory, Riekstukalns.	The creation of a cultural house, a co-working house (Goats in the fields), establishment of TIC in the center of Baldone, a sorted sludge issue.	Local products are marketed in a floral shop in the center of Baldone.
Garkales and Ropažu municipality	Nature, lakes	The Latvian traditions of Ropaži. Forests, lakes.	More active cooperation with the municipality.	<ol style="list-style-type: none"> 1. A shop called Cukurs, which sells local products from Ropaži-Garkalne. 2. Tourism pop up day with sixteen tourism agencies (Mrs Vulfa) 3. Garkales - Ropaži partnership.

Inčukalna municipality	Sēnīte, Hunters' Palace, Rāmkalni	Gauja Culture House. Nature and identifying, highlighting and promoting cultural history. Kārlis Zāle's cottage and Anna Ludiņa's dendrological park. Hunter's Palace		Zvīguļi initiative to cooperate with other neighbouring tourism products, including outside the municipality of Inčukalns
Ādažu municipality	Cultural traditions, diversity of nature, lakes	Baltezers - Gauja canal as a boating route. Water Supply Museum.	Gungas as an ethnographic municipality center with cultural and educational activities	
Saulkrastu municipality	Son of a fisherman, Tradition of fishing, Katrīnbāde	Fishing traditions. Katrīnbādes barn as a place for cultural events and MICE services.	Setting up a fishing yard in cooperation with the local fishing community	Establishment of a school tour product, including natural sites and tourism products also from surrounding municipalities, following potential visitor flows (Bušas)
Carnikavas municipality	The sea, maintained pine forest, the lamprey traditions. Proximity of Riga	From a tourism point of view, the active cooperation of fishing community in Carnikava with the Kalngale Modern product cluster and tourist products of the neighborhood (Ādaži, Saulkrasti).	There are relatively strong civil initiatives in Kalngale. Cakery. Center Kadiķis.	Cooperation team in Kalngale: Pelican-Button ceramic-Mill. The local government sponsors trials for local tourism products (Degustations).
Siguldas municipality	The place where we live. Gauja historical course.	Cooperation between tourism products.	Cooperation of local tourism products/Tourism products sales point in Riga (Sigulda Adventures and RTAB).	Jāņa market. Very advanced digital marketing (Sigulda Adventures).

Salaspils municipality	Botanical garden, sports activities.	The proximity of Dole island and its provided facilities for recreation.	Use of the Salaspils Memorial and Botanical Gardens to promote the popularity of the surrounding tourism facilities.	Concerts at the "Ārpus Laika" guesthouse.
Lielvārdes municipality	Floorball team, Collective farm history. Lielvārds. Family of Gribusts. Traditions. Deep roots.	Lielvārdes belt. Linking the Daugava, A. Pumpurs Museum to the story of the epic poem Lāčplēsis. Integrating the collective farm idea into tourism products.	The use of the Lielvārdes tourism scheme as an exemplary pattern for other municipalities.	The partnership "Zied Zeme" is often mentioned. Sharing with participants, in cases of large groups, for example, during school trips (Lielvārds, Zelma bakery). Zelmas market.
Ikšķiles municipality		Meinards island as a destination for sacred trips.		TripAdvisor (Brandīns), restaurant + wake park (Brandīns).
Babītes municipality	With the chance to live close to Riga, but in nature. Ložmetējkalns and military heritage.	Babītes lake.	Publicly cultural events at Anna's Tree School and the LU Rhododendrons.	Festival celebration together (Anna's Tree School). Activities at the LU Rhododendrons. Mutual cooperation between the LU Rhododendrons and Anna's Tree School and with other educational institutions.
Mārupes municipality	The chance to live here. Schwarzenberg Manor, Watertower			
Ogre municipality	Proximity to Riga, beautiful historic center, rivers, Blue Mountains, Ķeipene Station.	Knitting factory, Ogre River, Ogre as spa		

Ķekavas municipality	Churches, water towers, Napoleonic wars, Garlieb Merkel, the peat marsh train.	Collective farm, the Peat Museum Railroad.	The tourism product combines several tourism products. (Konfelāde)	Cooperation with the local peat plant (Baloži Peat Museum Railroad)
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5.2.2. Characteristics of respondents: form of the organization and personality.

Municipality	organization	Local or national authority	Family business (respondent's gender)	One-employee company	other companies	NGO	Manager's personality forms an essential part of the product
Baldones municipality	The LU Observatory		female				
	Goats in the fields		female				
	Mercendarbes Manor		female				
Ķekavas municipality	Depkina Manor		female				
	Konfelāde		female				
	Baloži Peat Museum Railroad		male				
Ādaži municipality	The ethnographic guesthouse "Gungas,"		female				
Babītes municipality	Lu Rhododendrons		male				
	Anna's Tree School		male				
Ogre municipality	Sky bowl		female				
	Ķeipenes gingerbread		female				
	Giant track		male				
	Indiejānis		male				
Salaspils municipality	Ārpus laika		female				
	Dole Tea & Festival Pavilion		female				
Carnikavas municipality	Jūlija Podziņa's china room		female				
	MILL		male				
	Pelikāns SPA		female				

	Farm Ekvi		female				
Saulkrastu municipality	Bušas		male				
	Velo museum		male				
Lielvārdes municipality	Zelmas bakery		female				
	Lynx apiary		female				
	Kastaņas		female				
	Lielvārdi		male				
Garkalnes municipality	Mrs Vulfa		female				
Ropažu municipality	Sauleskalns		female				
Mārupes municipality	Mārlapiņi		male				
	JIP Mārupīte		female				
	Nature treats		female				
Inčukalna municipality	Retro Auto Club Gauja		male				
	Bonsai Park		female				
	Zvīguļi		male				
	Aivari		male				
Krimuldas municipality	Bēršas		female				
	Ziedonis museum		female				
Siguldas municipality	Sigulda Adventures		male				
	Klaukas glamping		male				
	Jānis market		male				
	Devon		female				
Ikšķiles municipality	(IKS Park) Mini zoo		female				
	Maple banks		female				
	Liberts wine		male				
	Tūrkalnes Manor		male				
		9%	50% (female: 61% male: 39%)	16%	16%	8%	52%

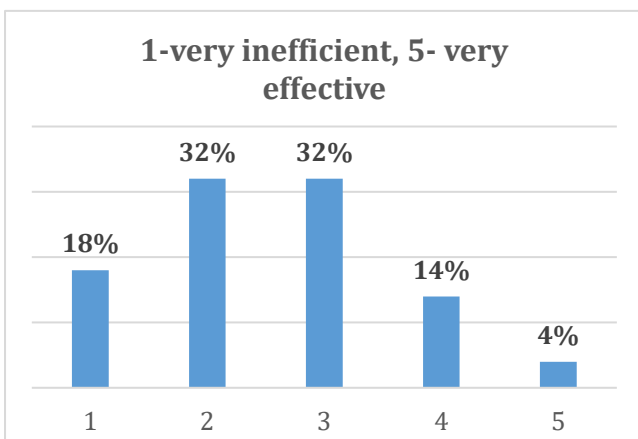
5.2.3. Characteristics of respondents: service provided (primary occupation - darker coloring, secondary - lighter coloring)

Municipality	organization	Overnight	Catering	Wellness/health	Home manufacturing	Wedding organizing	MICE	Public events (concerts, markets, et al.)
Baldones municipality	The LU Observatory							

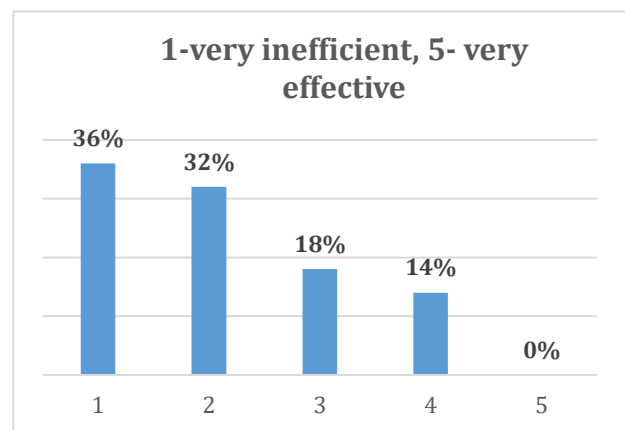
	Goats in the fields							
	Mercendarbes Manor							
Ķekavas municipality	Depkina Manor							
	Konfelāde							
	Baloži Peat Museum Railroad							
Ādažu municipality	The ethnographic guesthouse "Gungas,"							
Babītes municipality	Lu Rhododendrons							
	Anna's Tree School							
Ogre municipality	Sky bowl							
	Ķeipenes gingerbread							
	Giant track							
	Indiejānis							
Salaspils municipality	Ārpus laika							
	Dole Tea & Festival Pavilion							
Carnikavas municipality	Jūlija Podziņa's china room							
	MILL							
	Pelikāns SPA							
	Farm Ekvi							
Saulkrastu municipality	Bušas							
	Velo museum							
Lielvārdes municipality	Zelmas bakery							
	Lynx apiary							
	Kastaņas							
	Lielvārdi							
Garkalnes municipality	Mrs Vulfa							
Ropažu municipality	Sauleskalns							
Mārupes municipality	Mārlapiņi							
	JIP Mārupīte							
	Nature treats							

Inčukalna municipality	Retro Auto Club Gauja							
	Bonsai Park							
	Zvīguļi							
	Aivari							
Krimuldas municipality	Bēršas							
	Ziedonis museum							
Siguldas municipality	Sigulda Adventures							
	Klaukas glamping							
	Jānis market							
	Devon							
Ikšķiles municipality	Iks Park (Mini zoo)							
	Maple banks							
	Liberts wine							
	Tūrkalnes Manor							
Rīga planning region	Distribution %	16%/12%	6%/20%	12%/22%	23%/0%	6%/27%	10%/41%	

Figure 20, 21. Description of the accessibility of tourism facilities of employees involved in organizing local government tourism surveyed



Describe the availability (diversity) of accommodation in the municipality of the county you represent



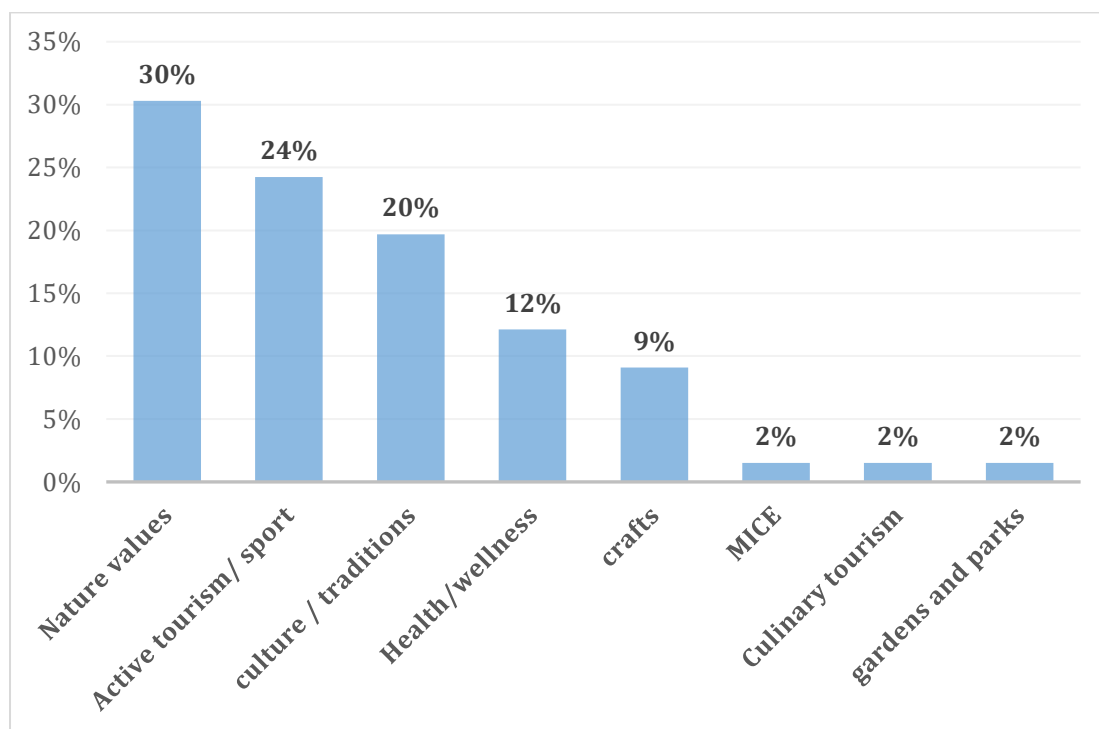
Describe the availability (diversity) of wellness and medical tourism objects in the municipality of your represented region

5.2.4 Characteristics of respondents: product characteristics and customer benefits (hereafter: essential component of the tourism product (darker), the product has the potential of a particular factor (lighter)).

Municipality	Organization	factors					
		Culinary	Traditions	Crafts	Knowledge	Adrenaline	Nature/landscape
Baldones municipality	The LU Observatory						
	Goats in the fields						
	Mercendarbes Manor						
Ķekavas municipality	Depkina Manor						
	Konfelāde						
	Baloži Peat Museum Railroad						
Ādažu municipality	The ethnographic guesthouse "Gungas,"						
Babītes municipality	LU Rhododendrons						
	Anna's Tree School						
Ogres municipality	Sky bowl						
	Ķeipenes gingerbread						
	Giant track						
	IndieJānis						
Salaspils municipality	Ārpus laika						
	Dole Tea & Festival Pavilion						
Carnikavas municipality	Jūlija Podziņa's china room						
	MILL						
	Pelikāns SPA						
	Farm Ekvi						
	Bušas						

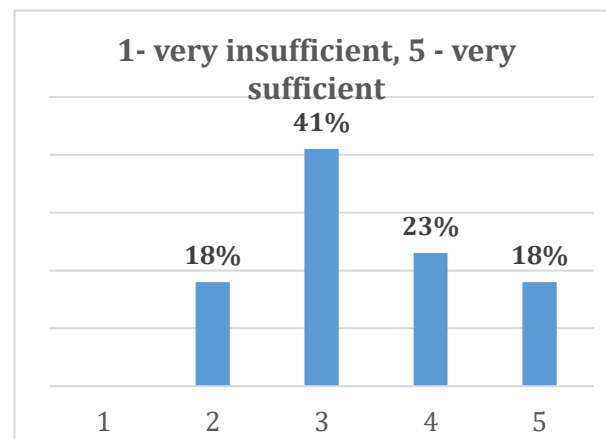
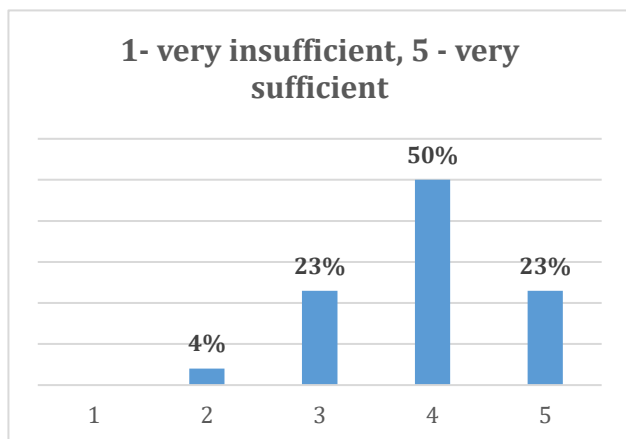
Saulkrastu municipality	Velo museum						
Lielvārdes municipality	Zelmas bakery						
	Lynx apiary						
	Kastaņas						
	Lielvārdi						
Garkalnes municipality	Mrs Vulfa						
Ropažu municipality	Sauleskalns						
Mārupes municipality	Mārlapiņi						
	JIP Mārupīte						
	Nature treats						
Inčukalna municipality	Retro Auto Club Gauja						
	Bonsai Park						
	Zvīguļi						
	Aivari						
Krimuldas municipality	Bēršas						
	Ziedonis museum						
Siguldas municipality	Sigulda Adventures						
	Klaukas glamping						
	Jānis market						
	Devon						
Ikšķiles municipality	(IKS Park) Mini zoo						
	Maple banks						
	Liberts wine						
	Tūrkalnes Manor						
	Distributio n % darker/ligh ter	36% / 9%	27% / 16%	27% / 25%	9% / 41%	7% / 11%	30% / 38%

Figure 22. **Main tourism values of the municipality regarding opinion of municipal employees**



The distribution of the answers by surveying 16 municipal tourism-related employees' views on what constitutes a municipal tourism business card, nature and landscape was the most popular response, which also corresponds to the type of activity of the organizations addressed. However, only 2% of respondents pointed out that the municipality's tourism business card is linked to culinary tourism, while 45% of the tourism organizations surveyed indicated it as the course of their occupation.

Figure 23, 24. **Description of the accessibility of tourism facilities of employees involved in organizing local government tourism surveyed**



Describe the availability (diversity) of nature objects in the municipality of the region you represent

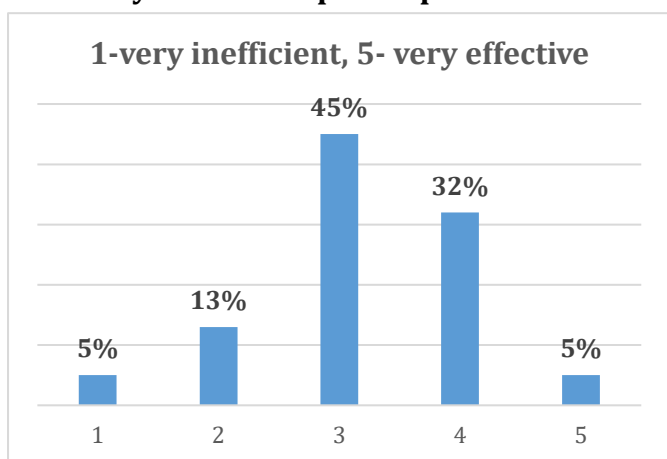
Describe the availability (diversity) of cultural and heritage (including educational objects, such as museums) tourism objects in the municipality of your represented region?

5.2.5. Characteristics of respondents: according to KRAFT criteria ((hereafter: essential component of the tourism product (darker), the product has the potential of a particular factor (lighter))

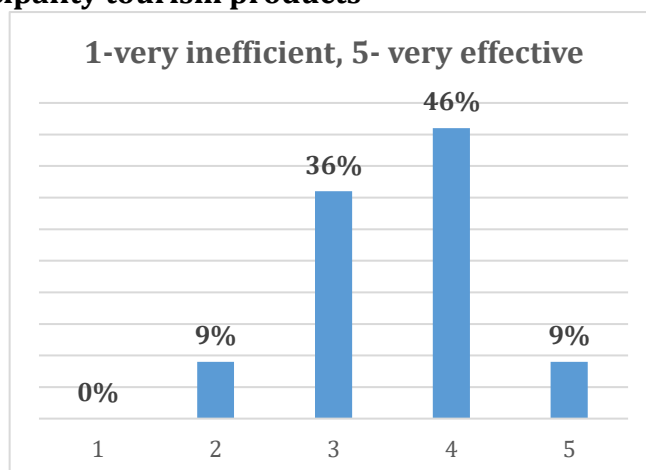
Municipality	Organization	Cultural center	Tourism destination	Creative	Forming social capital	Sustainability
Baldones municipality	The LU Observatory					
	Goats in the fields					
	Mercendarbes Manor					
Ķekavas municipality	Depkina Manor					
	Konfelāde					
	Baloži Peat Museum Railroad					
Ādažu municipality	The ethnographic guesthouse "Gungas,"					
Babītes municipality	LU Rhododendrons					
	Anna's Tree School					
Ogres municipality	Sky bowl					
	Ķeipenes gingerbread					
	Giant track					
	IndieJānis					
Salaspils municipality	Ārpus laika					
	Dole Tea & Festival Pavilion					
Carnikavas municipality	Jūlija Podziņa's china room					
	MILL					
	Pelikāns SPA					
	Farm Ekvi					
Saulkrastu municipality	Bušas					
	Velo museum					
Lielvārdes municipality	Zelmas bakery					
	Lynx apiary					
	Kastaņas					
	Lielvārdi					
Garkalnes municipality	Mrs Vulfa					

Ropažu municipality	Sauleskalns					
Mārupes municipality	Mārlapiņi					
	JIP Mārupīte					
	Nature treats					
Inčukalna municipality	Retro Auto Club Gauja					
	Bonsai Park					
	Zvīguļi					
	Aivari					
Krimuldas municipality	Bēršas					
	Ziedonis museum					
Siguldas municipality	Sigulda Adventures					
	Klaukas glamping					
	Jānis market					
	Devon					
Ikšķiles municipality	(IKS Park) Mini zoo					
	Maple banks					
	Liberts wine					
	Tūrkalnes Manor					

Figure 25,26 Assessment of employees involved in organizing local government tourism on the creativity and development potential of municipality tourism products

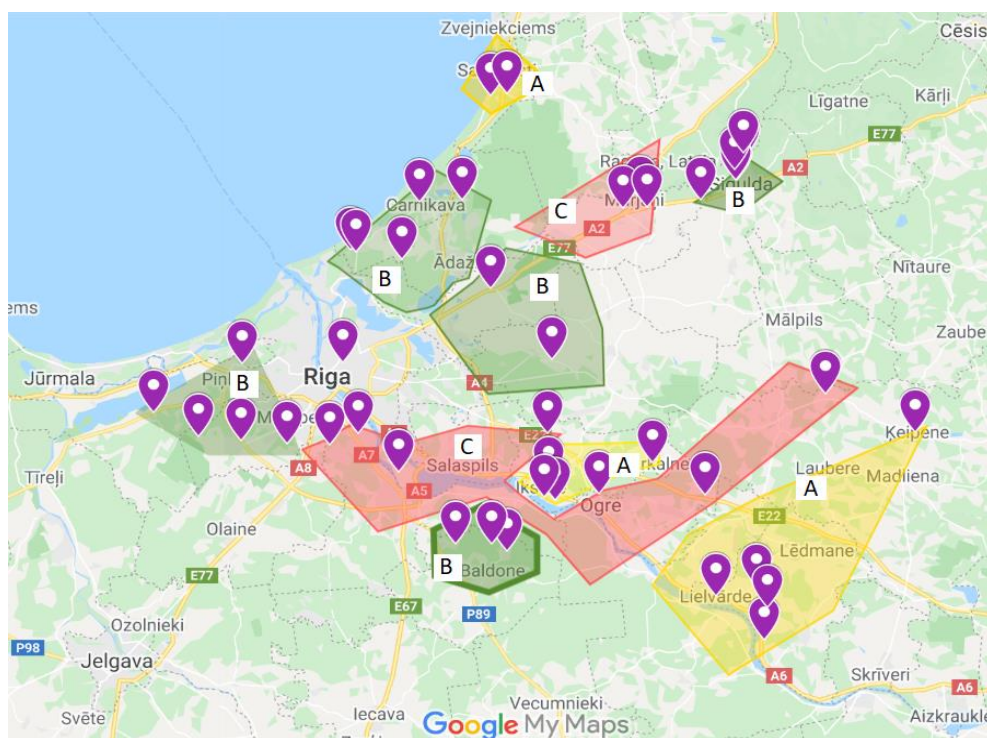


How would you describe the level of creativity of tourism products in the municipality you represent?



Describe tourism products in terms of the ability to modernize, restore or increase the value of obsolete or abandoned objects, buildings, factories in the territory of the municipality you represent.

Figure 27. Territorial distribution characterizing the level of cooperation of tourism organizations



A: Cieša sadarbība savā starpā. Labi attīstīta sadarbība ar vietējo pašvaldību un nevalstisko sektoru.

B: Labi saistīti ar citām tūrisma organizācijām, bet sliktāk nekā A grupa, kas saistīti ar pašvaldību un nevalstisko sektoru. Divām organizācijām ir sadarbība ar akadēmiskajām institūcijām.

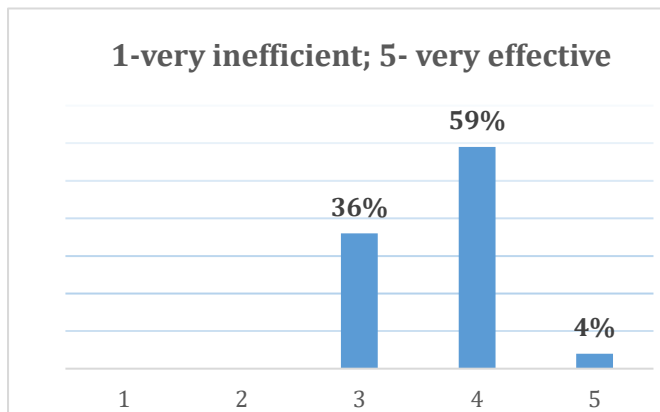
C: Vāja sadarbība starp tūrisma uzņēmumiem, pašvaldībām un nevalstiskajām organizācijām.

5.2.6. Ethnography scoreboard

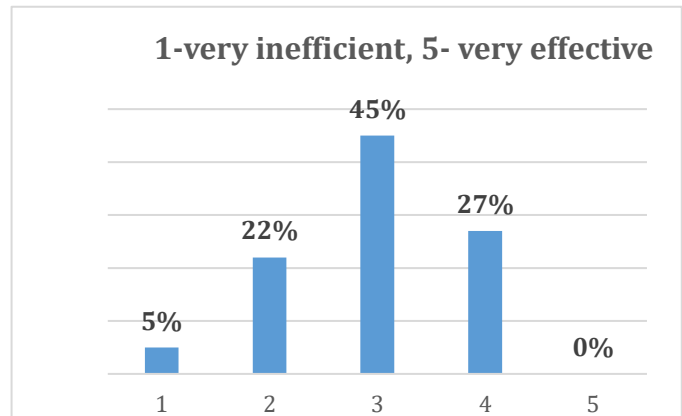
	Fixed situation	Need	Proposals	Successful examples
Interaction between local communities and tourism products	41% of respondents acknowledged that there is a sense of community in the municipality, but it is fragmented; 39% described the municipality as the Riga dormitory area without a pronounced community (in particular: Salaspils, Ogre, Mārupe);	More active integration of residents relocated from Riga and other municipalities.	On the part of municipalities, state and NGOs: cultural, sporting events, Neighborhood days in small places/neighborhoods. Subsidies for tourism and domestic products. Traveller days. For tourism products, local population-oriented marketing. Organizing school tours to one's own municipality tourism products.	The possibility for residents of Carnikava municipality to try the goods and services produced by the municipality companies at reduced prices or free of charge.

	A significant part of the respondents did not understand the concept of community	Clarification of the community as a concept.		
	Unclear identity of the municipality: 20% of those surveyed believe that there is no community in the municipality;	Create a municipality identity.	Telling the site, involving the media, collecting stories, personal experiences, personal history stories, involving local residents from the most diverse social groups.	Ogre TV shows on tourism and active recreational facilities in the municipality.
	A significant part of the respondents pointed out that local residents were not sufficiently informed about tourism opportunities in the municipality.	Promote the visibility of tourism products within the municipality, thereby improving the quality of leisure opportunities for local residents, involving them in cultural activities, improving quality of life and developing the identity of the community.	Support the development of cultural, sports and educational activities in tourism facilities.	The LU Observatory, Mencendarbes Manor.
	In view of specific nature of the tourism products, in which credibility plays a major role, respondents mentioned “from the mouth to the mouth” as one of the most important ways of attracting customers.			

Figure 26, 27. Assessment of employees involved in organizing tourism of municipalities surveyed regarding cooperation between municipality tourism products



How would you describe the level of cooperation of tourism product owners with the municipality, you



How would you describe the cooperation of tourism product industry within the tourism industry!

5.2.7. Analysis of cross-sectoral cooperation

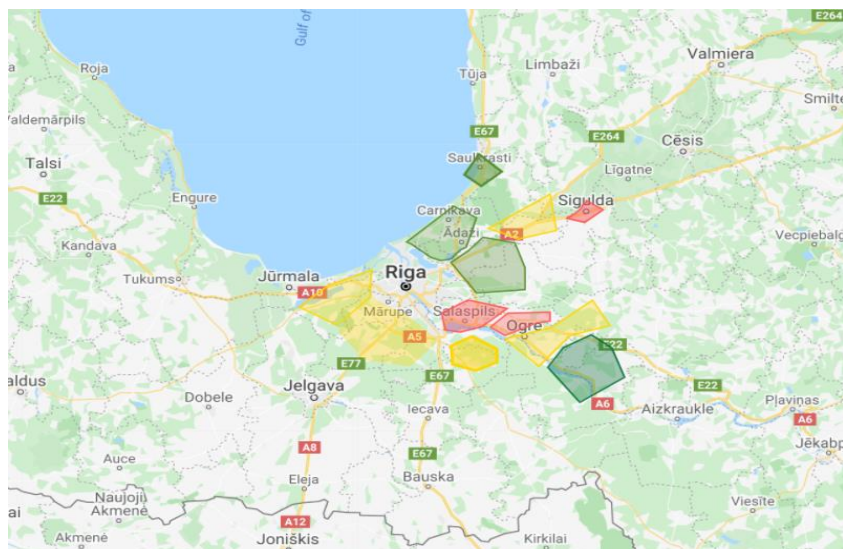
5.2.7.1 Triple helix: tourism products collaboration with business environment

Fixed situation	Need	Proposals	Successful examples
<p>An important part of the respondents acknowledged that they would like more information regarding tourism businesses and tourism facilities in their and neighbouring municipalities. And they would like to have closer cooperation with each other.</p> <p>In municipalities with older and closer communities, cooperation between tourism products is more efficient. The exception between the municipalities considered is Sigulda municipality, which has a highly developed tourism stream that hampers the development of cooperation.</p>	<p>Publicly available and up-to-date information regarding tourism products, facilities and activities available in their and neighbouring municipalities.</p> <p>Encourage cooperation between relatively close and complementary tourism products.</p>	<p>organization of events to provide opportunities for exchange of experience and networking.</p>	<p>Cluster of Lielvārde tourism products. Home-producer production shop "Sugar". Product of Saulkrasti school tours.</p>

5.2.7.3 *Triple helix: a collaboration* of tourism products **with educational institutions.**

Fixed situation	Need	Proposals	Successful examples
<p>43% of respondents the offered product provide the customer with the opportunity to acquire new knowledge (including competence education: Konfelāde, LU Observatory, Lielvārdi, etc.)</p> <p>55% of the products represented by respondents provide the opportunity to acquire new skills;</p> <p>Only 14% of tourism products work purposefully with educational institutions to improve their products.</p> <p>Only a small percentage of respondents have academic knowledge or prior practical experience in tourism and/or hospitality.</p>	<p>With a view to ensuring the innovation of tourism products, working together with education and research institutions.</p> <p>The need to increase one's competitiveness, to expand target audience and to extend the season by supplementing their products with educational and new skills acquiring developed services, taking into account the requirements of competence education.</p> <p>Mechanisms to encourage innovation, public participation and sustainability in tourism products.</p> <p>Opportunities for further training in tourism and hospitality.</p>	<p>Promoting networking with a view to developing common products for tours, complementary to the competence education programme;</p> <p>Create an environment and organize events that would allow networking between industry and academic institutions (Tourism hackathons, incubators, activities promoting research and innovation).</p> <p>Create pre-conditions for continuing training of tourism and hospitality providers.</p> <p>Establishment of tourism champions.</p> <p>The introduction of the Pierīga Tourism annual award, which would reward the most successful implementers of KRAFT criteria.</p>	<p>Cooperation with vocational education establishments (Konfelāde), uniform product for school tours (Lielvārdi, Bušas)</p>

Figure 31. Territorial distribution characterizing creativity of tourism products

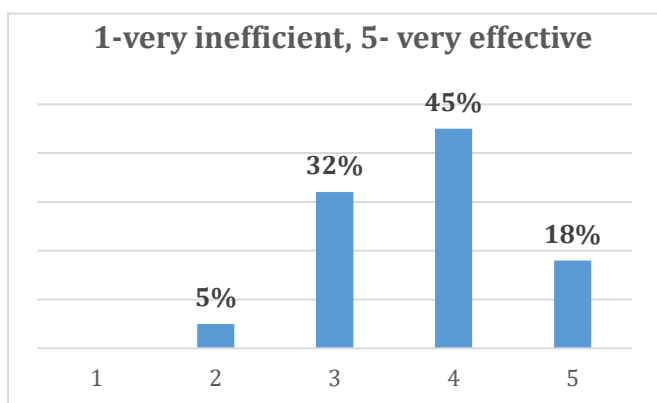


A: Produkti bieži vien ir uz tradīcijām vērsti. Liels uzsvars uz izglītojošiem produktiem un praktisko iemaņu attīstīšanu. Ilgtspēja balstīta tradīcijās, kultūras tūrismā, izglītībā.

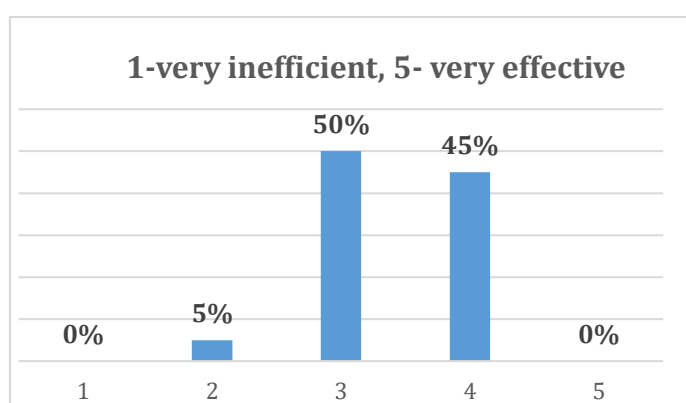
B: Radoši produkti ar tradicionālu pieskārienu. Divām organizācijām ir sadarbība ar akadēmiskajām institūcijām. Ilgtspējība, kuras pamatā ir daba / inovatīvi produkti, tradīcijas.

C: Radoši produkti. Izteikta atkarība no Rīgas. Ne vienmēr spēj sevi saistīt ar vietējo kopienu. Ilgtspēja balstīta Rīgā, satiksmes plūsma, turīgi vietējie

Figure 30, 31. Description of the educational and sustainability potential of tourism products of employees involved in organizing tourism in local governments surveyed



Evaluate the educational role of tourism products in the municipality of the region you represent.



Describe tourism products from the point of view of environmental protection and ecological sustainability in the municipality of your

5.2.8 Conclusions of the survey of representatives of companies involved in the tourism sector.

	Fixed situation	Need	Proposals	Successful examples
Rīga as a client and a partner for cooperation and exchange of experience.	<p>98% of respondents have acknowledged that a majority of clients are arriving from Rīga (including foreign tourists);</p> <p>One part of respondents (Baldone, Ikšķile, Inčukalns) have specified that a significant portion of clients are arriving route from Lithuania to Rīga or are using their accommodations, though spending most of their time in Rīga.</p>			

	Fixed situation	Need	Proposals	Successful examples
Digitization of tourism products	<p>81% of respondents emphasized the importance of their representation in the digital environment but were not satisfied with quality of this representation; 49% of respondents did not see an opportunity to improve the said in the near future due to lack of knowledge, time or resources;</p> <p>Only 7% of those surveyed use re-marketing and other data solutions provided by digital marketing to attract customers.</p>	<p>The need for a high quality web, environment with high quality SEO, effective representation on google searches and social networks, which is as a support for selling products. Developed e-commerce tools and effective representation on tourism and other marketing platforms. Knowledge of the benefits of using big data.</p>	<p>Supporting masterclasses, courses, experience exchange sessions that develop digital skills. Promoting the representation of tourism products on global platforms for the sale of tourism products. Promoting and supporting e-commerce for tourism and home-producer products.</p>	<p>Sigulda adventure: how to use re-marketing to attract customers. Brandin: How to use TripAdvisor to attract customers.</p>

	Fixed situation	Need	Proposals	Successful examples
Tourism product as a cultural site	<p>57% of respondents are considered to be the destination of cultural tourism. 52% of respondents constitute public events.</p> <p>The respondents to the question, what are they most proud of in their municipality, most often pointed to tourist sites, followed by historical events and personalities.</p>	<p>Promoting and supporting the development of different cultural activities in tourism facilities.</p> <p>Use tourism facilities, history narratives and personalities to build local identity.</p>		<p>Care for traditions and public events at the "Sauleskalns" guesthouse. The "Zelma bakery" fair, the "Gungas" guesthouse.</p>

	In the case of regions with greater community cohesion (Ikšķile, Saulkrasti, Carnikava), respondents recommended other tourism products more frequently and indicated that they were proud (Libertu wine, MILL, Saulkrasti Velo Museum).			
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	Fixed situation	Need	Proposals	Successful examples
The role of natural resources and landscape in shaping tourism products.	<p>For 38% of respondents' nature is part of their experience of the tourism product in creating a landscape background (Gungas, Ārpus laika, Pelikāns SPA, etc.);</p> <p>For 30% of respondents' nature and natural resources constitute an integral part of the product (Goats in the fields, Giant Trace, Baloži Peat Museum Railroad, etc.);</p> <p>Overall, for 68% of respondents' nature and its resources are an important factor creating the product's success.</p> <p>Respondents acknowledged that the residents of Rīga and Pierīga are most often surprised at what beautiful site services are being offered, so it can be concluded that residents of Rīga and Pierīga are less likely to choose Pierīga as an option for natural tourism.</p>	Improvement of the reputation of Pierīga as an environment suitable for nature recreation.	Promoting Pierīga, also as a destination of tourism and landscape of a diverse and high quality nature.	The Ogre Blue Mountains, the Seaside of Carnikava. The forests of Garkalne. Velo-orientation organized by EXIT Riga. Foot attraction of the Baldones municipality.

	Fixed situation	Need	Proposals	Successful examples
Business tourism	21% of the respondents surveyed offer services and infrastructure for business tourism, but it is used essentially by the organizers of weddings and other formal events.	Promoting Pierīga (nature, infrastructure, proximity to airport, range of services) as an environment grateful for business tourism. According to the Tourism Development Strategy, business tourism is one of the priorities for tourism development, which would give tourism-sector businesses an extension of the market, an extension of the season and sale of service with a higher added value.	Making pop up appointments with MICE agencies. Developing specific offers for the MICE sector. It is recommended that the tourism product focuses on providing space and infrastructure to customers and on measures that correspond to the motives of their event or the nature of the customer's occupation.	Libertu wine collaboration with MICE agencies. Bēršas collaboration with Luminor and corporate clients. An example of Turbas with organizing big corporate events.

	Fixed situation	Need	Proposals	Successful examples
Health and wellness tourism	Only 7% of respondents surveyed offer health and wellness services. Representatives of this sector acknowledged that the landscape background would have a significant impact on the positive experience of the clients.	Promoting Pierīga as an environment grateful to the environment of health and wellness tourism. According to the Tourism Development Strategy, health and wellness tourism is one of the priorities for tourism development, which would give tourism companies an expanding market, extending the season and selling their services with higher added value.	Carnikava, Saulkrasti and Baldone are municipalities with high potential for health and wellness tourism.	Jūrmala. Goats in the fields. Pelikāns SPA (Carnikava municipality, Kalngale).

	Fixed situation	Need	Proposals	Successful examples
Operational diversification	36% of respondents surveyed have an economic activity related only to tourism, i.e. the sector has	Systematic support for strengthening the diversification of activities of tourism,		Ms. Vulf's tourism services and bread baking. Ņeipene gingerbread

	a strong diversification of activity, largely affected by the seasonality of the sector, as well as the adaptation of former core activities (home production, specific knowledge, skills) to tourist needs. This condition provided a relatively mild overcoming of the crisis caused by COVID-19, and none of the respondents examined the possibility of ceasing their activities.	hospitality, home producers and other tourism-related businesses. Aid for adapting home-producing businesses to the tourism market.		school tours and cooperation with Rimi “Barnyard” on the marketing of products. Goats in the fields hospitality and cosmetics business.
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5.2.9 Municipal tourism ecosystem co-operation range

Municipality	Cooperation between tourism products	Competitiveness of tourism products	Cohesion of the Community	cooperation of tourism organizations with the municipality	Response of the municipality
Ikšķiles municipality	4	4	5	4	5
Lielvārdes municipality	5	5	4	2	3
Babītes municipality	3	4	4	4	4
Carnikavas municipality	4	3	5	3	4
Siguldas municipality	2	5	4	3	4
Saulkrastu municipality	4	4	4	2	3
Baldones municipality	3	4	4	3	3
Ropažu municipality	3	3	4	3	4
Mārupes municipality	2	3	3	3	4
Ķekavas municipality	2	3	2	3	4
Ogres municipality	2	4	2	2	4
Inčukalna municipality	2	3	3	2	3
Ādažu municipality	2	2	2	3	4

Krimuldas municipality	3	3	2	1	2
Garkalnes municipality	3	3	1	1	1
Salaspils municipality	2	3	1	1	2
	5 - very good/4 - good/3 - medium/2 - weak/1 - very weak				

5.2.10 Tourism organizations in the Riga planning region with the highest development potential, based on criteria of the KRAFT method

5.2.10.1. Baloži Peat Museum Railroad

The Baloži Peat Museum Railroad is a narrow-gauge railway preserved by enthusiasts with 2.5 km of former track. The Museum Railroad Collection has a number of rare and unique locomotives and wagons, such as an authentic peat railway canteen. The railway has been renovated since 2013, and in 2018 the first regular excursion of 1.1 km of the restored railway section was started.



Values: Industrial heritage, uniqueness, opportunity to participate, landscape, high biodiversity.

Social capital: big number of club members, tight cooperation with local municipality and educational institutions.

Availability: Easy accessible with car, regular public bus service from Riga, Distance from: Center of Riga- 15 km Airport- 18 km;

Weaknesses: lack of funding for development, occasional service provision.

5.2.10.2 Anna's tree school

Society of ANNA'S TREE SCHOOL is created by people who are interested to learn and to educate others at the same time. Our ideology is built around trees. Therefore, the basis of this society is connected to major fields of interest. Forestry, tree care, arboriculture, landscape architecture, and gardening.

This is the place for our seminars, conferences, masterclasses and excursions. Frequently seminars and conferences move from classes to the school's park. Perfect place where knowledge turns into practical examples.



Values: Nature, uniqueness, Education, opportunity to network, landscape, sustainability, facilities for events (incl. weddings).

Social capital: network of professionals, tight cooperation with local municipality and educational institutions, excursions for schools.

Availability: Easy accessible with car, regular public bus service from Riga, Distance from: Center of Riga- 26 km; Airport- 22 km;

5.2.10.3. Movement Spontaneous

GO Movement Spontaneous inspires through a growing community of explorers, mentors and outdoor enthusiasts. In order to learn how to adapt to unexpected situations, each activity is organized in a new not yet visited location to test and develop essential research, planning, organizing and mapping skills. By collecting badges, event participants get access to higher-level groups and challenges in the organization. Current events include night hikes, kayaking, sailing, hot-air balloon expeditions and through-hikes of up to 1000km.

Values: nature, unique and innovative tourism products, networking, community, technologies, high quality media content (video/photos), international.



Social capital: Probably the biggest hikers community in Latvia, active, engaging and opened for everybody, especially for foreigners who lived in Latvia, coordinators of Outdoor Club Latvia.

Availability: in terms of duration, venue and activity, an extremely diverse range of services.

5.2.10.4. Mencendarbe Manor

Historical place with democratic accommodation for local and international travelers. Travelers can stay in our first floor apartment - 4 bedrooms with shared bathroom among them and a lounge room.

Private kitchen. Up to 10 persons. Mercendarbes Manor Park has a recreational area and a pond for swimming. Within a few hundred meters - meadows, forests and a creek.



Values: architecture, historical site, wild nature, close to Riekstukalns outdoor sports resort, WW1 sites.

Social capital: offers various tourism services provided in surrounding area, official meetings with members of local municipality, folk festivals and hackathons take place here.

Availability: easy to reach from Riga Center by car, distance from Riga Center – 40 km, Riga Airport – 46 km.

Weaknesses: public transport, interior of accommodations.

5.2.10.5. Bogshoeing company “Purva bridejs”

Walking in swamps and bogs in bogshoes is exotic, environmentally friendly and practical. Guided bogshoe hikes help to learn many new and fascinating facts about the nature, origin, flora and fauna of swamps. Duration of a bogshoe hike is about 2 to 4 hours; this creates a nice atmosphere and fills you up with new-found knowledge.



Values: unique, nature, sustainable, socially involved, creative,

Social capital: educate society, very popular among foreign travel bloggers, support tourism industry around bogs, active in regional tourism associations.

Availability: The core audience are individuals and companies from Riga and foreign tourists. There are several outstanding bogs within a 40 km radius of Riga.

Weaknesses: restrictions imposed by nature monitoring authorities

5.2.10.6. Lamprey processing Krupis

Lamprey catching and processing traditions started long ago in Carnikava, in the place where the River Gauja enters the sea. On the tour you can find out about lamprey and their preparation methods, as well as enjoy them grilled, jellied or in the form of lamprey sushi.



Values: Industrial and fishing heritage, museum, traditional cuisine uniqueness, opportunity to participate, owners are huge personalities, River Gauja, Seaside forests.

Social capital: Tight cooperation with local municipality, excursions, owners are famous and active members of local community, participation in fairs.

Availability: Easy accessible with car, regular public bus and train service from Riga, Distance from: Center of Riga- 30 km Airport- 38 km;

Weaknesses: digital marketing, catch limits.

5.2.10.7. Depkina Manor House of Rāmava

Rāmava Depkina manor - located in a quiet place. An ancient, clean, surrounded by a park and just 15 minutes' drive away from Riga. Spacious premises and a large beautiful garden for weddings, anniversaries, seminars, etc. Cultural monument of national importance and the historical layout of the premises has been preserved. The total number of beds in 7 rooms is 16, as well as 22 beds in 2 open attic wings.



Values: architecture, historical site, close to Riga but still in country side,

Social capital: very popular facilities for wedding ceremonies, huge community in social networks, support local community with soup kitchen, here take place educational and classical music events

Availability: easy to reach from Riga Center by car or public bus, distance from Riga Center – 10 km, Riga Airport – 16 km.

Weaknesses: poor participation in sales channels, lack of information in English

5.3 Good practices of other partners that could be successfully implemented in the Riga planning region tourism ecosystem elements.

No	Country	Good practice	Brief description of good practice	Application of good practice
1	ITALY	Urban Regeneration of a dismissed military barrack	The regeneration of the Caserma Piave, a former military barrack, in the Municipality of Belluno, is one of the first and most representative cases in Italy. Started in 2013, the process, which is still on-going, has faced several challenges but has always proceeded towards the objectives. It is a relevant case for the approach employed, i.e. co-design and co-management, that makes it a good practice for the design and planning, and the public-private partnership set up.	The Riga planning region is densely saturated with military heritage sites from both Russian empire and the USSR times. Many objects have great potential for public utility and tourism. Lack of information, legal restrictions, disorderly property relations and other factors hinder the arrangement and gentrification of many objects.
2		Prosecco Hills - Network of Enterprises for Touristic Product Club (MVV, Italy)	ProseccoHills is a network of 23 tourism-oriented enterprises, formalized in a legal entity, linked to a specific touristic product club (wine tourism in the UNESCO Heritage Site of Prosecco Hills), created in the framework of an ERDF 2014-2020 call for projects (Action 3.3.4 Sub Action D), actually defining and selling tourist packages to Italian and international visitors who choose the Prosecco Hills as the destination for their holidays. 23 local enterprises decided to cooperate in order to create a network focused on the delivering of an organized tourist service	Pieriga residents and entrepreneurs have been relatively active in tourism relatively recently, and due to intensive migration, their social ties are weaker than elsewhere. We could use this good practice to foster cooperation between actors in the tourism ecosystem.
3	Finland	Digital steps - Growth to the business	Digital steps project supports local SME's in developing their staff's digital skills and the company's business in digital business to grow and adapt new more efficient working methods by using digital tools. 1: Establishment of the regional digital mentor model. 2: Education of the company advisers of the area to the digital environment and to the new business models 3: Survey of SME's digital skills in province. 4: Improvement of the digital readiness of small and medium-sized companies by offering training, workshops and coaching in beginner, user and master levels 5: Enhancing digital marketing and utilising of videos in SME's	81% of the surveyed entrepreneurs admitted that they were not satisfied with their skills and representation in the digital environment. 49% of entrepreneurs do not see the possibility that they will be able to improve the quality of their representation in the near future. Only 7% of entrepreneurs use digital marketing tools to attract customers.
4		Kulttuurikella ri event venue	The association itself doesn't produce the events, but it rents the space for other actors who wish to organize concerts, theater plays, lectures etc. (rent for members 170 euros, for others 340 euros). This enables even small actors to introduce their program offers.	This good practice provides an opportunity to more effectively and comprehensively update and offer available premises under municipal management for rent. As well as to provide artists, teachers and others with more affordable premises.

5		Museum Card	A shared entrance ticket to a network of museums, no public funding for the start-up of the system/network	It would help to attract attention to museums which are located in Riga planning region, which traditionally are not considered as popular. A single ticket could create the preconditions for a unified and stronger marketing for all participants of such a product.
6		SME contract protected areas (Sustainable nature tourism in protected areas)	The goal of management has been to enable sustainable nature tourism and commercial activity on state owned forests and protected areas notto close state forests for commercial operators.	Good practice allows to examine and evaluate an alternative model of cooperation between the private sector and Latvian state forests / Riga forests, which in recent years has also become relevant in the Riga planning region.
7	Ireland	Tourism Analysis & Promotional Plan 2019	<ul style="list-style-type: none"> • Engagement sessions with key tourism operators via survey and focus groups • Visit and analysis of the main visitor attractions and urban centres in Waterford • Desk based research of product offering • Preparation of improvement proposals for existing attractions and product offering • Identification of gaps/weakness analysis for the existing promotion programme • A detailed promotion programme for Waterford • Workshop sessions on the promotion plan with tourism operators Development of a detailed promotion programme	This good practice provides an insight into the structure and activities that could be used in the process of development of strategic tourism promotion documents for the Riga planning region.
8	Netherlands	Participatory approach Spoorzone	The involvement of the public in the planning and decision-making process (participatory governance) with emphasis on local cultural heritage as a result.	Public involvement in planning and decision-making processes is one of the priorities of the Riga planning region.
9	Hungary	Talking Houses project	Talking Houses program of the 'KRAFT Creative Cities, Sustainable region' project is feeding heritage management and local proudness in Kőszeg.	According to the surveys, Pieriga tourism entrepreneurs indicate that the counties have a weak community awareness and the inhabitants have an incomplete idea of the place's history, traditions and cultural and historical values. Applying this good practice could serve to reveal and unfold the local identity.

6 Conclusion

The most suitable organizations for KRAFT criteria, which also provide tourism services, play an important role in creating identity of the place. A large part of the said organizations has high potential for social capital formation and are assessed as cultural sites where public cultural events are taking place and the cohesion of communities is developing;

Tourism products have a high potential to directly influence the reputation and quality of life of the place, not only for local residents, but also for customers from Riga, other municipalities and foreigners.

Organizations, within municipalities, were divided into three groups, based on the level of development of tourism products and taking into account the effectiveness of internal cooperation between organizations. A: Developed tourism products and cooperation between organizations are effective. B:

Tourism products are relatively developed, cooperation between organizations has shortcomings. C: Regions have great potential for tourism, but cooperation between organizations is underdeveloped.

Riga residents and guests make up the majority of Pierīga's tourism products market and target audience. Sales and marketing activities should also be relevant.

More than 80% of respondents acknowledged that the digital environment plays a major role in attracting customers, while only 7% use efficient digital marketing tools.

Creating the environment and tools for networking tourism products, with other tourism products, local government authorities and tourism products under the responsibility of the State and local government authorities, as well as with representatives of other communities, thereby providing additional added value, expertise and visibility.

Providing educational programmes for tourism, digital and other necessary skills and other competences to organizations already active in the tourism sector or having the potential to focus on the tourism business.

Supporting sale and marketing activities for tourism products, particularly in cooperation with MICE and incoming tourism agencies

Promoting marketing and sales activities of Pierīga tourism products in Rīga.

Promoting cooperation between tourism products and educational establishments, thereby ensuring the development of innovative and skilled products and attracting students from educational establishments as clients.

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