



**AJUNTAMENT  
DE VALÈNCIA**

Missions  
València 2030

**LAS NAVES**

## **Early Demand Map València 2030**

October 2021



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# INTRODUCTION



**Early Demad Map València 2030**

## Chapter 0

## **Chapter 0**

### **Introduction**

**0.1. Description of this document**

**0.2. Scope of the document**





## Chapter 0 | Introduction

2021 is a turning point in the era of the greatest technological transformation in human history. Never before has such a volume of innovation occurred continuously and concurrently. We are at the beginning of the fourth industrial revolution and all its associated emerging technologies. Moreover, the COVID-19 pandemic has dramatically accelerated these transformations. It is therefore time to commit to innovation as the main driving force behind the development of cities.

### 0.1. Description of this document

This document is structured around the following contents:

1

Introduction to the **Strategic Framework of the City of València**, as the strategic planning document that will guide the development of the city in the short, medium and long term, through the combination of the prism of its urban strategy and its innovation strategy.

2

Introduction to the **concept of Public Procurement of Innovation**: how and from where it arises; how it has developed; what objectives it pursues; what different modalities it contemplates; what are its main benefits, etc.

3

Contextualization of the **local commitment** to promote Public Procurement of Innovation in València as a strategic project for **governing innovation** in the territory.

4

Explanation of the development process of the **Early Demand Map of València 2030**.

5

**Identification and explanation of unmet public challenges or problems** in València as a starting point for the future development of PPI tendering processes, in accordance with the València Looks defined in its Strategic Framework.

6

Identification and analysis of the **impact and linkage of the challenges and unmet public needs** incorporated in the **Early Demand Map** with the **first Innovation Mission** already approved by València City Council: **València Neutral City Mission**.

7

Definition of the **main conclusions of the process of drawing up the Map and identification of the next steps** to be taken in the framework of this project to promote Public Procurement of Innovation.



## 0.2. Scope of the document

The aim of this work is to draw up a **list of needs that are unsatisfied or partially satisfied by the market**, whose procurement through "conventional" contracting procedures does not provide the City Council of València with solutions to these needs, in such a way that the possibility of **initiating Public Procurement of Innovation (PPI)** processes will allow the City Council to obtain potential developments to its needs ad hoc. Thus, among other effects, the PPI makes it possible to optimize these purchases, rationalize expenditure and improve services, while at the same time boosting R&D&I and, in this way, allowing the City Council of València to advance in its journey as an enterprising administration. The Early Demand Map València 2030 that has been constructed in this document is the result of a series of **intermediate milestones** that are described below:



# **STRATEGIC FRAMEWORK OF THE CITY OF VALÈNCIA**



**Early Demand Map València 2030**

## **Chapter 1**



# **Chapter 1**

## **Strategic Framework for the City of València**

### **1.1. Presentation of the Strategic Framework of València**

### **1.2. Missions València 2030, innovation as a transversal and systemic factor of the sustainable and comprehensive urban development desired for the city**



## 1.1. Presentation of the Strategic Framework of València



In April 2021, the Mayor of València, Joan Ribó, accompanied by the Deputy Mayors Sandra Gómez and Sergi Campillo, presented the Strategic Framework of València document, as a open text to debate by all urban bodies to define the lines that should mark the evolution of the city in the coming years.

"Beyond the four years of a mandate, we think it is very important, especially at this time, to define a framework, in which we all agree, with the broad outlines of where we want to take the city.

Joan Ribó, Mayor of València

The Strategic Framework of València outlines a **city horizon for 2030** and a working methodology that should allow accelerating the transition **towards a more sustainable, healthier, more shared and more prosperous and entrepreneurial city**. To this end, the document provides the key elements to structure the development of the València 2030 Urban Strategy, and consists of a set of Looks on the city, strategic lines, objectives and innovation 'Missions'.

This development model, based on what the city is today and what it wants to be in the future, focuses on the following elements.

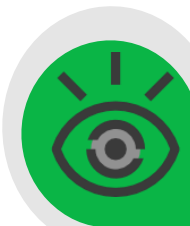
### People at the centre

Strategic Framework of València places **people at the centre**, as the beginning and end of the whole process. People live and interact in València and they create the city. The entire development process of the city must be articulated around them and their needs and expectations.



### Looks of the city

On this initial layer, a series of **Looks** for rethinking the city are defined. The Looks represent approaches and aspirations that mark the direction in which the city should collectively evolve. The València Looks recognise its idiosyncrasy, its values and its way of seeing and living life. The four city models defined in the strategic framework of Missions València 2030 have been used for their formulation: **Healthy City, Sustainable City, Shared City and Prosperous and Entrepreneurial City**, to which two additional Looks have been added in accordance with València's idiosyncrasies: **Creative City and Mediterranean City**.





### City Strategic Framework

On people and City Looks, the **Strategic Framework** is defined, which addresses the **challenges, strategies and objectives** identified in the initial strategic analysis of the city and clearly aligned with the Sustainable Development Goals and their particularisation to cities through the Urban Agenda.



### Public policies

Strategic Framework of València grows with a key concentric circle for transformation: **public policies**. It is public policies that make the strategic objectives included in the 12 lines of action a reality in the city. In this sense, it is necessary to recognise that public policies have a **multilevel character**, as not only the local government influences the city. Therefore, multilevel governance is an asset that must be developed to articulate **regional, state and European public policies**, with an essential impact and importance for the city.



### Demonstration projects

**Demonstration projects** make it possible to articulate practical solutions to the challenges identified and to demonstrate the path to follow in order to achieve the strategic objectives. These transformative projects must be driven by all the helixes that make up the Valencian innovation ecosystem.



### Innovation Missions for major complexities

The **Research and Innovation Missions** are born within the European Framework Horizon Europe 2021-2027 and aim, in the next decade, to better link R&D&I efforts with the needs of society and citizens to enable their relevance to be understood. They aim to contribute to the achievement of the 2030 Sustainable Development Goals through research and innovation.





## 1.2. Missions València 2030, innovation as a transversal and systemic factor in the sustainable and comprehensive urban development desired for the city.

As described above, València is a pioneering city in its eagerness to incorporate the varnish that **science, research and innovation** provide in the very process of building the city's Strategic Framework just described. In this sense, València is committed to overcoming the conception of innovation as a disconnected and vertical public action to treat it as a **transversal and systemic public action** that permeates innovation throughout Strategic Framework of València, including its public policies; making the experience accumulated in the deployment of European research and innovation policies its starting point to give rise to the idea of **Missions València 2030**.

### The origin of the idea of Missions València 2030

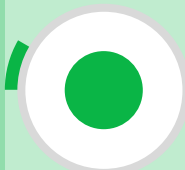


The Missions València 2030 initiative has its origins in the analyses and evaluations that the European Union has promoted since 2018 on how the great efforts made in European research and innovation up to 2020 have worked, in order to learn from them and formulate its new public policies in this area towards 2030. These analyses take up and adopt the lessons and ideas put forward by **Mariana Mazzucato** (Professor of Innovation Economics at the University College of London - UCL and Founder-Director of the Institute for Innovation and Public Purpose at UCL) in her study entitled "[Mission-Oriented Research & Innovation in the European Union. MISSIONS. A problem-solving approach to fuel innovation-led growth](#)".



#### **People do not perceive that R&D&I improves their lives**

Despite the huge effort and number of resources devoted to research and innovation in the EU, people do not perceive that all these European efforts have improved their lives.



#### **Too much distance between humanity's challenges and R&D&I projects**

There is too much distance between the grand challenges of humanity (SDG 2030) and the research and innovation projects that are funded, so there is no clear evidence that what is being spent on has an impact on the stated challenges.



#### **By pre-choosing sectors and technologies, we discard others**

In the past, sectors and technologies to innovate in were chosen in advance and others were discarded. Public research and innovation policies based on a prior selection of sectors, disciplines, fields or technologies on which to innovate have the perverse effect of discarding talent, knowledge, creativity and innovative solutions from other non-prioritised fields and sectors that may also have an impact on the challenges to be met as humanity.



### The key questions for innovation were omitted

An innovation that has omitted the key questions and their respective answers that we should always ask ourselves before innovating: How do we want to improve people's lives? What do we want to transform? Where do we want to go? This absence has led to a disconnection between the great challenges that every society has to face today and the thousands of innovation projects and associated resources whose impacts are not usually evidenced in terms of their contribution to these great challenges.



### On occasions, trends and fashions were followed

Public innovation has, on more than one occasion, followed trends and fashions imposed by other sectors, which relegated the role of the public sector, its policies and its administrations to being mere followers and funders of them.

These European lessons and their associated recommendations have served as the basis for the design of the new EU Research and Innovation Framework Programme 2021-2027 under the name **Horizon Europe**, on which the European Parliament and the European Council reached a common agreement on 19 March 2019. This new framework programme **defines European investments in research and innovation in the coming years.**

## What is a Mission?



Emulating what was done in the 1960s in the United States with its Mission to the Moon, a Mission is defined as a **time-bound, transdisciplinary portfolio of actions** aimed at achieving a **bold and inspiring, yet measurable, goal** that has an **impact on society** and policy-making and is relevant to a significant part of the European population and a broad spectrum of European citizenship.



Missions



R&D&I  
projects for  
the Mission

Focus on...

- Reverse the frightening trends in cancer.
- Develop solutions and prepare for the impact of climate change to protect lives and assets.
- Meet the goals and targets set by international policy frameworks, such as the COP21 Paris Agreement, the SDGs (especially SDG 11), the Urban Agenda for the EU, etc.
- Raise awareness of the importance of oceans, seas, coastal and inland waters and develop innovative solutions in this field.
- Raise awareness of the importance of soils, engage with citizens, create knowledge and develop solutions to restore soil health and functions.

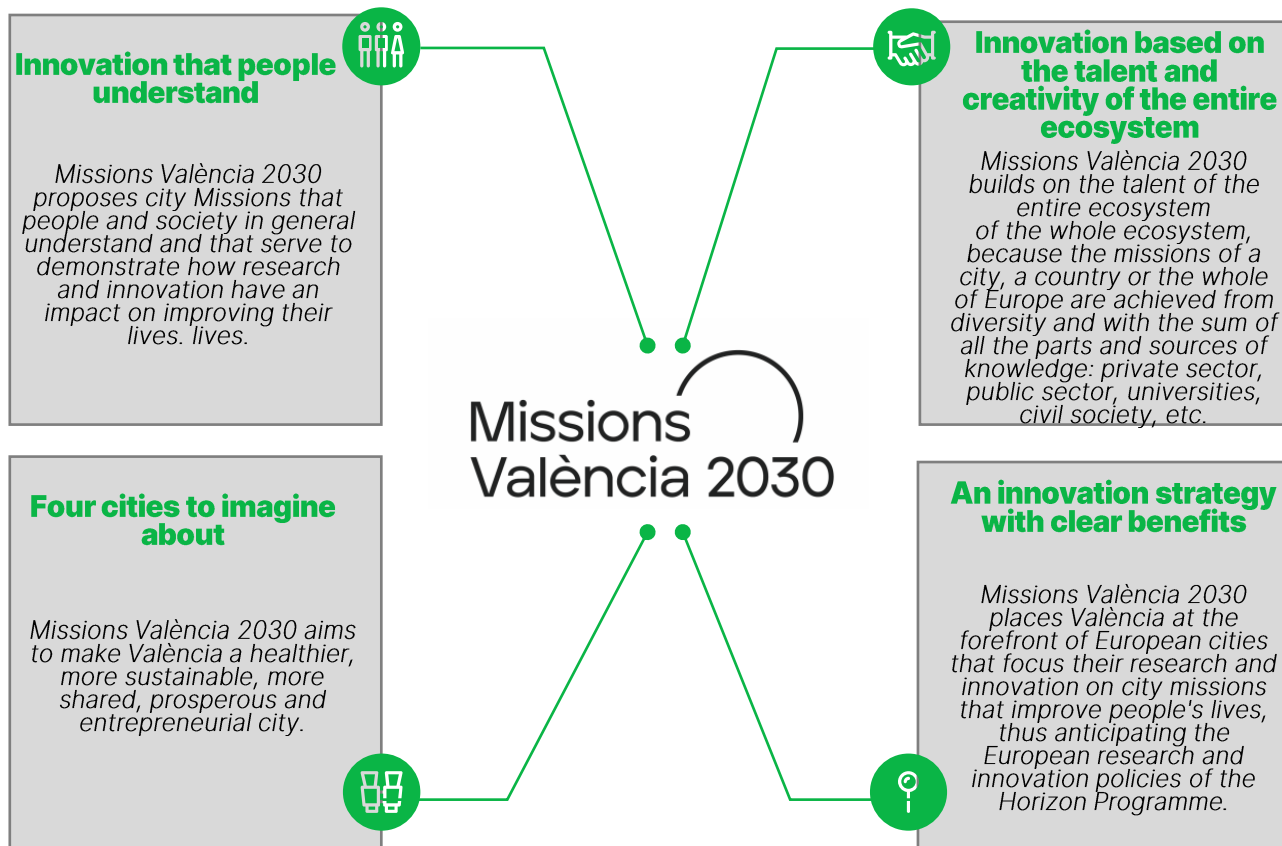




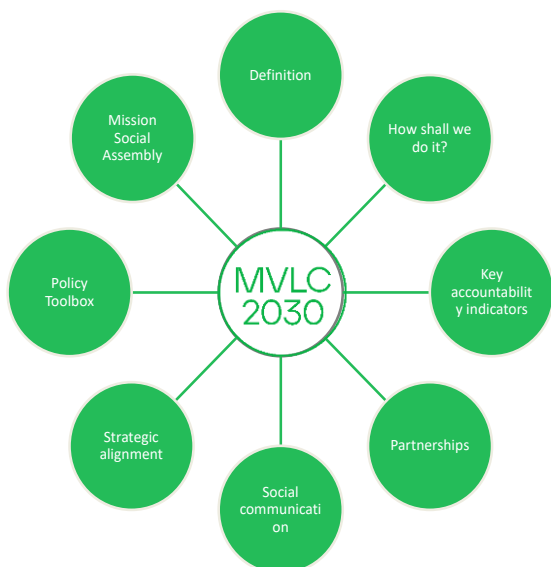


## What is Missions València 2030?

It is the **strategic framework for social and urban innovation of the city of València** to guide its public efforts in innovation, as well as to facilitate the adhesion of the efforts coming from the research and innovation ecosystem present in the city of València and interested in the proposal to achieve success in city missions that improve the lives of the people of València and its surroundings before the year 2030.



Based on this combination of factors, a **series of items will form the definition of each of the Missions** within Missions València 2030.



- The definition of a Mission consists of 3 pillars: a statement according to European guidelines, a statement describing the importance of the Mission and a claim.
- The item 'how will we do it' explains the values and principles in approaching the Mission.
- The definition of the Mission includes 2 or 3 key indicators.
- Missions should be approached from a broad and heterogeneous set of alliances.
- Communication plays an important role in the process.
- Every Mission seeks strategic alignment primarily with the SDGs.
- Every Mission is accompanied by a set of political tools that are aligned with the Mission to facilitate the development of projects.
- Each Mission will have a social council made up of people and entities from the 4 helixes.



## Areas of relevance for Missions València 2030 and project constellation

The debates, dialogues and reflections developed around the different desired city models have made it possible to identify a series of **relevant areas** on which to work and propose research and innovation Missions for the city of València 2030 which, in turn, are aligned with the Mission areas envisaged by the European Commission.

<div>Missions València 2030</div>		Areas of relevance in Horizon Europe				
		Climate change	Cancer	Soil and food	Neutral Cities	Oceans and water
Areas of relevance in Missions València 2030	Health equity between neighbourhoods					
	Longevity and active aging					
	Healthy habits - childhood obesity					
	50% + 50% + 50%					
	Green and blue infrastructure					
	Consume less and better					
	Unwanted loneliness					
	Urban commons					
	Reducing inequalities					
	Strengthening the productive ecosystem					
	Full digitalisation					
	Improving the resilience of the city					

So, the set of innovation Missions through the Missions València 2030 initiative will act as the core and epicentre of the strategies and public action in terms of research and social and urban innovation in the city of València. This ecosystem of Missions will be developed by **research and innovation projects** launched not only by the City Council of València and its local public sector, but also by any other organisation from the four helixes, forming, among all the agents, a constellation of R&D&I projects aimed at achieving the success of the city's Missions before 2030.



## Missions València 2030 strategies

Having established and explained the core of orientation towards innovation Missions in the city of València, we turn around this core **five public innovation strategies** designed as global lines of action that establish a coherent sequence of commitments, objectives, projects and actions that are related and that are planned to orientate the activity towards Missions and with long lights to consolidate the success of Missions València 2030.

The aim is to create an innovative look and culture around the city of València where the promotion of creativity, the attraction of talent, the strengthening of public capacities and the recognition of research and innovation form part of the DNA of the innovative ecosystem of València.

The purpose is to create and strengthen a set of local, regional, national and international alliances and networks in the field of innovation with all those people and organisations that pursue the same goals and with the aim that the win-win relationships created generate value for the city of València and its people.



The aim is to govern innovation in the city of València in a strategic and coordinated way, with transversality and long lights, anticipating European trends on Mission orientation and carrying out the necessary organisational and instrumental transformations to promote it.

The aim is to position the city of València as a European benchmark in social and urban innovation geared towards Missions that improve people's lives.

The aim is to highlight innovation and its impact so that people perceive that València's public efforts in research and innovation improve the lives of people and the environment of València.

1. Incorporate a strategic and transversal vision of Mission-oriented innovation
2. Promoting Public Procurement of Innovation in València
3. Observe trends and use Big Data and AI from ethics and humanism in 4.0 environments
4. Promote the training of our people in innovation and creativity
5. Promote creativity, research and talent attraction in València
6. Recognise and value social and urban innovation in València
7. Promote the development of social & urban innovation projects in València
8. Create spaces for experimentation in València: laboratories and Sand Boxes
9. Promote Las NAVES as a centre for urban innovation in the city of València
10. Promote alliances with the four helixes of València
11. Activate local, national and international alliances and networks with València's innovation
12. Communicating socially the value of innovation in València



# **PUBLIC PROCUREMENT OF INNOVATION**



**Early Demand Map València 2030**

## **Chapter 2**

## **Chapter 2**

# **Public Procurement of Innovation**

**2.1. Introduction to PPI: what is it, what are its objectives, what are its benefits, what are its modalities, its strategic perspective and the roadmap for its deployment**



## Chapter 2 | Public Procurement Of Innovation

The development of research, innovation and the strengthening of a society based on knowledge from people and for people will make the difference between one way of life or another. To this end, it is essential that governments and their administrations lead where to focus efforts, that citizens and society perceive their importance and become involved, and that the private sector and academia direct their talent and knowledge to achieve this.

### 2.1. Introduction to PPI: what is it, what are its objectives, what are its benefits, what are its modalities, its strategic perspective and the roadmap for its deployment

**Government procurement of goods and services represents between 10% and 15% of GDP** (depending on the country), making it an important component of demand. Public procurement thus offers a huge potential market as a stimulus for further private investment in innovation. Public procurement practices can help foster market uptake of innovative products and services, while improving the quality of public services in markets where the public sector is a significant purchaser.

It is precisely on the basis of this thesis, and adding the fact that public expenditure data on R&D&I at European level has been significantly lower than those existing, for example, in the United States on a recurring basis, that the **European Union's commitment to PPI** since the 2010s can be explained, mainly through **Directives 2014/23/EU and 2014/24/EU**.

But what is Public Procurement of Innovation?

Based on the study by Edquist and Hommen (2000) Public Procurement of Innovation (PPI) is defined as a tool through which a purchaser with a public legal nature acquires a solution (good or service) that is not yet available on the market but could be developed within a reasonable period of time.

#### Standard public procurement

*It reduces the Public Administrations' objective to what is available on the market. Generally, those proposals with the greatest economic discount are selected, not always being the one that provides the greatest value.*

**"Tell me what you want and  
I'll tell you what I have"**

VS

#### PPI

*The Public Administration is encouraged to make a smart purchase that is adapted to its needs. The market has to raise its value proposition to achieve its objectives.*

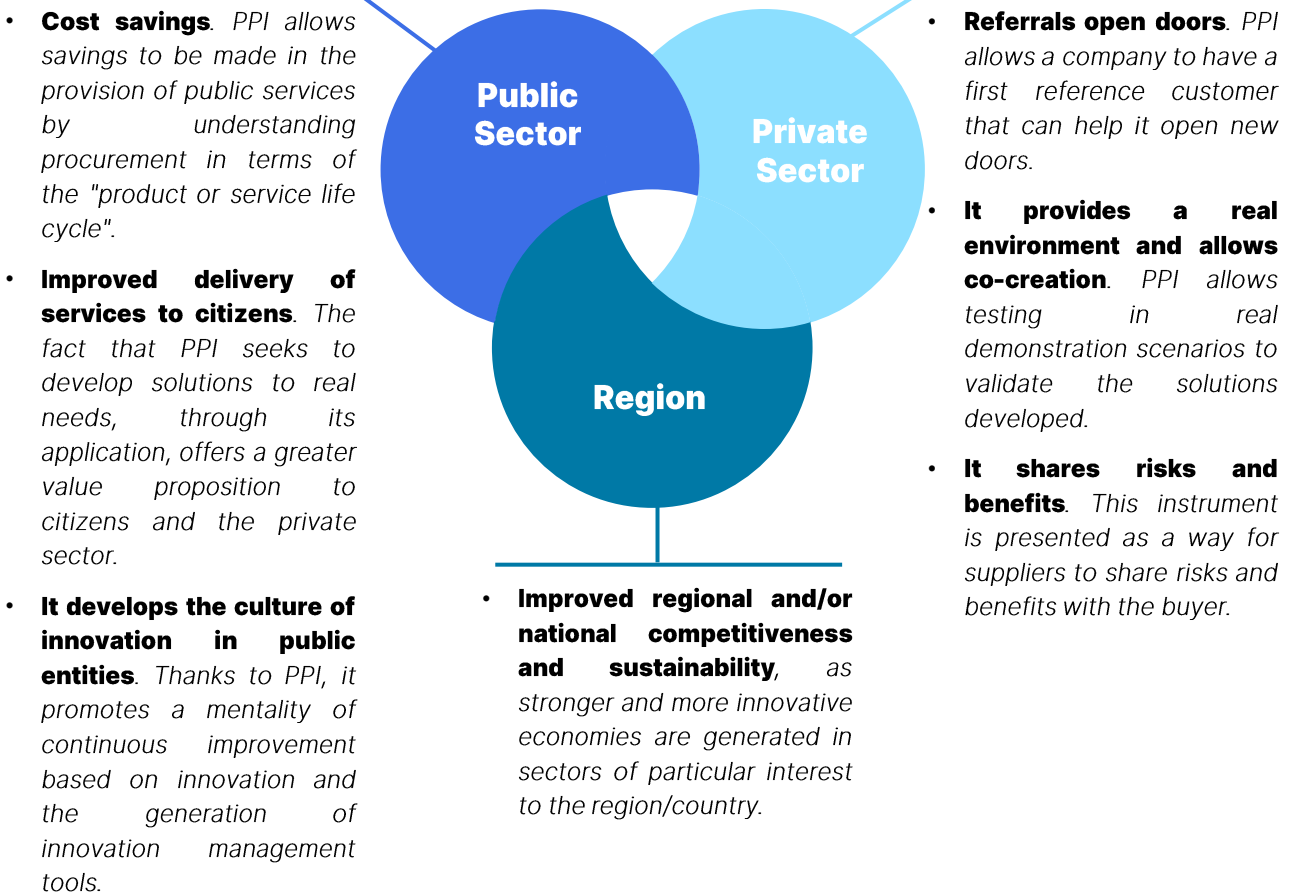
**"Tell me what you want and  
we'll see how we can do it"**

From this scheme of thinking, it can be concluded that PPI is a tool that can be implemented for different purposes.

On the one hand, **mobilising innovation for the benefit of the services provided by the public sector**. In this first case, in the logic of mobilising innovation for the benefit of the services provided by the public sector, PPI fits well with the policies of improving the efficiency of public spending, which have resulted from the constant pressure on governments around the world to "do more with less" in a framework of transparency and constant accountability to citizens.

On the other hand, PPI can also help **foster innovation in strategic sectors or within the framework of specific challenges**. In this second case, PPI falls within the logic of demand-side innovation policies, which include tools such as tax benefits (a measure to induce private demand for R&D&I) and the introduction of regulation and standards (which can be used to induce both public and private demand). In this sense, and despite its recent development (both in terms of implementation and within the academic debate on innovation policy), some studies have already sought to establish a causal relationship between the provision of innovative goods to government and business growth, particularly from a firm-level perspective that seeks to identify the impact of PPI versus other measures to foster business innovation. (Guerzoni and Raiteri, 2015 or Georghiou et al. 2013).

## Benefits of the PPI





# VALÈNCIA PPI PROJECT



**Early Demand Map València 2030**

## Chapter 3

## **Chapter 3**

### **València PPI Project**

**3.1. Public Procurement of Innovation in València's strategy to boost innovation**

**3.2. Presentation of the València PPI Project**

**3.3. Where do we stand today?**



## Chapter 3 | València PPI Project

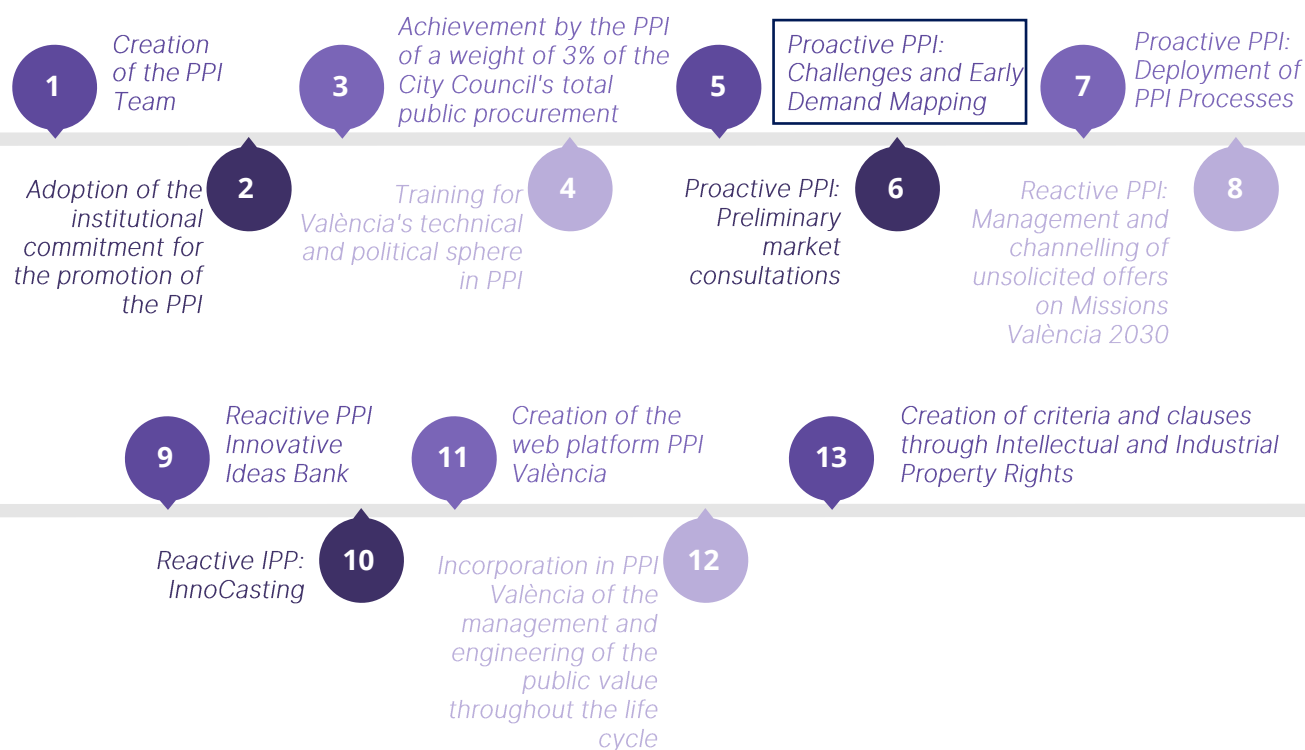
Europe and its research and innovation policy proposal aimed at Missions that improve our lives and our environment, gives us an excellent opportunity to put people back at the beginning and the end of everything and, at the same time, transforming València a European reference in innovation.

### 3.1. Public Procurement of Innovation in València's innovation promotion strategy

As described in chapter 1 of this document, innovation plays a fundamental role in the city's development strategy in the short, medium and long term. Specifically, under the Missions València 2030 initiative, València City Council has shaped **five public innovation strategies** designed as global lines of action to make innovation a key tool for tackling the city's main challenges. In this way, innovation, science and research are also incorporated into the construction of Strategic Framework of València as a transversal and systemic public action.

In this context, it is necessary to focus on the first of these strategies "**Governing innovation in València**", since it is precisely in this strategy that the commitment to "**Promote Public Procurement of Innovation in València**" is made explicit. This commitment means starting the journey to make the most of the dynamic capacity that public administrations have through their procurement processes to be the driving force behind innovation. To this end, in the case of València, this route involves undertaking the following **innovation actions**.

#### Innovation actions of the strategic commitment Boosting PPI in València





### 3.2. Presentation of the València PPI Project

Taking this commitment and the different associated actions as a starting point, València has initiated the necessary steps to **make its commitment to Public Procurement of Innovation tangible**.

"The public sector has a key role to play in the development of innovation, helping the market to create innovation aimed at generating public benefit, guided by the common good and the general interest."

Joan Ribó, Major of València

"The Public Procurement of Innovation should allow us, from the City Council of València, to guide our purchases to help the market to develop those innovative products and services that do not exist and that will help us to solve the complexities of the context of the city."

Fermín Cerezo, Head of the Innovation Service of València City Council

Public Procurement of Innovation is a **way of responding to the challenges of its València 2030 Urban Strategy, promoting the City Missions and meeting the 2030 Sustainable Development Goals**, thus improving people's lives..

With these objectives in mind, València City Council has **already developed a series of actions over the last year and a half** that have allowed it to begin the València PPI project.

#### The València City Council's tour in the field of promoting the PPI



**01/2020** – Inclusion of the plenary agreement of the City Council of València mentioned as strategic commitment 2 of the innovation governance framework for the city, Missions València 2030: **Promoting Public Procurement of Innovation in València.**

On 31 January 2020, the General Assembly agreed to set up a transversal and multidisciplinary team, hereinafter **València PPI Team**, for the technical promotion of the PPI in the City Council and the city of València.



**02/2020** – Elaboration of the **project report** under the name **"Promotion of the PPI oriented to Innovation Missions in the city of València"** which develops the **13 innovation actions** defined.

Presentation of this project to the **Valèncian Innovation Agency (AVI)** in search of funding.



**03/2020** – Planning, design, preparation and contracting of the **first Public Procurement of Innovation course** for the civil service and awareness raising in **the political sphere**, which was scheduled to start on 29-30 March and **had to be cancelled due to the COVID-19 pandemic**.





**04/2020 – Reconfiguration of the training strategies on PPI in 2020**, reorienting the training action to the design of a permanent online course on the municipal training platform.

Finally, from **October to December 2020**, the **1st edition of the course on Public Procurement of Innovation** was held in **València City Council** with **49 people enrolled** and **two training modules**.



**05/2020 – Missions València 2030 is approved** with broad consensus between the government and the opposition on **28 May 2020**.

**Start of the open contracting process for the technical office** to promote the PPI.



**06/2020 – The AVI resolves the subsidies** for the promotion of innovation qualifying València's project with the third best score of all the projects presented (85 points out of 100 points, the best among local administrations) and **awarding the largest financial subsidy to the project presented by València**.

These actions are precisely those that have allowed the launch in January 2021 of the **Project for the Promotion and Management of Public Procurement of Innovation in the City Council of València**, as the initiative that should lay the foundations of the municipal commitment to this tool. To this end, a plan of actions to be carried out mainly between 2021 and 2022 has been drawn up.

## Phases of the PPI València Project

### PHASE 1



#### TECHNICAL SECRETARIAT AND DYNAMISATION OF PPI VALÈNCIA

The roles and functions of the created PPI team will be further developed in order to consolidate a more operational internal PPI structure.

### PHASE 2



#### AWARENESS- RAISING, TRAINING AND CAPACITY- BUILDING IN PPI

Information and training sessions will be held for municipal technicians and managers, as well as for companies and knowledge and innovation agents in the city's environment so that each agent understands the potential of the PPI.

## PHASE 3



### IDENTIFICATION OF CHALLENGES - EARLY DEMAND MAP

*The unmet public needs of València City Council will be identified, creating an Early Demand Map. The challenges and relevant areas of the València 2030 Strategic Framework and Missions València 2030 will serve as a basis for this identification.*

## PHASE 4



### PPI PROCESSES AND TENDERS

*All the necessary actions will be implemented to develop one or several PPI processes that, through the Preliminary Market Consultations, may lead to PPI tenders.*

## PHASE 5



### IDEAS AND MARKET TRENDS OBSERVATORY IN PPI

*A system will be developed that allows the City Council of València to have an antenna for early detection of possible solutions to the innovation challenges and Missions included in the Early Demand Map.*

## PHASE 6



### PPI VALÈNCIA WEB PLATFORM

*A web platform will be created to communicate the progress and news about the project, serving as a point of reference in terms of PPI for the entire innovation ecosystem of València.*

### 3.3. Where do we stand today?

#### Early Demand Map of València 2030: towards a map of unmet public needs for the City Council of València.



One of the main inputs for developing a correct PPI process is linked to being able to **correctly identify the needs that the PPI promoter agent has and that could be solved through this procedure**. In this sense, it is advisable to start the development of PPI processes by implementing **demand channelling mechanisms** that allow the identification of challenges or public needs that are currently unresolved but which, nevertheless, could be addressed through Public Procurement of Innovation.

With this criterion in mind, during the first half of the year 2021, the City Council of València has undertaken a **series of workshops to identify these challenges and unmet public needs, involving the 4 helixes of the innovative ecosystem of València**.

All the ideas collected have been structured in an orderly and logical manner in what is known as the **Early Demand Map**, the presentation of which is precisely the subject of this document.

#### WHAT IS AN "EARLY DEMAND MAP"?

##### DEFINITION

The Early Demand Map (EDM) is a list of those public needs where the PPI modality would provide a way to satisfy them, as procurement through "conventional" procurement procedures does not "work".

##### THE IMPORTANCE OF THE EDM

As an instrument to inform the market about the needs of the Administration, it provides valuable information to companies to guide their R&D&I initiatives towards potential tenders. In fact, it has been proven that without the Early Demand Map, solutions take longer to reach the market.

# **PRESENTATION OF THE EARLY DEMAND MAP**



**Early Demand Map València 2030**

## **Chapter 4**



## **Chapter 4**

### **Presentation of the Early Demand Map**

**4.1. The process of elaboration of the Early Demand Map València 2030**

**4.2. The Early Demand Map València 2030**

## Chapter 4 | Presentation of the Early Demand Map

*We need to reinvent our cities, to create smart cities, putting technology at the service of people, promoting not only the Internet of things, but also the Internet of people.*

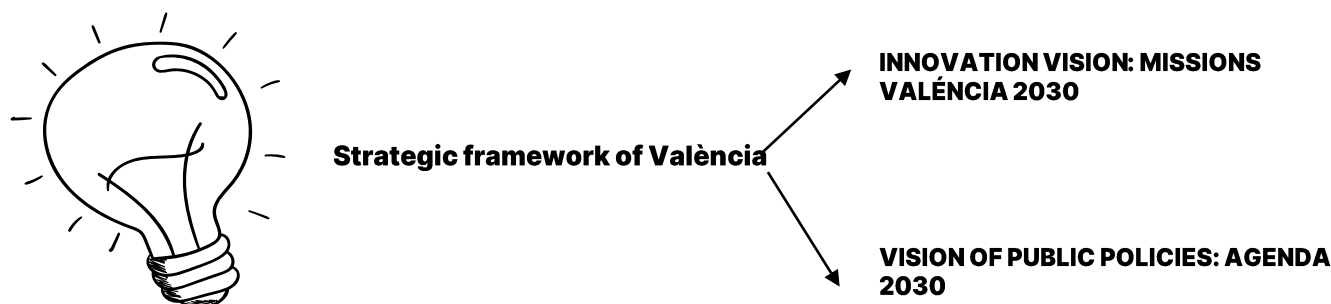
*Smart Cities Manifesto. Innovation for progress*

### 4.1. The process of elaboration of the Early Demand Map València 2030

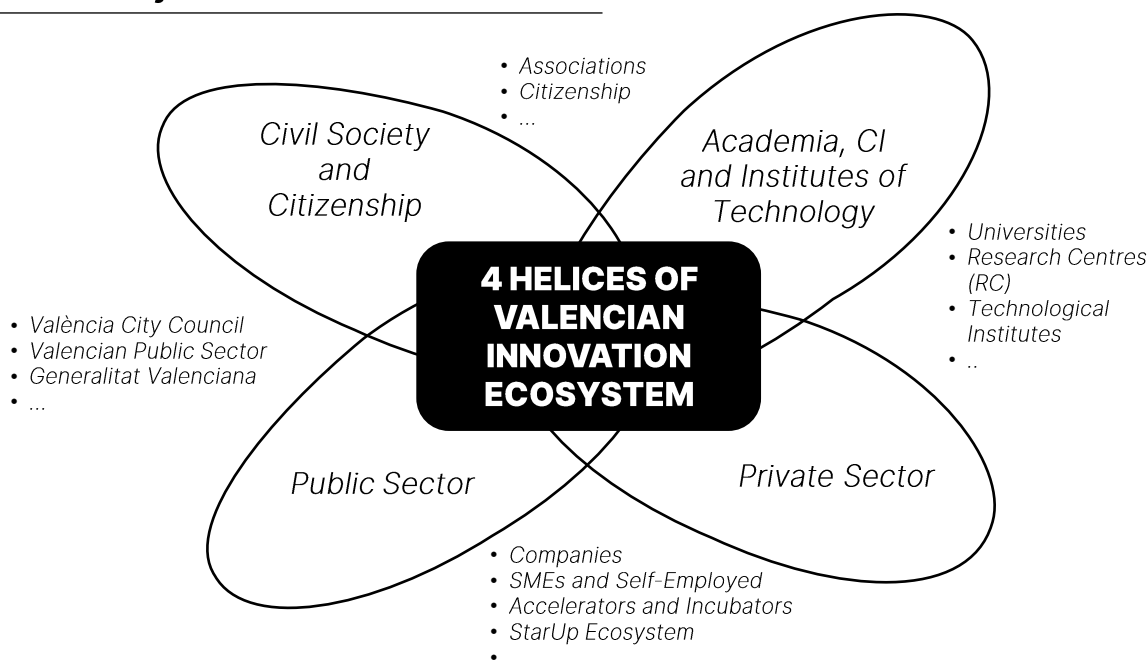
We said earlier that the preparation of the Early Demand Map València 2030 has been the result of the inputs obtained from the holding of a **series of workshops to identify challenges and unmet public needs**.

The design and organisation of these workshops has been articulated taking into consideration a double perspective:

#### Strategic reference framework



#### Reference Ecosystem





GLOBAL VISION

**54 total challenges identified overall**

**305 unmet public needs identified overall**



**Healthy València  
Look**

**8 challenges**

**32 needs**



**Sustainable València  
Look – Climate  
Change**

**8 challenges**

**48 needs**



**Sustainable València  
Look – Sustainable  
Mobility**

**8 challenges**

**42 needs**



**Shared València  
Look – Social  
Cohesion**

**7 challenges**

**34 needs**



**Shared València  
Look – Sustainable  
Urbanism**

**8 challenges**

**50 needs**



**Prosperous and  
Entrepreneurial  
València Look**

**7 challenges**

**51 needs**



**Transformation of  
the Valencian Local  
Public  
Administration**

**8 challenges**

**48 needs**



**Early Demand Map València 2030 -  
Healthy València**





## Presentation of the Look of Healthy València

According to the World Health Organisation's definition, "a healthy city is one that gives high priority to health in all its actions. Any city can be healthy if it is committed to health, has a structure in place to work towards health and starts a process to achieve more health. Health is more than the absence of disease or the curative activity of health services: it can be created if the environment in which we live facilitates healthier lifestyles".

The social determinants of health are the circumstances in which people are born, grow up, learn, live, work, age, etc., and which, together with the health system, explain most of the inequalities in health. Inequalities that are, in themselves, avoidable. And the city is the place where all these determinants take shape.

Therefore, the Healthy Look leads us to a València 2030 where the postcode does not determine people's health, nor does gender, ethnicity, age, social class or migratory status. For all neighbourhoods to be healthy environments with clean air every day of the year and free of pollution, waste and harmful noise. Neighbourhoods designed for healthy living at all stages of life, especially for older people and children. Neighbourhoods that facilitate active and healthy lifestyles, such as walking and sports, in contact with nature thanks to the use of green and blue infrastructures in connection with the Huerta, the river or the sea. Neighbourhoods where healthy and local food is a value and within everyone's reach. With inclusive urban planning and accessible, quality housing. Cohesive neighbourhoods for living and coexisting, with solid and active citizen and community networks that promote health and social capital, fostering people's physical, mental, emotional and relational health.







**Early Demand Map València 2030 -  
Sustainable València - Climate  
Change**





## Presentation of the Sustainable València Look- Climate change

The Sustainable Look from the perspective of climate change refers to the **interrelationship and interdependence between people and the environment**, that is, between the citizens of València and the territory they inhabit. A sustainable city is one where the environment and its inhabitants enjoy dignity and quality, **without putting existing resources at risk and taking into account future generations**, in order to ensure social justice, **through a just and inclusive ecological transition in the face of climate change**.

This vision leads us to a València 2030 as a **city resilient to climate change**, which has managed to **integrate green and blue urban areas at a metropolitan level, and to maintain its biodiversity**, through the orchard, the coastline and the Turia river beds. A city that **has reduced greenhouse gas emissions to improve air quality, that uses renewable energies and is energy efficient**.

It is a city that practices urban planning that respects the territory, **promotes responsible consumption and local and sustainable production with a dynamic**, fair and local agri-food system. It is a city that **sustainably manages the integral water cycle** and is committed to the circular economy to reuse, repair, recycle and reduce the waste it generates. The city provides **a healthy environment** in 2030 in which people and sustainability are the driving force of **the new economic model with the generation of new economic activities and employment**.

The challenges and unmet public needs presented below must be read, interpreted and understood together with those of the Sustainable València Look from the perspective of sustainable mobility.





**Early Demand Map València 2030 –  
Sustainable València – Sustainable  
Mobility**





## **Presentation of the Sustainable València Look- Sustainable mobility**

The Sustainable Look is complemented by the vision of a city that, in its desire to generate more accessible and inclusive, breathable and sustainable, intelligent and dynamic urban environments, has managed **to decarbonise urban and metropolitan mobility and improve air quality** through different measures aimed at the very fabric of the city and its infrastructures, promoting **and optimising the use of public transport and active mobility**.

In this sense, it is concluded that València 2030 will be the city that has managed **to promote the digital and sustainable transformation of the public transport sector** as a real alternative to the use of private vehicles. Likewise, this desired sustainable mobility model will be committed **to promoting active mobility**, developing new alternatives and mobility models for this purpose.

From another perspective, and as a measure that advances in the decarbonisation of mobility by improving its efficiency, it is necessary to highlight **the role that digitalisation** will play in this sustainable mobility model that València 2030 is committed to, incorporating the benefits and opportunities of new technologies for the optimisation of this global mobility model.

**Last mile mobility, mobility flows of tourists and electric mobility** will be other challenges that València 2030 will have to respond to in order to shape a mobility model that will become a key agent in the city's climate neutrality.

The challenges and unmet public needs presented below must be read, interpreted and understood in conjunction with those of the Sustainable València Look - from the perspective of climate change described above.







## **Early Demand Map València 2030 – Shared València – Social Cohesion**



## Presentation of the Shared València City Look - Social Cohesion

The Shared City Look is one that we imagine from the relationship between the different people who live in the city and, therefore, is aimed at **improving relationships by giving centrality to life**, to a life worth living. It responds to the main global challenges to ensure that no person is left behind.

From this perspective, València in 2030 should be **a more inclusive, fairer and more equitable city. A city that has reduced levels of inequality and discrimination; that offers the same level of opportunities to all people for progress and collective wellbeing**, and that guarantees the exercise of rights and access to public uses, without cracks or gentrification. The shared city guarantees the right to the city, that is, the right of all citizens to live in their city in **a dignified way, with access to housing, education, public services, welfare policies and mobility**.

The València of 2030 works from **participatory, gender, social inclusion and sustainability approaches**, with the involvement and participation of citizens in the design and production of public policies aimed at the **common good**. It is a city where citizen and **socio-community networks** detect difficulties, meet needs and innovate in the formulation of solutions, so that civil society and institutions dialogue constructively, making progress in the co-production of public policies.

In response to socio-demographic trends, the València of 2030 must have consolidated **social services as the fourth pillar of the welfare state**, with a solid and efficient public system of care **for dependency, exclusion and vulnerability**. It will also be a **caring city**, which places care (self, collective and environmental) and its social reproduction at the centre of urban policies.







**Early Demand Map València 2030 –  
Shared València – Sustainable  
Urbanism**





## Presentation of the Shared València Look – Sustainable Urbanism

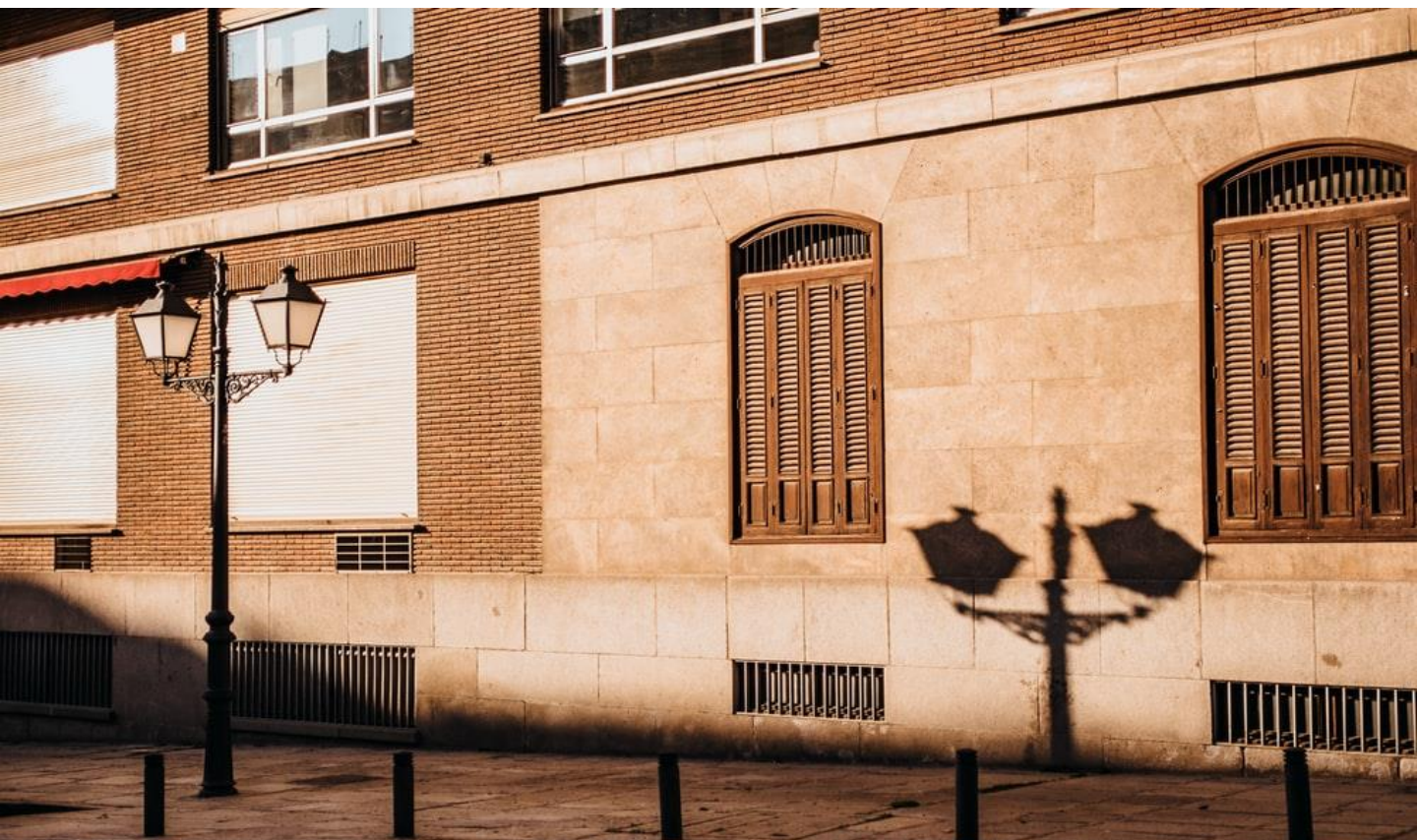
The Shared Look is complemented by the vision of **a compact, accessible and proximity city**. A city that generates **spaces for meeting, social interactions, access to services and community life**.

The vision of sustainable urban planning also refers to the objective of producing **a substantial increase in the rate of renovation of the building stock** with models that, due to their technical and financial viability, can be sustained in the medium and long term. Likewise, València 2030 is committed to orienting the renovation of the housing and building stock through comprehensive approaches, so that the improvement of aspects such as energy efficiency or the integration of renewable energy sources are accompanied **by improvements in habitability, accessibility, conservation, improved safety in use or the digitalisation of buildings**.

This improvement of the building stock must go further, so that the city can lead **processes of rehabilitation and urban regeneration on a small and large scale** that, incorporating **the vision of the citizens themselves**, can make better use of all the city's spaces in a sustainable, inclusive and diverse way.

Throughout this process of sustainable urban planning, it will be essential **to reinforce the role that green and blue infrastructures** play in the urban model of the city, as leisure spaces, spaces of defence against climatic and natural risks or as key spaces for climate neutrality.

All these factors should be framed within the aspiration of making València **a 15-minute city**, in which all citizens, regardless of the area of the city in which they live, have full access in that time to transport infrastructures, green spaces, leisure areas, shopping areas, etc., either on foot or by public transport.







**Early Demand Map València 2030 –  
Prosperous and Entrepreneurial  
València**





## Presentation of the Prosperous and Entrepreneurial València Look

The Prosperous and Entrepreneurial Look is based on **inclusive and sustainable economic development**, linking production to social and material needs, and contributing to the development of its full human potential. It is a city that gives people opportunities to develop their capacities to realise the lives and projects they have reason to value. It is a city that expands people's freedom. A prosperous city is a city for everyone, without cracks.

Along these lines, the València of 2030 must be a **city that is attractive to people and talent**. Not only for its quality of life and healthy urban environment, but also for **the job opportunities** and professional development it offers. Diversity, learning and cross-fertilisation are the basis of an **innovative and creative city** that generates prosperity and opportunities for all. They are the transformative engine towards a more **plural and diverse economy**, an economy that projects itself to the world through its local values and assets. All this, under the auspices of the **purpose of prosperity** guided by the principles of the **2030 Agenda** based on universality, interconnectedness, inclusion and cooperation as well as those emanating from the missions of innovation from a perspective of entrepreneurship and public purpose.

As a result, **dynamic and cutting-edge companies in the innovation, technology and knowledge sectors generate new poles of activity**, while more **traditional sectors are strengthened and modernised**. **Local and proximity activity** is the fundamental basis of an economy that generates decent, quality employment with full integration of young people, women and migrants into the labour market. By 2030, the city will be immersed in a continuously evolving, **inclusive technological and digital transition** that will create conditions and an environment conducive to **investment and entrepreneurship with economic, social and environmental impact, which will transform the city**.





# **Early Demand Map València 2030 – Challenges for the transformation of the Valencian Local Public Administration**





## Presentation of the challenges associated with the transformation of the Valencian Local Public Administration

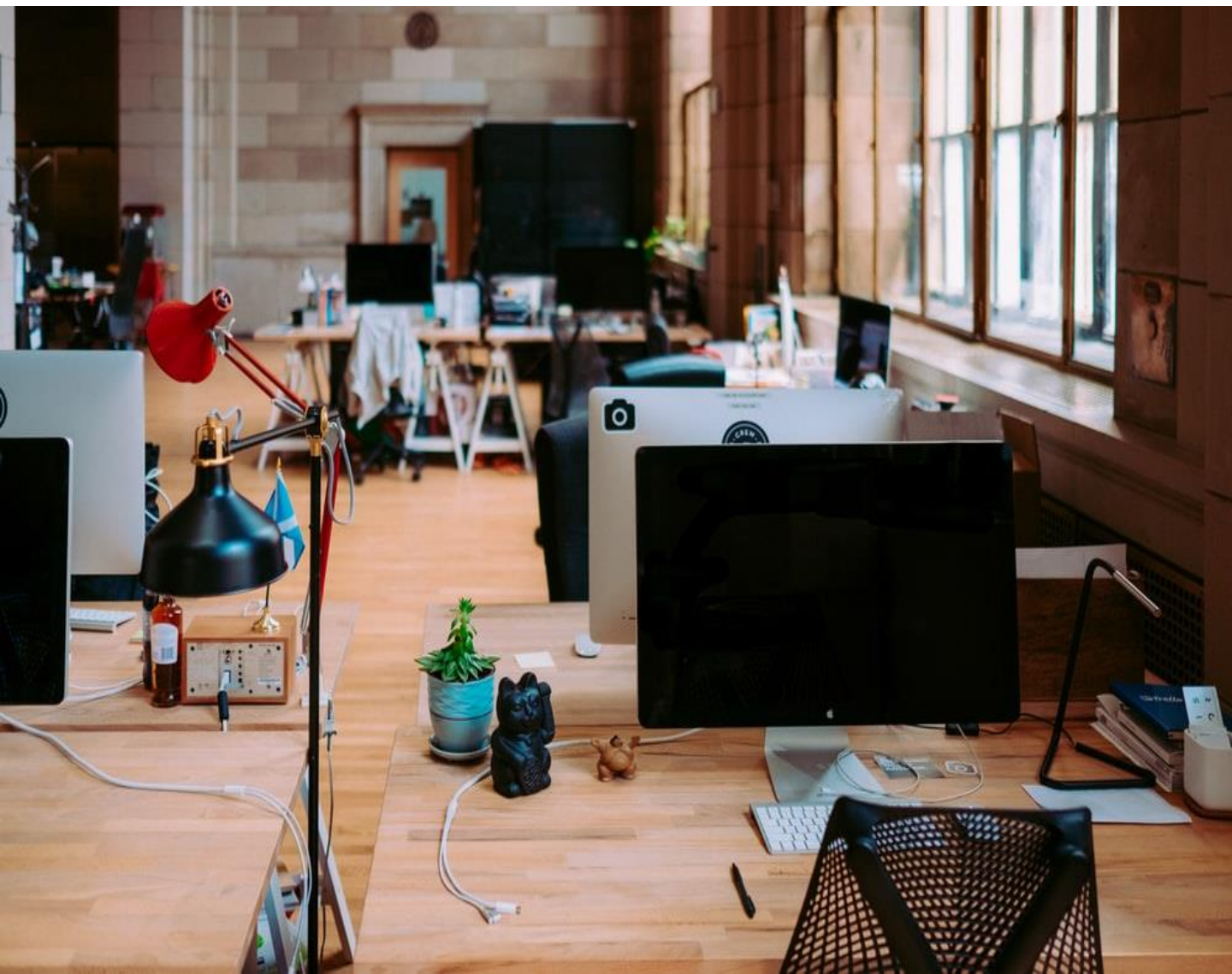
*All the approaches described so far will be subject to an **effective and comprehensive transformation of the Valencian Local Public Administration itself.***

*Therefore, in this desired València 2030, its **local administration is agile and efficient** as well as **open and transparent**. It has **fully incorporated digitalisation** and works according to a **system of multilevel governance** on a metropolitan scale that strengthens the real urban functional region.*

*It is also an **administration that facilitates and promotes making things happen and cooperates with the different territorial spheres** of government, business, civil society and academia to **manage strategic policies and projects for the city.***

*It is also an administration that has **taken advantage of the potential of data** to improve both the provision of public services and its own internal operations.*

*And, all of this, under the ambition of becoming a **true smart city**, in which the postulates of the current Smart Cities have evolved significantly to put the potential of connected and digital cities at the service of citizens..*



# **PPI ORIENTED TO THE VALÈNCIA NEUTRAL CITY**



**Early Demand Map València 2030**

## **Chapter 5**



## **Chapter 5**

### **PPI oriented to the Misión Valencia Ciudad Neutra**

**5.1. The European Mission 100 Climate-  
Neutral and Smart Cities by 2030**

**5.2. The first Misión: Valencia Neutral  
City**

**5.3. The Public Procurement of  
Innovation project of Valencia as a  
promoter of its Mission of Neutral  
City**

## Chapter 5 | PPI oriented to the València Neutral City Mission

The aim of the Mission is to support, promote and showcase 100 European cities in their systemic transformation to climate neutrality by 2030, making these cities innovation hubs for all cities. The Mission is much more than a traditional R&I programme. It is a challenging and ambitious endeavour where cities commit to transformation and engage in it for the benefit of Europe's quality of life and sustainability.

### 5.1. The European Mission 100 Climate-Neutral and Smart Cities by 2030

Cities take up only 4% of the EU's land area, but are home to 75% of EU citizens. Worldwide, cities account for more than 65% of energy consumption and for more than 70% of CO2 emissions. So, cities have the potential – and their Mayors often have the ambition – to be in the vanguard of efforts to deliver on the European Green Deal, helping to enable the EU to reduce climate emissions by 55% by 2030 and to become climate-neutral by 2050.

Taking this context into consideration, it is not surprising that the European Commission has proposed as one of its five major Missions to **achieve 100 climate-Neutral and Smart European cities by 2030**.



1. **Deliver at least 100 climate-neutral and smart European cities by 2030;**
2. **Ensure that these cities act as experimentation and innovation hubs to put all European cities in a position to become climate-neutral by 2050**

Based on these two main objectives, the European purpose of this Mission is to contribute to the goals set by international policy frameworks, such as the **COP21 Paris Agreement**, the **United Nations` Sustainable Development Goals** and the **Urban Agenda for the European Union**. It is also a Mission that aligns with the **European Green Deal** as a long-term strategy to achieve a prosperous, modern, competitive and climate-neutral economy by 2050.

The added value of the Mission and indeed its uniqueness, will come from its **holistic approach**, based on the **individual needs of each city** (the “demand-led approach”). No other EU programme focuses on fast-tracking 100 cities to become climate-neutral by 2030. The Plan sets out that the Mission will achieve this by being centred on **research and innovation**, by helping cities to make the best use of existing EU programmes and to address their funding and financing gaps.

#### Key figures in the Mission



**Matthew Baldwin** –  
Mission Manager,  
Deputy Director-  
General of DG MOVE,  
European  
Commission



**Hanna  
Gronkiewicz-  
Waltz** – Chair of  
the Mission Board  
for the Cities  
Mission



**Thomas Osdoba**–  
NetZeroCities  
Project Coordinator,  
as the Mission  
Platform (EIC Climate  
KIC)



**Elements of the Mission**



**Climate City  
Contracts**

To address the challenge of climate neutrality and help better deliver EU policies, the Mission proposes a multi-level co-creation process through the introduction of a Climate City Contract

**Mission  
Platform**

The main initial basis for supporting cities in the transition towards climate neutrality, integrating innovative support for cities as they start to develop their Climate City Contracts

**R&D activities**

A whole portfolio of targeted R&D activities for cities will be launched in the Horizon Europe Work Programme for Missions. In addition, large-scale innovative pilots will be launched.

**Tailor-made  
investment  
plans for cities**

Support is expected from different European Funding Programmes and from the European Investment Bank. In addition, it will be vital to leverage funding from private investors

**Global  
Knowledge  
Centre for  
Cities and  
Climate**

It will be launched in Q2 2023 to facilitate the two-way flows of knowledge between cities that commit to the objectives of the Mission inside and outside Europe



Entities will be eligible to express their interest to participate in the Cities Mission if their local authorities or their mandated representatives represent one city defined as a Local Administrative Unit (LAU), or a “greater city” or metropolitan region, taking account of Functional Urban Areas (FUA) where relevant. **Entities of more than 50.000 inhabitants may apply.**

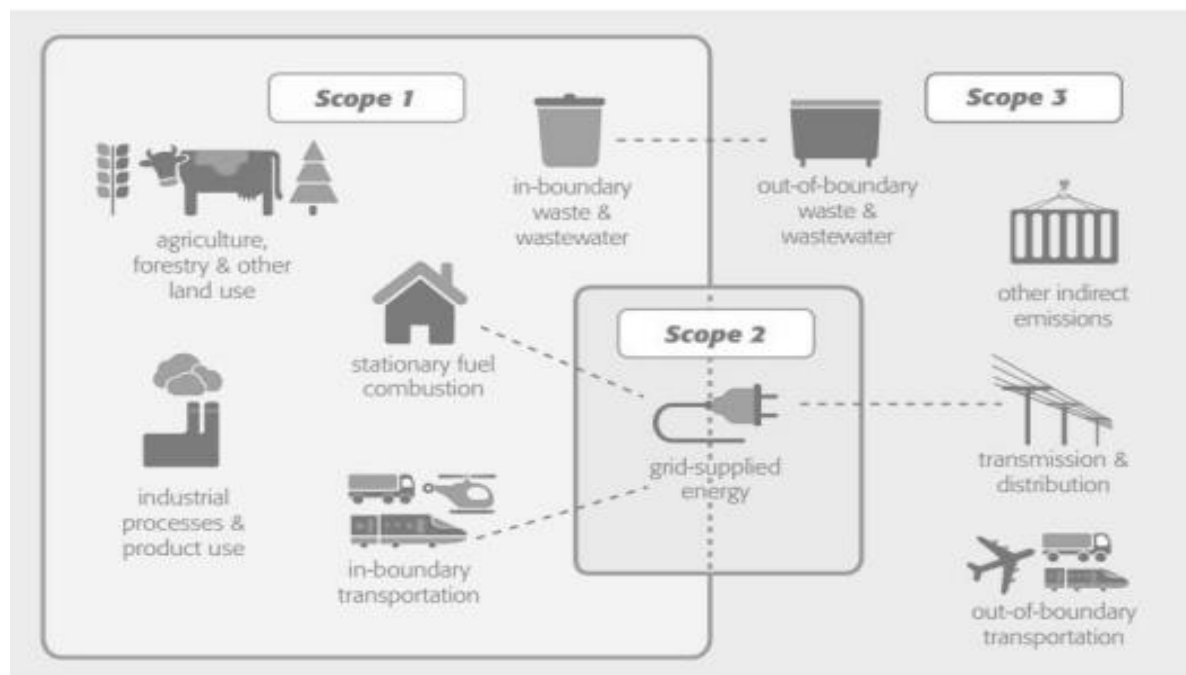
However, in order to maximise the impact in terms of reducing GHG overall, the Mission will try to encourage **applications in particular** from **cities** where the majority of the population lives in an **urban centre of at least 100.000 inhabitants**.

By default, the applicant **city would commit the whole city or entity to become climate-neutral**. However, where duly justified by the applicant, the city may propose to **exclude one or more district(s)** from the 2030 deadline, but in this case should commit to a strategy of climate neutrality for these districts as soon as possible, and of course no later than 2050.

In addition, in order to ensure maximum inclusiveness, for entities coming from **Member States with five or less cities above 100.000 population**, a **lower threshold of 10.000 inhabitants will apply**.

### What is meant by climate neutrality?

The definition of the **Intergovernmental Panel on Climate Change** will be taken into account.



The European Commission has stated that the Mission intends to focus, for the time being, on **Scope 1 and 2**:

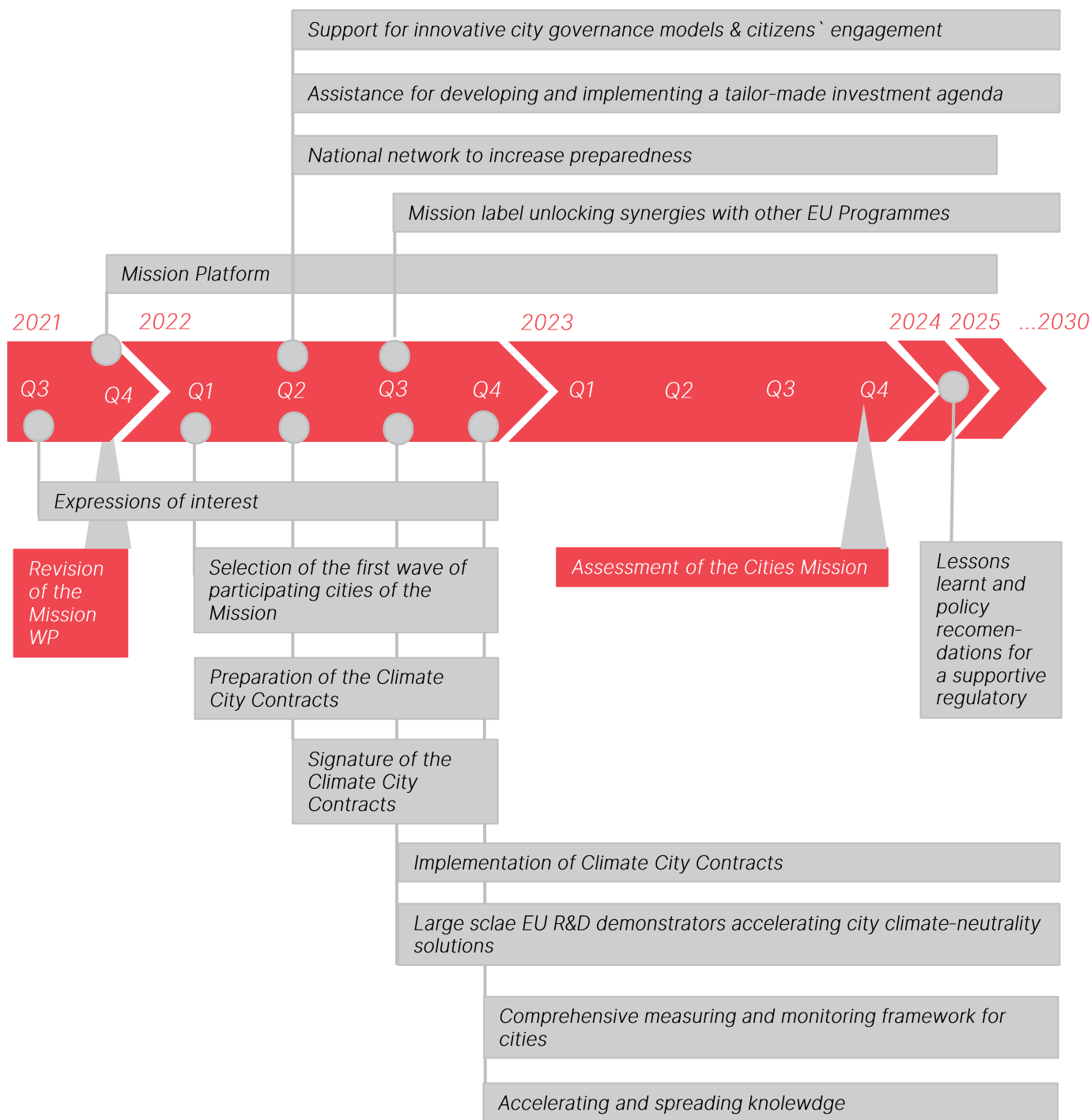
- **Scope 1:** GHG emissions for the city within the geographic. This indicator will be calculated based on the emissions from buildings, industry, transport, waste treatment (solid waste and wastewater), agriculture and forestry and from other activities.
- **Scope 2:** GHG emissions for the city. This indicator will be calculated based on the emissions from indirect emissions due to production/consumption of grid-supplied electricity within the geographic boundary and indirect emissions due to production/consumption of grid-supplied heat or cold within the geographic boundary.

However, cities will be encouraged to test application solutions for Scope 3.





## Calendar - Next steps

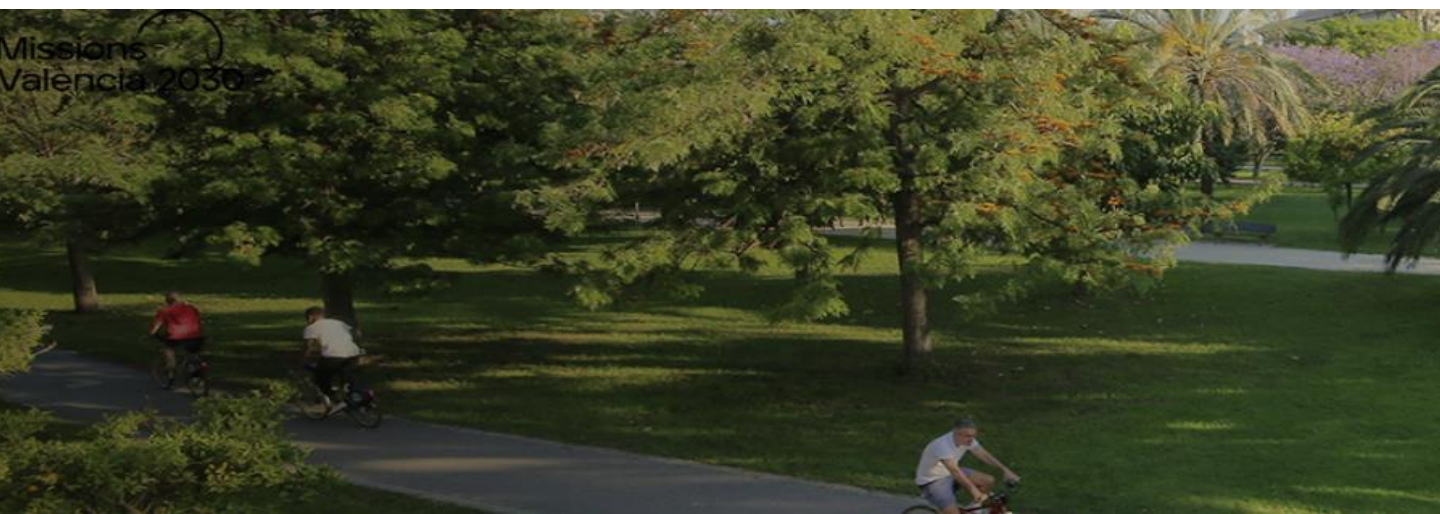


- ☒ October 2021 – Publication of comprehensive info kit for cities to help them prepare for the Call
- ☒ November 2021 – Publication of Call for Expression of Interest addressed to cities (questionnaire)
- ☒ January 2022 – Call closes
- ☒ March 2022 – Selection of participating cities



## 5.2. First Mission: València Neutral City

On 26 February 2021, the **Plenary Session of València City Council** approved the **first innovation Mission for the city** of València with broad consensus from the government and the opposition. This first Mission, **València Neutral City**, aims to achieve at least 3 climate-neutral neighbourhoods or towns in València before 2030 by and for the citizens. This plenary agreement also approved the **promotion and deployment of the work necessary to apply for València as a candidate to be one of the 100 European cities selected as part of the European Mission: 100 Climate-neutral and Smart European cities by 2030.**



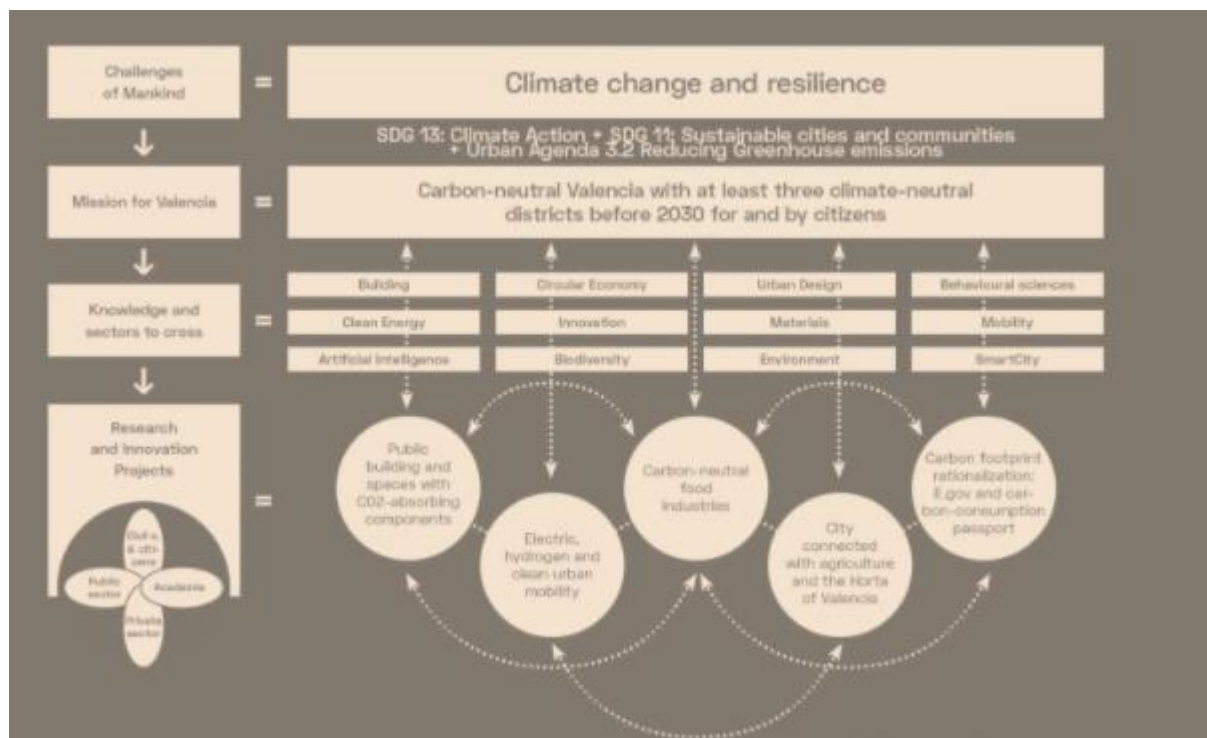
## Design of the València Neutral City Mission

As we have described in Chapter 1 of this document, the design of a Mission within the framework of Missions València 2030 requires a series of questions to be answered.



- Mission definition – Defined and approved in Plenary Agreement.
- Mission design – In progress.
- R&D Project supporting the Mission– Missions València 2030 projects constellation.
- Public Policies for the Mission – PACES, PMUS, Green and Biodiversity Plan, etc.
- Mission assessment – Futura definition of the KPI indicators and reports system for the Mission
- Partnerships – Missions València 2030 Ambassadors.
- Social communication– Future definition of the resources and communication kit for the Mission.
- 5 Helixes in the Mission.

In this sense, and with the plenary agreement already signed, the City Council of València has already **advanced in the first steps of the design of this Mission**, in a way that can be reflected graphically as follows.



Based on this approach, and once the opening of the European Mission of 100 Climate Neutral-and Smart Cities by 2030 is scheduled for November 2021, it is necessary to move forward in **giving final shape to this Mission of València Neutral City**, work in which **Public Procurement of Innovation and this Early Demand Map València 2030 will play a prominent role**, as we will now explain.

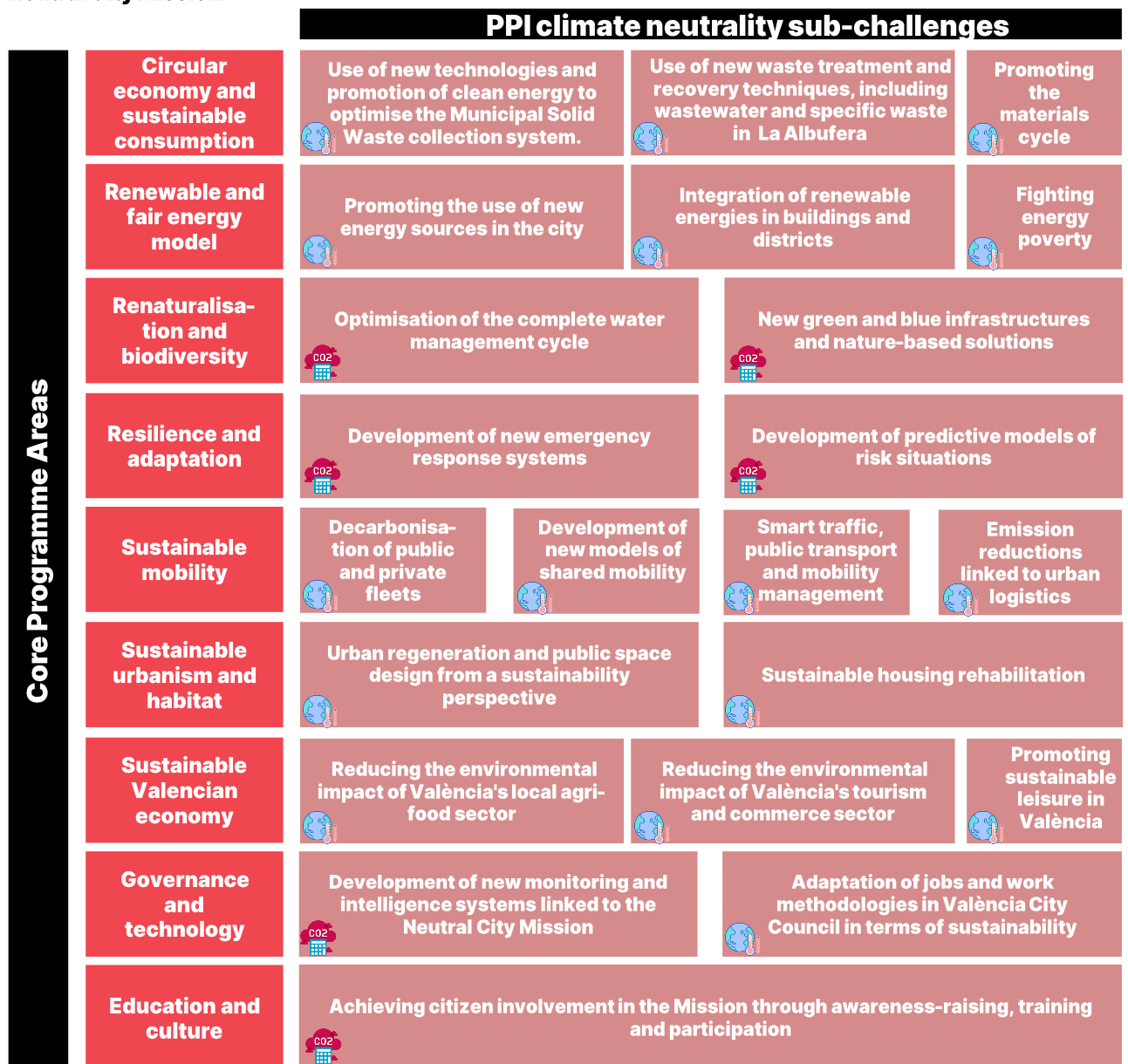




### 5.3. The Public Procurement of Innovation Project in València as a driver of its Mission as a neutral city

It is clear to state that the Early **Demand Map València 2030** recently presented is **strongly related** to the objectives pursued by this **Mission València Neutral City**. In this way, and beyond the direct link between the challenges and unmet public needs of the València Sostenible Look (both in terms of climate change and sustainable mobility), it can be concluded that all the Looks that have been reflected on in this Early Demand Map València 2030 present challenges and unmet public needs which, using **Public Procurement of Innovation** as a tool, **could help the city to advance towards its goal of climate neutrality**.

This close linkage, represented in the more than 20 major challenges and the more than 75 unmet public needs that are related to the Mission, lead us to the decision to **use the València Neutral City Mission as a prioritisation element and main guide to transform this Early Demand Map València 2030 in the Preliminary Market Consultation processes that will be opened and, finally, in the PPI tenders that will be articulated**. In this context, and in line with the work already started to define the Mission, the following is a **first preliminary approach on how we can guide the PPI to respond to the challenges of the València Neutral City Mission**.



# CONCLUSIONS AND NEXT STEPS



**Early Demand Map València 2030**

## Chapter 6

## **Chapter 6**

### **Conclusions and next steps**

#### **6.1. Global conclusions of the construction process of the València 2030 Early Demand Map**

#### **6.2. Next steps**





## 6.1. Global conclusions of the construction process of the València 2030 Early Demand Map

As the last point of this València 2030 Early Demand Map, a series of **global conclusions** are collected below that serve to synthesize the main learnings and outputs obtained throughout the process of construction of the same.



### High level of interest

The **reception by the Valencian innovative ecosystem** as a whole, including the different Delegations of the València City Council and the rest of the institutions that make up the Valencian Public Sector, of this collective intelligence exercise to identify the challenges that make up the València 2030 Early Demand Map has been **very positive**. The **participation of agents** in the 7 workshops held has been **remarkable**, both from the prism of the participation itself, with about 150 participants in total, and in relation to the **ideas contributed**, with more than 400 ideas collected in total.



### Political commitment

The **participation of different high-level political representatives** in the workshops to identify challenges, including the Mayor himself, Joan Ribó, shows the **existing political commitment to this PPI Promotion Project** in València.



### Difficult understanding of the PPI

There is **some difficulty in understanding what can and cannot be considered innovation** and, therefore, articulating PPI needs from here. It is often perceived that innovation necessarily involves the introduction of cutting-edge technology. **Needs capable of being met with ordinary contracting procedures or even internal organizational changes** have also been identified. Along with this, there is **limited general familiarity of the PPI instrument and its potential uses**.



### Alignment with the Strategic Framework

In absolute terms, it can be said that the agents participating in this process have shown their **agreement with the process of strategic reflection that has led to the Strategic Framework of València 2030**. In this sense, there is a **generalized alignment with the city model that draws this framework for 2030**.



### Involvement of new agents

As a result of the challenge identification workshops, **new actors have joined the PPI Promotion Project in València**, who have made their knowledge and skills available to the project. Among all of them, it is necessary to **highlight Innotransfer**, a multisectoral initiative of open innovation promoted by the Network of Science Parks of the Comunitat Valenciana in which the main business associations, the Public Universities and the Network of Technological Institutes REDIT participate.



### Living document

The **Early Demand Map València 2030 is conceived as a living document that must be periodically reviewed and updated**, with the aim of ensuring that the challenges and unmet public needs that make it up never lose their validity.

## 6.2. Next Steps

As previously collected, this **València 2030 Early Demand Map** only represents the **beginning of a much broader journey** that the València City Council plans to follow in order to implement projects based on the **instrument of Public Procurement of Innovation**. For that reason, from this living document, it is time to **initiate another series of actions and milestones that will guide the municipal progress in PPI in the coming months and years**. Below are the main next steps that will set up this project.



**Contrast of this first version of the València 2030 Early Demand Map with all the agents of the Valencian innovation ecosystem, including the rest of the Delegations and Services of the València City Council in order to incorporate their contributions and visions as input for enrichment and improvement of the document.**



Once we have this new version, we will proceed to the **prioritization of the challenges incorporated in the Early Demand Map València 2030**, taking into account the priorities of action of the Innovation Missions already defined, with special focus on the **Innovation Mission València Neutral City**. For this process, **Innotransfer capabilities** will be available.



Taking this prioritization of challenges as a reference, the **first PPI bidding processes will be addressed**, for which it will be necessary to launch the first **Preliminary Market Consultation processes**. These consultations will be energized, again, with the **participation of Innotransfer**.



In parallel, work will be done on the **configuration of a regime and administrative, legal and financial instruments that allow these PPI processes to be recurrent over time**, without having to depend on factors such as budgetary availability. Likewise, work will also be done on the **consolidation, at the organizational level, of the PPI team of the València City Council** that will be responsible for promoting PPI procedures and projects at a strategic, administrative and financial level.



Finally, **different revisions of this València 2030 Early Demand Map will be carried out to incorporate the challenges and unmet public needs that appear.**