



EUROPEAN CAPITAL OF INNOVATION

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European Capital of Innovation Awards

APPLICATION (PART B)

Missions
València 2030





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COVER PAGE

Part B of the application must be filled out by the participants in WORD, assembled and uploaded as PDF in the Funding and tenders Participant Portal Submission System. The template to use is available there.

PROJECT	
Project number	101017534
Acronym:	Missions Valencia 2030
Title:	Missions Valencia 2030: a mission-oriented innovation governance model that co-decides on missions for research and innovation with direct impact on improving people's lives.
Coordinator contact:	FERMIN CEREZO, AYUNTAMIENTO DE VALENCIA

PARTICIPANT		
Name	Short name	Country
AYUNTAMIENTO DE VALENCIA	VALENCIA	SPAIN

Size of the city (km ²)	134.65 km ²
City population	795,736 inhabitants (1 January 2019)
Municipal annual budget (EUR)	EUR 1,008,853,143.62

SUMMARY

Summary (max 2000 characters)

The abstract should provide a clear overview on your city's excellence in relation to the objectives of the prize. It must be short and precise. It should be written as a stand-alone text.

Please use the same text here and in Part A (Abstract).

Missions Valencia 2030 is:

1. A mission-oriented innovation governance model approved in Valencia City to steer innovation. It co-decides on missions for research and innovation with a direct impact on improving people's lives.
2. A guide for the work of Valencia's innovative ecosystem, based on 4 helixes: the private sector, universities with their research centres and technological institutes, the public sector, and civil society.
3. A test-bed city for a global innovation experiment, anticipating the mission-oriented proposals of the European Union included in its Horizon Europe programme 2021-2027.
4. A civic and social engagement on 4 city models, for which we have agreed 17 relevant areas for R&I missions:
 - Healthy City: focussed on the individual well-being of each person.



- Sustainable City: focussed on the environment in which we live.
 - Shared City: focussed on collective well-being and solidarity between people, aiming to leave no one behind.
 - Entrepreneurial City: focussed on full digitisation to promote a productive ecosystem and improve the city's resilience in rebounding from disasters.
5. A new model of mission-oriented innovation for European cities that allows any sector, activity, technology, or source of knowledge, including from the humanities and citizen science, to propose and develop R&I projects oriented to the success of missions in a bottom-up manner and from multiple disciplines.
6. Working to fix deficiencies based on these lessons learned:
- People are unaware that research and innovation efforts have improved their lives.
 - There is a large gap between humanitarian challenges (2030 SDGs) and the R&I projects that we carry out. People get lost.
 - In the past, sectors and technologies to focus on for innovation were preselected, ruling out other sources of knowledge and potential solutions.
 - We forgot to ask the key question: How will we improve people's lives?

Missions Valencia 2030. Destiny deserves it.

[Video](#)

[Website](#)

1. AWARD CRITERION: EXPERIMENTING

Describe the innovative concepts, processes, tools, and governance models your city is implementing as a test-bed for innovation. Explain how your city is mainstreaming these innovative practices into the urban processes.

Missions Valencia 2030 positions Valencia as a test-bed city in Europe for experimentation with a global, open, inclusive and vibrant innovation ecosystem model oriented to city missions that impact directly on improving of people's lives and address the social challenges we have to face as humanity (**Annexes 1 & 2**).

Horizon Europe legislation defines "mission" as a portfolio of excellence-based and impact-driven R&I actions across disciplines and sectors, intended to: 1. Achieve, within a set timeframe, a measurable goal that could not be achieved through individual actions; 2. Have impact on society and policy-making through science and technology; 3. Be relevant for a significant part of the European population and a wide range of European citizens. Missions capture the public's imagination thereby connecting citizens with European public action as well as research and innovation.

We have anticipated the R&I guidelines in Horizon Europe in Valencia City, with a holistic approach, framed within the 2030 SDGs. We are aware of no similar action in a European city.

We aim to create a large constellation of R&I projects focussed on missions (**Annex 3**), based on the 4 helixes of the Valencia's innovation ecosystem (**Annex 4**).

Outcomes for Missions Valencia 2030:

1. Valencia's people perceive that innovation impacts directly on their lives.
2. We address the great challenges facing humanity with R&I projects in Valencia.
3. We open up to innovations from any sector, activity, technology, knowledge, discipline,



including the humanities, using a bottom-up and cross-disciplinary approach.

How did Missions Valencia 2030 become our experiment in innovation governance? The milestones were:

1. On 29 March 2019, Valencia City Council approved the initial declaration of Missions Valencia 2030 to be a mission-oriented public innovation policy that improves people's lives in Valencia.
2. We designed an agile and incremental process based on collective intelligence with a high level of participation from the 4 helixes of our innovation ecosystem: the private sector, academic and research centres, the public sector and civil society ([Annex 5](#)).
3. A continuous civic engagement process identifies locally relevant mission areas in our city models for a healthy city, a sustainable city, a shared city and an entrepreneurial city ([Annex 6](#)). From April to September 2019, collective intelligence workshops with focus groups were held with the 4 helixes to identify mission areas that matter to Valencia's citizens ([Annex 7](#)). 75% of Valencia's mission areas came from the co-decision workshops held. Due to the COVID-19 crisis and political negotiations to help the city recover as soon as possible, we have added new mission areas for a productive ecosystem, full digitisation and the resilience of Valencia and our society in disasters.

The 5 EU mission areas are included in the final joint decision and consensus for Valencia's mission areas map, showing global impact on health, sustainability, solidarity and entrepreneurship ([Annex 8](#)).

4. To boost transformation, Valencia City Council has approved the Missions Valencia 2030 strategic framework as a roadmap for its own work. The city currently has 5 strategies, 12 commitments and 80 innovation actions on-going to redirect it towards this new Innovation Governance Model ([Annex 9](#)).

5. By October 2020, political and social consensus on the 3 first definitive missions for Valencia are expected to conclude ([Annex 10](#)) and civic engagement processes launched to select 3 more missions.

6. Missions Valencia 2030 will have a total of 6 missions to guide the R&I effort of the innovation ecosystem.

Our mission is to improve people's lives through innovation. We are convinced that with our best efforts this can become our destiny. Now more than ever, as our citizenry and society need to recover from the devastating effects of the COVID-19 crisis.

Missions Valencia 2030. Destiny deserves it.

2. AWARD CRITERION: ENGAGING

Describe how your city offers increased opportunities to citizens to innovate and ensures the uptake of their ideas. Be precise in terms of municipal support and implementation of citizen-driven innovation.

Missions Valencia 2030 builds its foundations on massive and continuous civic engagement with all 4 helixes of the innovation ecosystem, using a mission-oriented approach to ensure the uptake of ideas from a broader range of citizens and organisations. Citizens take on different roles throughout the public policy cycle, from joint decision-making in policy design to outcomes validation.

(1) Civic engagement and co-decision-making in innovation policy design

The 4 helixes had a leading role in designing innovation policy. A broad participation process was undertaken with 46 validation interviews ([Annex 11](#)). 561 people participated. 98% of interviews ended with an excellent or very positive rating and only 2% rating it good. None of the interviews concluded with negative feedback.



In addition, the collective intelligence workshops with focus groups agreed on the relevant areas that form the core of Missions Valencia 2030:

- Health at all stages of life; longevity and active ageing; promotion of healthy habits; fighting obesity (with special action on childhood obesity).
- Waste & CO2 emissions reduction; renewable energy production and use; connecting Valencia's green and blue areas; more responsible and local consumption; adaptation to climate change; health of our sea, beaches, coastal and continental waters; smart and climate neutral cities; health of the soil and its food production.
- Reduction of inequalities of all kinds; combatting involuntary solitude; open management of urban commons.
- Improving city resilience to cope with disasters.

3 of the 6 final innovation missions for Valencia will be selected by the community through an open civic participation process.

(2) Civic engagement to boost innovation

Our constellation of mission-oriented R&I projects build not only on action by Valencia City Council, but also on the ideas, actions and R&I projects coming from the 4 helixes. We capture and promote their ideas using 2 instruments from our Innovation Policy Tool-Box: the supply of grants and demand for innovative products:

- EUR 750 k annual call for grants to support R&I mission-oriented projects, offering up to EUR 50 k per project.
- EUR 97.5 k annual call for awards to recognise the best urban and social innovation projects in the city of Valencia with mission-oriented categories and 4 modalities to appeal to all helixes in the ecosystem (totalling 32 awards).
- A public procurement innovation (PPI) commitment: In November 2019, Valencia City Council unanimously agreed to undertake 3% of its public procurement through PPI within 5 years.
- Proactive PPI: To undertake pre-market consultations on the Valencia Mission-Oriented Early Demand Map and on subsequent PPI processes to resolve implementation and scaling issues.
- Reactive PPI: To create an Innovative Ideas Bank fed by an open channel for unsolicited offers and an Innovation Competition Programme for ideas and R&I projects. This will be our antenna to detect opportunities arising from talented citizens and members of the ecosystem.

(3) Civic engagement in governance and accountability

Each Valencia mission has a "Missions Social Council" ([Annex 12](#)): a mission board of representatives from the 4 helixes, plus the mass media as a fifth helix, to mobilise the voices of citizens and society on important aspects for the mission and to validate accountability processes ([Annex 19](#)).

Finally, we highlight 2 more key projects for civic engagement:

- "Missions Embassies" to create a system for maintaining relationships with organisations that provide evidence on the impact of missions through their R&I projects. They will automatically receive recognition as Mission Valencia 2030 Ambassadors with access to benefits for their organisations.
- A broad communication strategy to raise the awareness of citizens about the value of innovation to their lives ([Annex 13](#)).

Citizens are our change managers as they are the true implementers of change.

Missions Valencia 2030. Destiny deserves it.



3. AWARD CRITERION: EXPANDING

Describe how your city is attracting new talents, resources, funding, investments through innovative practices, and how this helps your city to become a role model for other cities. You may include references to relevant innovation programmes and networks your city is participating in.

Valencia has among the highest levels of quality of life of any major European city, because of its beauty, wealth, culture, gastronomy, climate, creativity, dynamism, and privileged natural environment by the Mediterranean Sea, surrounded by natural parks. Valencia ranks among the top 15 cities to work and live in. It is a highly attractive location for people, talent, resources, investment and innovative initiatives ([Annex 14.A](#)).

In addition, Valencia offers the following advantages to attract talent and innovation:

- A health system with 15 public and private hospitals. Hospital La Fe is among the best public hospitals in Europe.
- 2 of the best European public universities, leaders in research and innovation: Polytechnic University of Valencia and University of Valencia ([Annex 14.B](#)).
- The best Erasmus destination in Europe and a recipient of the European Commission's Best Talent Attraction Program Award.
- A history and culture recognised by UNESCO with 4 world heritage assets ([Annex 14.C](#)).
- L'Horta de València recognised as a Globally Important Agricultural Heritage System by FAO and as an example of sustainable urban food and resilience providing great benefits for Valencia during the COVID-19 crisis ([Annex 14.D](#)).
- A network of technological institutes ([Annex 14.E](#)).
- La Marina de València, a strategic city location for culture, creativity, innovation, training and entrepreneurship, is the biggest tech district in Valencia ([Annex 14.F](#)).
- Valencia Entrepreneurial City is one of the most dynamic growing ecosystems for attracting funds, talent and entrepreneurship in Europe, especially in the technology field, with 500 start-ups, more than 40 groups of investors, over 40 technological knowledge communities and 60 spaces for co-working ([Annex 15](#)).

As well as leveraging these strengths, the following policies attract further investment and talent:

- Valencia is the World Design Capital for 2022, seeking to make design a leading agent of urban innovation and promote Valencian design internationally with high institutional commitment expressed through a financial contribution of EUR 2.25 m ([Annex 14.G](#)).
- Valencia is home to the World Sustainable Urban Food Centre with FAO's support ([Annex 14.H](#)).
- VLC Tech City: a flagship platform which positions the city as a hub for technological and innovation development that attracts international talent, holds on to local talent and promotes investment and new projects that enable people in Valencia to develop their ideas ([Annex 16](#)).
- Valencia Smart City: as one of the first European smart cities, it has a high level of digitalisation of public services. In the last 5 years, over EUR 17 m was allocated through various smart city projects ([Annex 17](#)).
- Las NAVES, our social and urban innovation centre ([Annex 18](#)).
- Unanimous commitment in the city council to allocate 3% of the public procurement budget through PPI for the next 5 years. In the 2020 Valencia budget, assuming a 10% drop in GDP due to COVID-19, this means annual spending of over EUR 5 m through PPI.
- Annual innovation grants for the 4 helixes, especially SMEs, with almost EUR 1 m to



develop innovation projects.

- Valencia urban living lab: Labs and Sand Boxes for the ecosystem to test innovations in real spaces and environments and to facilitate transition to higher technology readiness levels and to market.

Valencia further attracts innovation by participating in innovation programmes and networks as ([Annexes 14.I, J, K](#)):

- a founder of the Spanish Network of Smart Cities;
- a close partner of the International Technology Union;
- the leader and coordinator of the MatchUP project in Europe;
- a front-running city for the Grow Green project in Europe (Nature Based Solutions); and
- a 3-time "City of Science and Innovation", an accolade bestowed by the Spanish Government.

Missions Valencia 2030 will greatly enhance our attractiveness and profile as an innovative city model for European cities.

Missions Valencia 2030. Destiny deserves it.

4. AWARD CRITERION: EMPOWERING

Describe the concrete and measurable added value directly connected to the innovative practices. Please provide facts and figures about concrete achievements. Although it is not necessary, you can elaborate on how your city would use the European Capital of Innovation title (any idea, plan or relevant useful information on how the prize could enhance the impact of your city innovation related activities).

Through missions we empower citizens. Valencia's missions are expressed as Objectives and Key Results (OKR) that citizens understand as the following specific measurable impacts on their lives directly connected to innovation implementation ([Annex 10](#)):

- Improve the main health indicators in Valencia by 20% while reducing inequality between its neighbourhoods by 20% by 2030.
- Increase the autonomy of older people to stay in their own homes and environments by 5 years while reducing their involuntary solitude by 90% by 2030.
- Reduce childhood obesity in the city of Valencia by 80% by 2030.
- Reduce plastic and microplastic on Valencian beaches and Lake La Albufera by 90% by 2030.
- Reach net zero greenhouse gas emissions in Valencia by 2030.
- Get quality breathable air in Valencia for 365 days a year by 2030.
- Re-naturalise Valencia, increasing its biodiversity by 50% by 2030.
- Ensure that more than 80% of food produced in the Valencian orchard is consumed in Valencia and its surroundings by 2030.
- Returning Lake La Albufera to the condition and quality it enjoyed in 1960 for future generations by 2030.
- Reduce energy poverty in Valencia by 90% by 2030.
- Make Valencia a city that can recover to its previous quality of life and activity indices in under 12 months after crises or disasters by 2025.

Missions are formulated with a high communication potential so that it is easy for people to grasp how innovation improves their lives ([Annexes 1 & 13](#)).



As Horizon Europe missions, we know missions need time and consistency to demonstrate their impacts. Our strategy will be:

- To set intermediate milestones to track positive trends in the short and medium term.
- To establish periodic accountability processes so that citizens become evaluators of the impacts achieved ([Annex 19](#)).

What has Missions Valencia 2030 already achieved?

- Civic engagement gave ratings that were 98% excellent. The remaining 2% showed positive validation. No one rated Missions Valencia 2030 negatively as a public initiative. 98% of proposals coming from validating processes have been included in MVLC2030 ([Annex 11](#)).
- Missions Valencia 2030 was approved by 94% of political leaders in Valencia City Council (All 31 councillors from the governing and main opposition parties, excepting 2 Eurosceptic councillors).
- 76% of Missions Valencia 2030 innovation actions have started already. 100% will have started by 2021.
- We have unanimous political commitment to dedicate more than EUR 5 m per year to boost missions-oriented innovation through PPI.

How will we use the award? We have learned that public engagement alone will achieve success in no more than 15% of missions. Success requires the engagement of the whole innovation ecosystem. Therefore, if we get the award we will transfer it to its true protagonists:

- Our annual world creativity and innovation day celebration on 21 April 2021 will be called "European Capital of Innovation", highlighting the contribution of the EU.
- The missions' embassies will use the emblem as partners who have contributed to achieving the award.
- Diffusion and use of the emblem in all our communication campaigns so that citizens know that the European Commission supports Valencia's missions.
- Dissemination throughout Spain and Europe with commitment to export the mission-oriented governance experiment to all European cities that want knowledge transfer.

The EUR 1 m award will be entirely dedicated to boosting R&I in Missions Valencia 2030:

- A School of Innovation with 10 R&I Scholarships called "Valencia European Capital of Innovation" of EUR 50 k each to join the Missions team at Las NAVES ([Annex 18](#)).
- A special "Valencia European Capital of Innovation Call" for 5 R&I projects to be selected to receive EUR 100 k each by a highly prestigious jury.

We know it is difficult. Some people will think that it is impossible. That's why we called them our missions. Missions Valencia 2030. Destiny deserves it.

OPTIONAL ANNEXES

ANNEX 1: MISSIONS VALENCIA 2030 VIDEO

Video 1: Main video of Valencia's candidacy for iCapitalAwards

- [Video Missions Valencia 2030](#)

ANNEX 2: MISSIONS VALENCIA 2030 WEBSITE

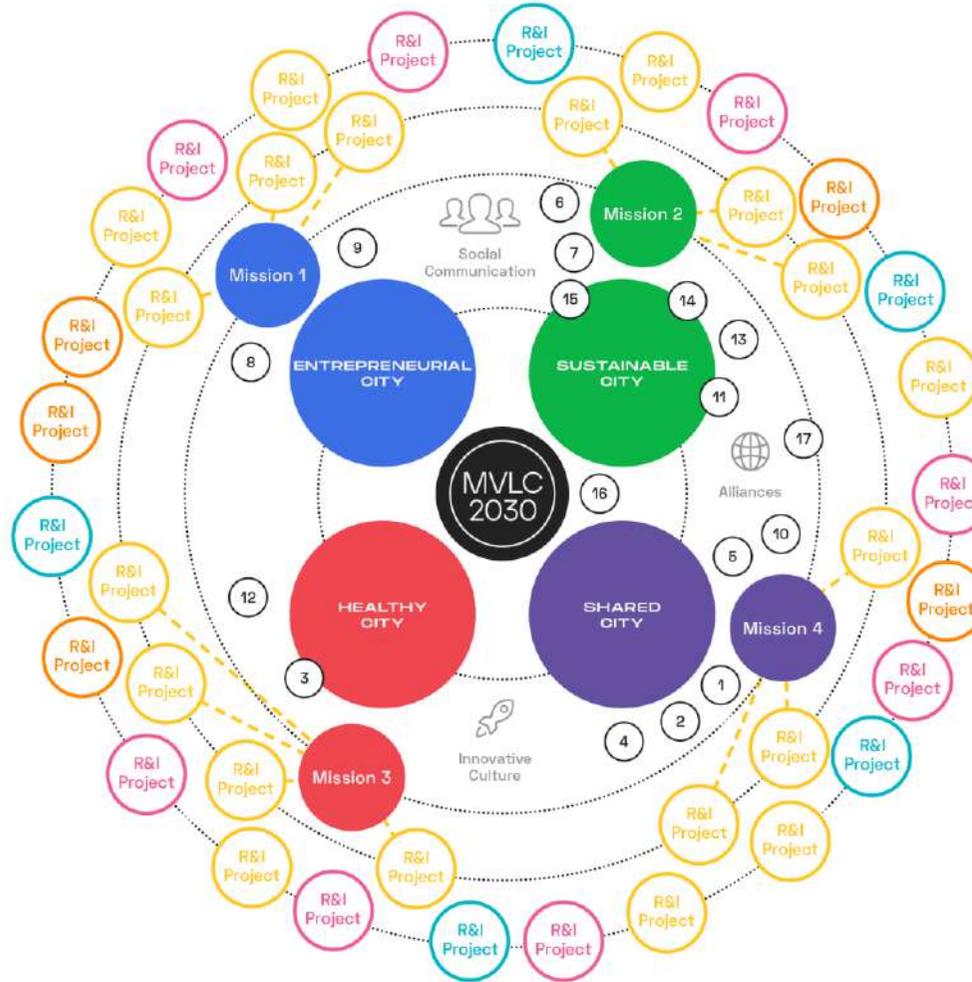
- Website: www.missionsvalencia.eu – [Website \(English version\)](#)



ANNEX 3: MISSIONS CONSTELLATION OF R&I PROJECTS

Figure 1: Missions constellation of R&I projects. Source: Innovation Department, Valencia City Council.

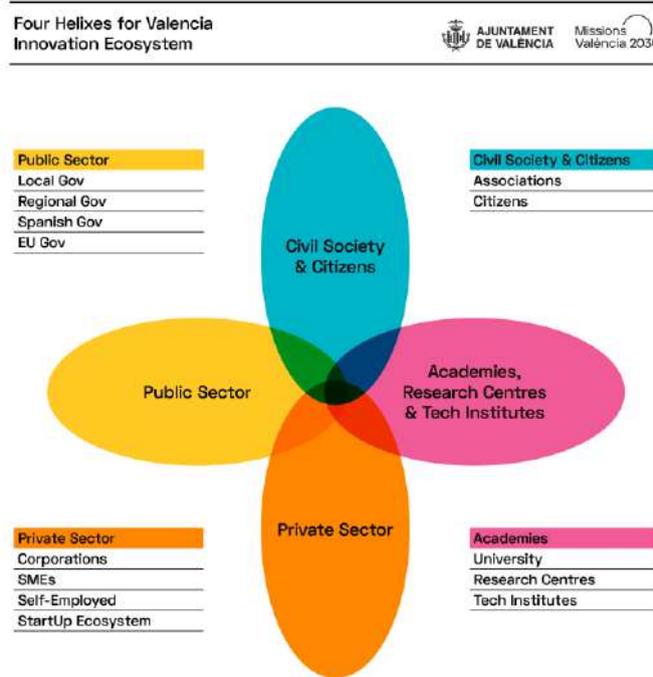
Missions Constellation of R&I Projects	
Cities – Missions Areas	
Entrepreneurial City	Blue
Healthy City	Red
Shared City	Purple
Sustainable City	Green
Four Helixes – R&I Projects	
Academy, Research Centre & Tech Institutes	Pink
Civil Society & Citizenship	Cyan
Private Sector & Corporations	Orange
Multilevel Public Sector	Yellow
Sustainable Development Goals (United Nations)	
1 No poverty	
2 Zero hunger	
3 Good health & well-being	
4 Quality education	
5 Gender equality	
6 Clean water & sanitation	
7 Affordable & clean energy	
8 Decent work & economic growth	
9 Industry, innovation & infrastructure	
10 Reduced inequalities	
11 Sustainable cities & communities	
12 Responsible consumption & production	
13 Climate action	
14 Life below water	
15 Life on land	
16 Peace, justice & strong institutions	
17 Partnerships for the goals	





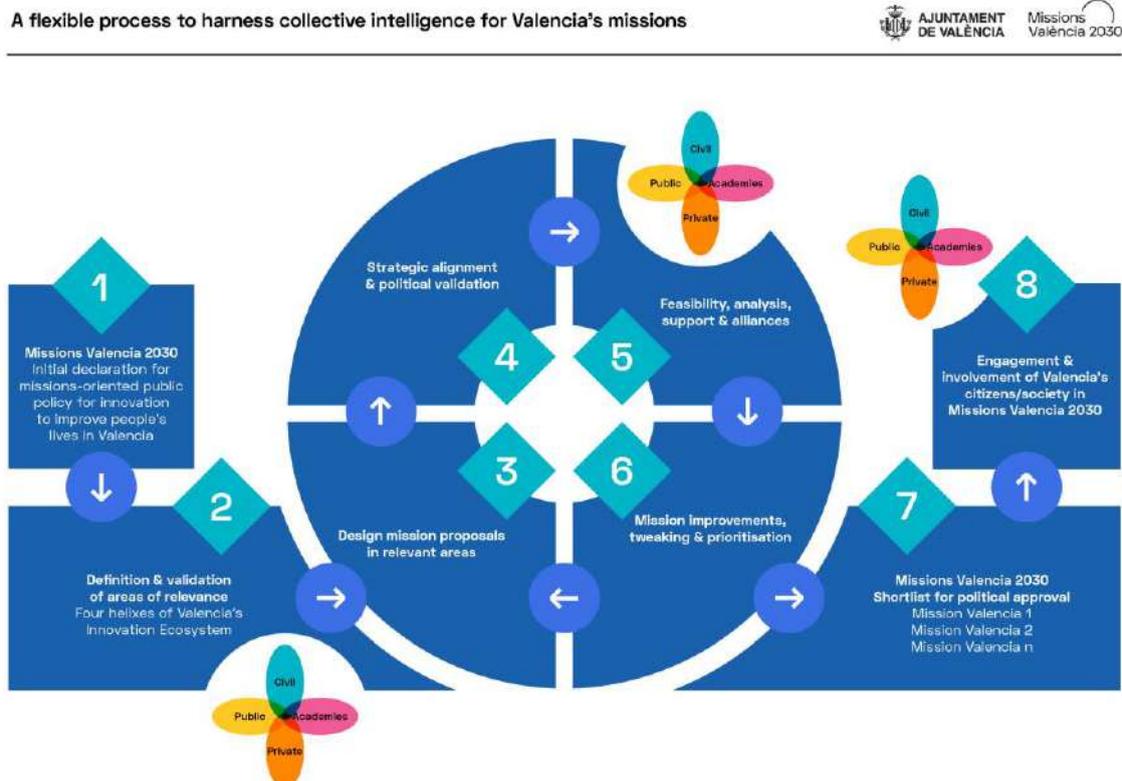
ANNEX 4: FOUR HELIXES OF THE VALENCIA INNOVATION ECOSYSTEM

Figure 2: The Valencia Innovation Ecosystem comprising 4 helixes. Source: Valencia City Council.



ANNEX 5: AGILE AND INCREMENTAL PROCESS FOR DEFINING MISSIONS

Figure 3: Co-decision process for designing missions. Source: Innovation, Valencia City Council.

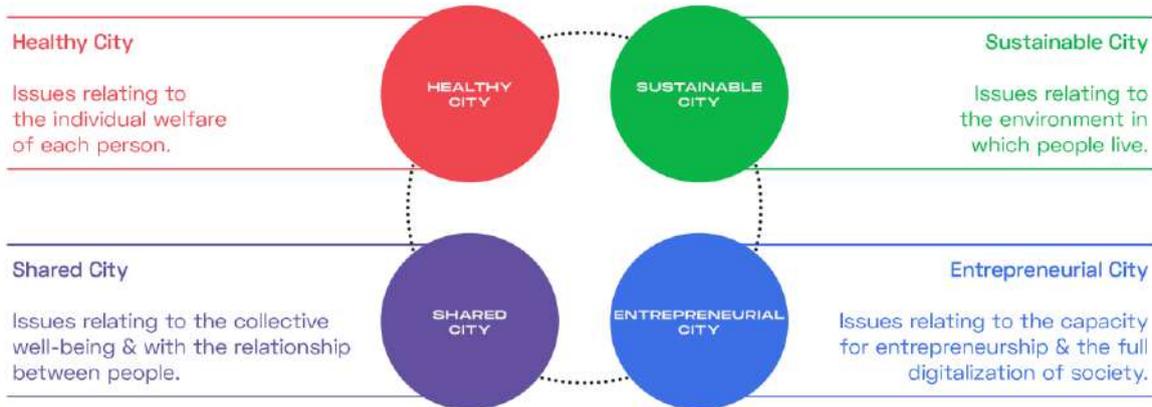




ANNEX 6: CITY MODELS TO CO-CREATE MISSIONS WITH CITIZENS

Figure 4: City models to focus civic engagement. Source: Las NAVES, Valencia City Council.

4 city models as focal points to engage citizens in co-creating missions



ANNEX 7: COLLECTIVE INTELLIGENCE WORKSHOPS TO IDENTIFY RELEVANT AREAS FOR MISSIONS

Figure 5: Mission areas from civic engagement. Source: Las NAVES, Valencia City Council.

Missions Areas from Valencia Civic Engagement

HEALTHY CITY	SUSTAINABLE CITY	SHARED CITY	ENTREPRE-NEURIAL CITY
Health equity between Valencian neighbourhoods at all stages of life	↑ 50% Green energy use ↓ 50% Waste in the city ↓ 50% CO2 emissions	Reducing involuntary solitude	Strengthening the productive ecosystem
Longevity and active ageing	Promote green and blue infrastructure and connect it with the city	Urban commons	Full digitisation
Healthy habits ↓ Childhood obesity	Consume better, more sustainably and more locally	Reducing inequalities	Improving the city's resilience in crises or disasters

ANNEX 8: FINAL CONSENSUS ON MISSION AREAS FOR VALENCIA CITY

Figure 6: Final mission areas for Missions Valencia 2030. Source: Innovation, Valencia City.



Valencia's consensus on mission areas from the civic engagement process



ANNEX 9: STRATEGY TO TRANSFORM THE CITY USING A MISSION-ORIENTED INNOVATION GOVERNANCE MODEL

Figure 7: Valencia's strategies to boost mission-oriented R&I. Source: Valencia City Council.

Valencia City Council strategies to boost Missions València 2030



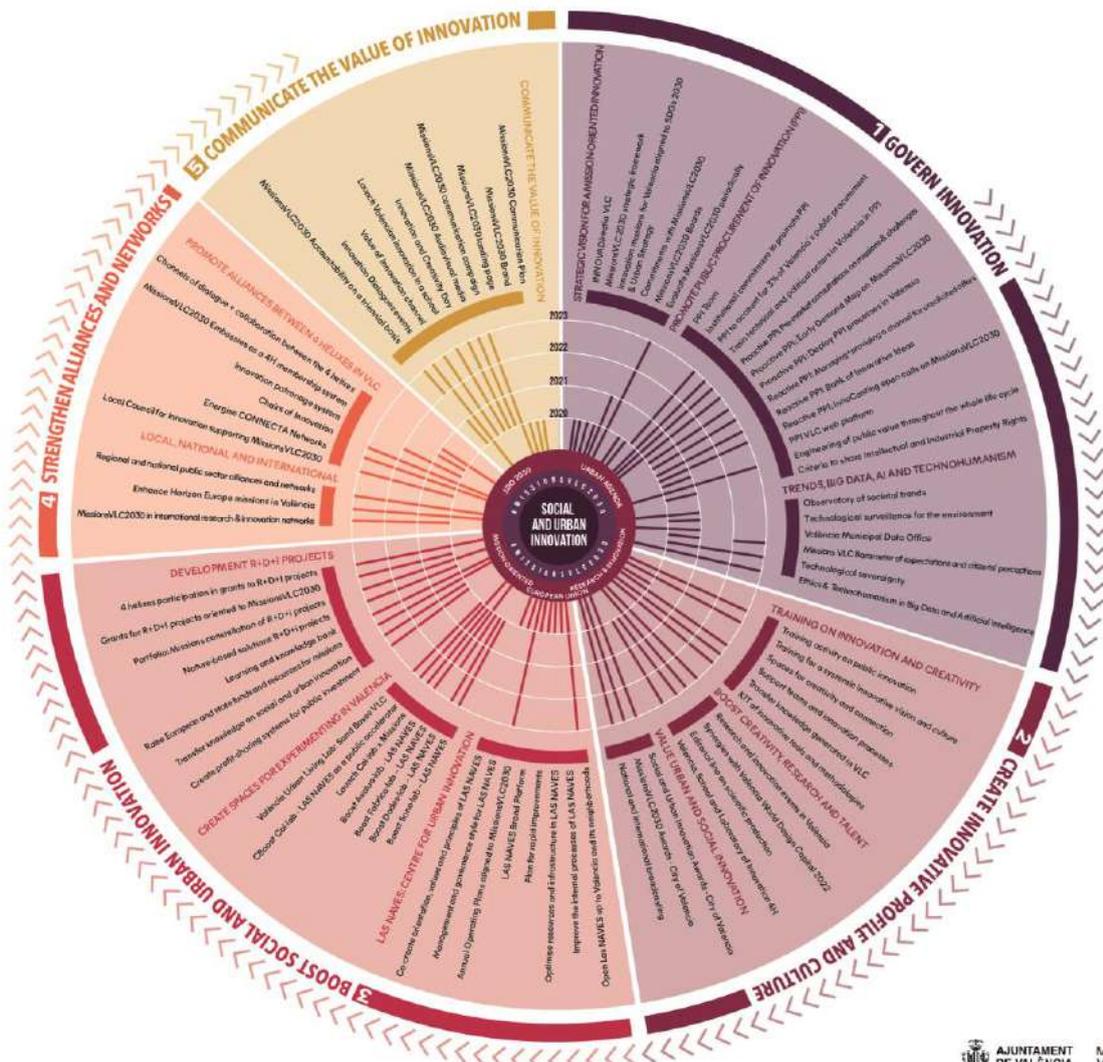
Figure 8: Valencia's commitments to boost mission-oriented R&I. Source: Valencia City Council.



Twelve commitments to boost Missions Valencia 2030 by aligning the city's strategy with it

Innovation Governance	<ol style="list-style-type: none"> 1. Incorporate a strategic and transversal vision for mission-oriented innovation in Valencia 2. Promote innovation in Valencia through public procurement 3. Observe trends and use big data and AI to promote ethics and humanism in a smart environment
Create an Innovative Profile & Culture	<ol style="list-style-type: none"> 4. Promote the training of local people for innovation and creativity 5. Boost creativity and research in Valencia and attract talent to the city 6. Give recognition to and reward social and urban innovation
Boost Social & Urban Innovation	<ol style="list-style-type: none"> 7. Promote the development of urban and social innovation projects in Valencia 8. Create spaces for experimentation in Valencia: Living Labs and Sand Boxes 9. Boost Las Naves as an urban innovation centre in the city of Valencia
Strengthen Alliances & Networks	<ol style="list-style-type: none"> 10. Promote alliances between and within the four helixes of Valencia 11. Activate Valencia's alliances and local, national and international networks for innovation
Communicate the Value of innovation	<ol style="list-style-type: none"> 12. Communicate the value of innovation in Valencia to the community

Figure 9: Innovation actions to boost mission-oriented R&I. Source: Valencia City Council.





ANNEX 10: MISSIONS TO MOBILISE VALENCIA'S INNOVATION ECOSYSTEM

Figure 10: Valencia's Missions for mission-oriented R&I. Source: Valencia City Council.

Missions Valencia 2030		AJUNTAMENT DE VALÈNCIA		Missions València 2030		
Missions Proposals	Impact (Scale 0-10)	Viability (Scale 0-10)	Vision (Scale 0-10)	Score	Priority (Scale 0-10)	
HEALTHY CITY	Valencia Mission: Healthy City & Districts Improve the main health indicators in Valencia by 20% while reducing inequality between its neighbourhoods by 20% by 2030	7,5	6,0	7,0	6,90	High
	Valencia Mission: Longevity and Company Increase the autonomy of older people to stay in their own homes and environments by 5 years while reducing their involuntary solitude by 90% by 2030	9,0	9,0	9,0	9,00	High
	Valencia Mission: Healthy Childhoods Reduce childhood obesity in the city of Valencia by 80% by 2030	8,0	10,0	9,0	8,90	High
SUSTAINABLE CITY	Valencia Mission: Water Without Plastic Reduce plastic and microplastic on Valencian beaches and lake La Albufera by 90% by 2030	9,0	9,0	7,0	8,40	Medium
	Valencia Mission: A Carbon Neutral City Reach net zero greenhouse gas emissions in Valencia by 2030	9,0	7,0	8,0	8,10	Medium
	Valencia Mission: 365 Days of Clean Air Get quality breathable air in Valencia for 365 days a year by 2030	9,0	4,0	7,0	6,90	Medium
	Valencia Mission: Renaturalise the City Renaturalise Valencia, increasing its biodiversity by 50% by 2030	7,0	6,0	7,0	6,70	Medium
	Valencia Mission: From L'Horta to the Table Ensure that more than 80% of food produced in the Valencian orchard is consumed in Valencia and its surroundings by 2030	8,0	9,0	8,0	8,30	Medium
	Valencia Mission: La Albufera's future Returning Lake La Albufera to the condition and quality it enjoyed in 1960 for future generations by 2030	10,0	8,0	9,0	9,10	Medium
SHARED CITY	Valencia Mission: A City Without Energy Poverty Reduce energy poverty in Valencia by 90% by 2030	6,0	8,0	6,0	6,60	Low
ENTREPRENEURIAL CITY	Valencia Mission: A Revived and Resilient City Make Valencia a city that can recover to its previous quality of life and activity indexes in under 12 months after crises or disasters by 2025	10,0	6,0	9,0	8,50	Low

Figure 11: Valencia Mission for Water Without Plastic. Source: Adapted for Valencia from Mission-Oriented R&I in the European Union, 2018. Image: RTD - A.1 based on Mazzucato (2017).

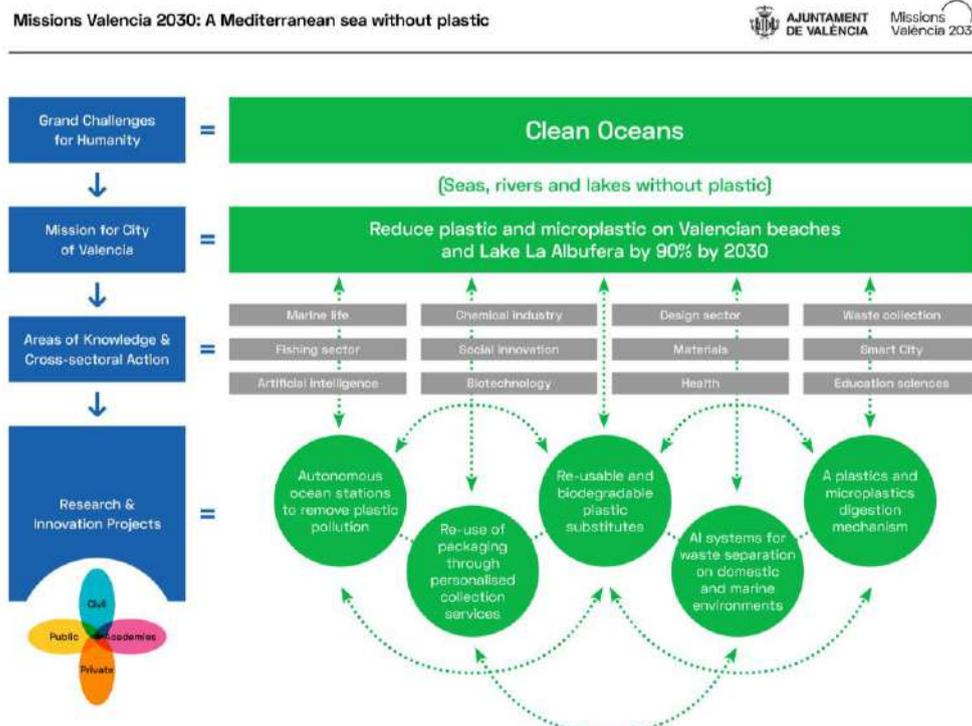




Figure 12: Valencia Mission for a Carbon Neutral City. Source: Adapted for Valencia from Mission-Oriented R&I in the European Union, 2018. Image: RTD - A.1 based on Mazzucato (2017).

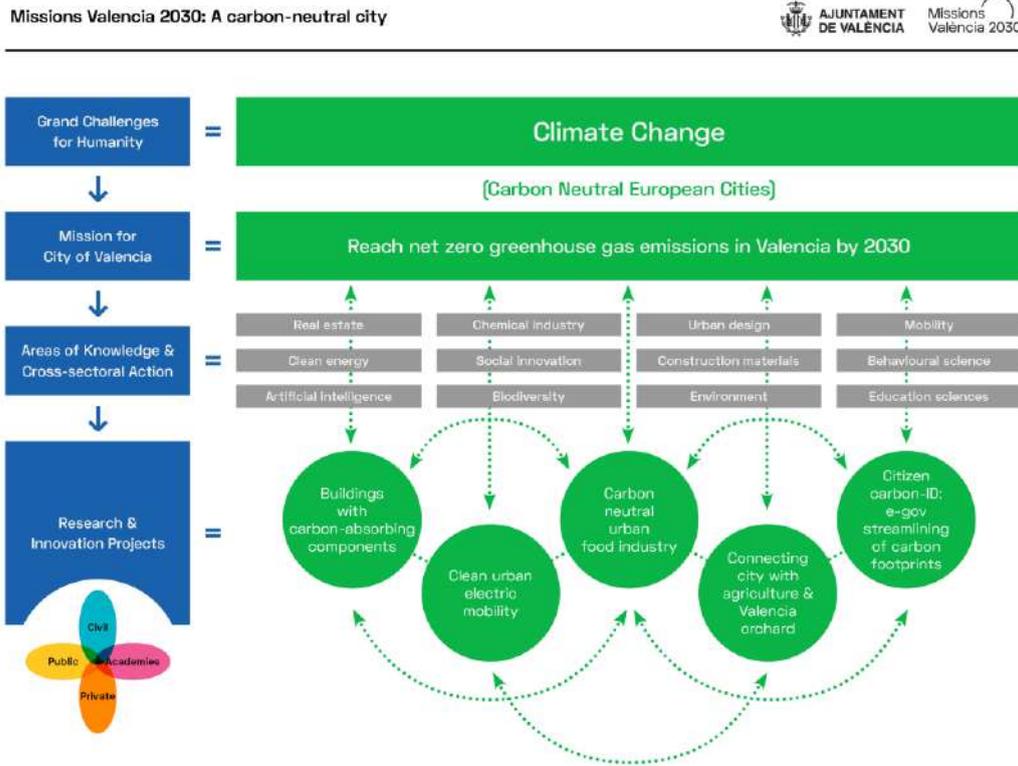
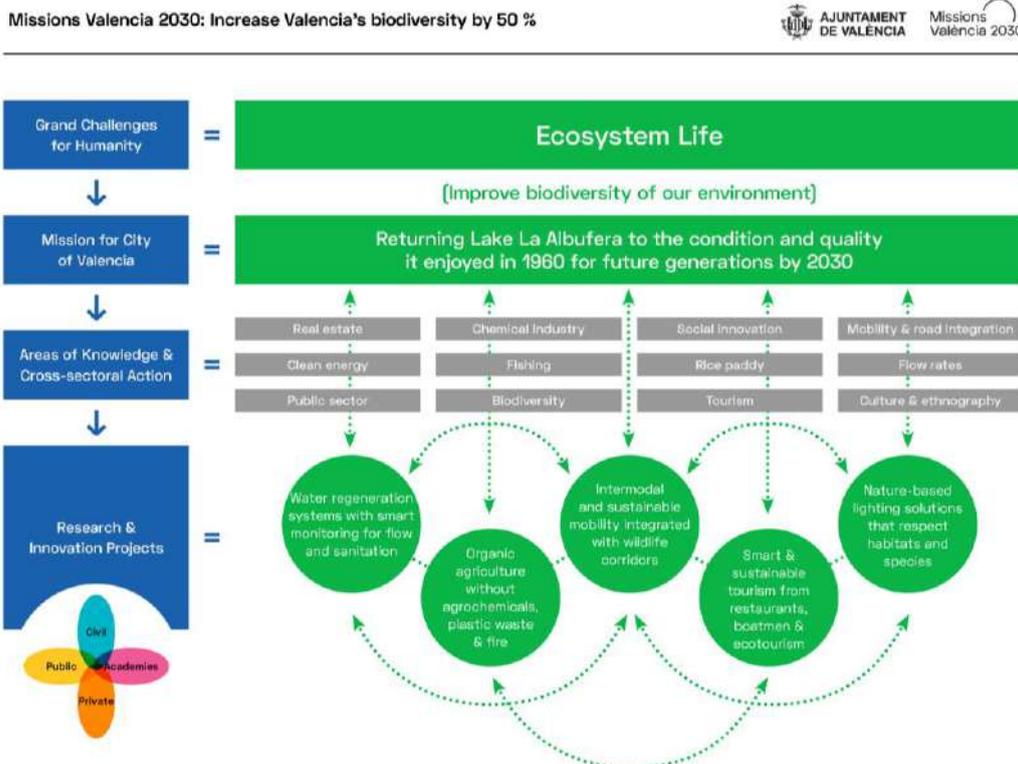


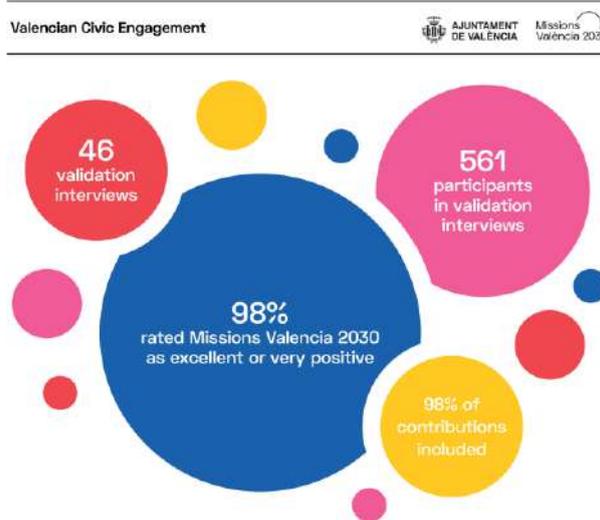
Figure 13: Valencia Mission for La Albufera's Future. Source: Adapted for Valencia from Mission-Oriented R&I in the European Union, 2018. Image: RTD - A.1 based on Mazzucato (2017).





ANNEX 11: ENGAGING VALENCIA: SOCIAL APPROVAL OF THE IDEA

Figure 14: Social and ecosystem approval of Missions Valencia 2030. Source: Valencia City.



Valencia's Mayor, Joan Ribó and Councilor for Innovation and Knowledge Management in Valencia City Council, Carlos Galiana, presenting the social communication campaign on Missions Valencia 2030 to media and society.



Valencian Agency for Innovation, Regional Government, Jan 2020.



Polytechnic City of Innovation, Polytechnic University of Valencia, Jan 2020



MatchUp Project Meeting, Valencia, Jun 2019.



Marina de Empresas: with the CEOs of EDEM and Lanzadera, Jan 2020.



[Col-lab Weekend](#), Sep 2019. A hackathon for ideas focused on Missions Valencia 2030's urban and social innovation projects.



Webinar on Missions Valencia 2030 with Red IINPULSO, during confinement due to the COVID-19 pandemic. April 2020.

The citizen engagement process entails different **levels of public participation** (Inform, Involve, Consult, Collaborate and Empower), depending on the characteristics of the actions planned in a given program, plan or project.

The 3 most important lessons learned during the validation process of the idea:

- Public action alone will not achieve more than 15% of the goals of the Missions.



- Our role in the public sector must be to set the missions and make things easier for the rest to research and innovate towards achieving them.
- People, researchers and companies seek challenges and are ambitious to find solutions that support missions. This is a great opportunity.

ANNEX 12: MISSIONS DESIGN. MISSION ITEMS.

Figure 15: Items for a mission design. Source: Innovation department, Valencia City Council.



ANNEX 13: MISSIONS VALENCIA 2030 COMMUNICATION STRATEGY

A broad communication strategy with 2 main areas of activity:

- A full communication plan that develops the brand identity to be used in Missions Valencia 2030, focussed on the four city models and Valencia's approved missions.

Figure 16: Missions Valencia 2030's communication plan, Source: Valencia City Council.

Missions València 2030



- The idea of “[People innovating for people](#)” (select the English subtitles in the video): Our aim of communicating the value of innovation stimulated the idea of naming innovation projects after the names of real people who benefit from such innovations.



ANNEX 14: EXPANDING VALENCIA: WHY SHOULD YOU BRING INNOVATION TO VALENCIA?

14.A.- Visit Valencia to discover a great city

- Video: [Have you ever talked to a city?](#) (Valencia Convention Bureau)
- Video: [Valencia with you | This will also pass](#) (Visit Valencia)
- 360° photos: [Visit Valencia at 360 degrees](#) (Visit Valencia)

Valencia is a comfortable city to live in. It has low levels of traffic congestion and, because of the design of the city (in concentric circles of sorts), the longest distance between destinations is less than 5 km. Valencia has a massive network of cycle paths. The Turia Garden is one of the best parks in Europe, according to Google rankings, and is the best in Spain.

14.B.- Public Universities of international renown:

- [Polytechnic University of Valencia](#) (UPV) placed among the 150 most outstanding European universities and among the best 400 in the world. This is according to the QS World University Rankings 2021, which along with the Shanghai (ARWU) and the Times Higher Education (THE) rankings, is considered one of the most prestigious indicators of university quality in the world.
- [University of Valencia](#)

14.C.- World Heritage by UNESCO (United Nations Educational, Scientific and Cultural Organization)

With an extensive architectural heritage, Valencia is quite simply a paradise for art lovers, boasting Roman remains, in addition to gothic, baroque and modernist constructions. [UNESCO recognises Valencia's priceless historic and cultural value](#). The many civilisations that have come and gone have left a rich historical and cultural legacy in our city which UNESCO has recognised by putting three of our most distinctive assets on its prestigious lists: The Silk Exchange or the Merchant's Exchange, Fallas, and Tribunal de las Aguas. In addition, UNESCO has also designated the Mediterranean diet, which has its epicentre in Valencia, as world heritage.

For the Valencian people, it is an honour to know that something so close to us like the Silk Exchange, the Tribunal de las Aguas, and Fallas are now considered a part of World Heritage for their "exceptional universal value".

14.D.- L'Horta de València Agricultural System & Sustainable Urban Food

- [Recognition as Globally Important Agricultural Heritage Systems \(GIAHS\) by FAO](#) (Food and Agriculture Organization of the United Nations)
 - Video: [The resilience of Valencia's L'Horta in times of COVID-19](#) (FAO)
 - Video: [Irrigation of the Horta de Valencia declared SIPAM by the FAO](#) (Las NAVES)
 - Description: GIAHS are outstanding landscapes of aesthetic beauty that combine agricultural biodiversity, resilient ecosystems and a valuable cultural heritage. Located in specific sites around the world, they sustainably provide multiple goods and services, food and livelihood security for millions of small-scale farmers. In Valencia, farmers and fisherfolk are our heroes. 1,200 year-old L'Horta de Valencia agricultural system in Spain, recognized by FAO as a Globally Important Agricultural Heritage System, is a great example of resilience. Its irrigation system and fields have witnessed wars, pandemics and the effects of climate change. Spreading over 28-square-kilometres, L'Horta de Valencia includes 6,000 farms, almost all of them



family-led. These farmers never stop working. During the COVID-19 crisis they are managing to guarantee food supplies to over 1.5 million Valencians, export to other regions in Spain and Europe, disinfect local streets with their tractors, bring fresh food to the homes of many families and to the elderly, and use digital platforms to promote their products and shorten the food value chain. L'Horta de Valencia is a dynamic, biodiverse and sustainable agricultural system. FAO recognises the endless work of farmers and fishers and their key role in achieving the Sustainable Development Goals, especially during the current COVID-19 crisis.

14.E.- Network of Technological Institutes of the Valencian Community (REDIT)

- Video: [The work of REDIT Centres](#) and [Website](#)
- The Technological Institutes of the Valencian Community are private non-profit research organisations with 11 associated centers, whose objective is to help companies, especially SMEs, boost their competitiveness through R+D+i. For this purpose, an extensive catalogue of R&I capabilities, advanced services, laboratory tests and specialised training is made available to the industrial sector.

Figure 17: Eleven Technological Institutes in Valencia. Source: REDIT.



14.F.- La Marina de Valencia

- Video: [La Marina de València](#) and [Website](#)
- Description: The celebration of the 32nd America's Cup in Valencia (2007) promoted the transformation of the north of Valencia. Once the competition was over, La Marina de Valencia became a strategic space in the city where citizens take ownership of public space for training and for cultural, creative, innovative and entrepreneurial activity. La Marina is the biggest tech district and entrepreneurship centre in Valencia.

14.G.- Valencia is the World Design Capital for 2022 (Valencia WDC 2022)

- Video: [World Design Capital Valencia 2022](#) and [Website](#)
- Description: "The World Design Organization today announced that Valencia was named World Design Capital 2022." World Design Organization press release, 9 September 2019. Valencia's bid, which is articulated around the slogan 'The Mediterranean design of Valencia. Design for change, design for the senses', appeals to a way of looking with geographical, but also aesthetic, ethical, philosophical and political implications. The transversal programme of the Valencia World Design Capital bid includes a full schedule of events that will cover all the design disciplines, from industrial design to the design of spaces, through architecture and the design of services and interfaces. The aim is to coordinate the schedule with the cultural agenda of the city to fill it with design and to bring design as close as possible to the residents.



The bid for capital status seeks to make design the main agent of urban innovation and to promote Valencian and Spanish design at an international level. This process, which is activated from the city of Valencia, aspires to incorporate the interests of the provinces of Alicante and Castellón, acting as a hub and catalyst for the Valencian region as a whole. Its ultimate objective is to implement design strategies in spheres such as politics, education, urban planning, communication, tourism, innovation, culture, business and ecology, and to do so together with companies, institutions and people throughout the Valencian Community and the rest of the country.

14.H.- World Sustainable Urban Food Center (CMAS)

- Video: [World Sustainable Urban Food Centre of Valencia](#) and [Website](#)
- Description: An initiative by the Valencia City Council with the technical support of the Food and Agriculture Organization of the United Nations (FAO) to promote, manage and coordinate permanent action in knowledge and communication on sustainable local food systems in cities around the world.

14.I.- Spanish Network of Smart Cities (RECI)

- [Website](#)

Valencia is a founding city of the Spanish Network of Smart Cities (RECI), is part of its Board of Directors and leads one of its groups. Valencia has been proposed to co-lead the new Working Group on "Digitisation and Artificial Intelligence"

14.J.- Valencia, an active partner for ITU

Valencia has actively participated in national and international standardisation initiatives (ITU):

- Coordinating the "Smart City Platforms" within U4SSC ([United for Smart and Sustainable Cities](#))
- Coordinating the subcommittee on "Indicators and Semantics" of CTN178 on Smart Cities
- Publishing the UNE 178201 standard "Smart Cities. Definition, attributes and requirements".
- Valencia has been selected by ITU (UN) to lead an international working group on platforms and responses to COVID-19.

14.K.- Valencia coordinates the Matchup Project at European Level

- Video [MatchUP Smart City presentation](#) and [Website](#)
- Description: Valencia coordinates the MatchUp Project in Europe. It is one of 17 projects within the powerful LIGHTHOUSE CITY APPROACH initiative, under the Smart and Sustainable Cities focus area of the H2020 framework program, focussed on Energy, Mobility and ICT with a citizen-centric approach.

ANNEX 15: VALENCIA ENTREPRENEURIAL CITY (VITemprende)

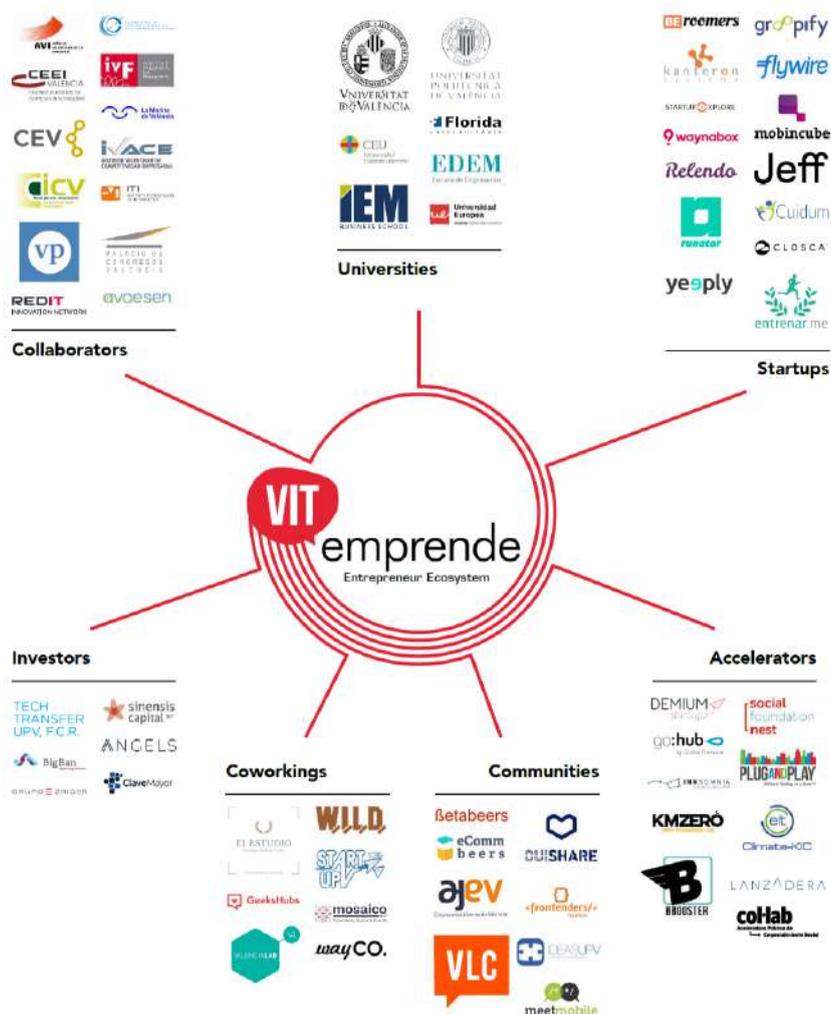
- [Website](#)

The prestigious "[European Digital City Index](#)" ranking of the European Commission has this year, for the first time, included Valencia among the 60 best cities in Europe in supporting digital entrepreneurship. Valencia is ranked 42nd in the European ranking of the best cities for digital entrepreneurs. Among the criteria for including Valencia in this list, EDCI highlights the prestigious



Polytechnic University of Valencia, which specialises in science and technology and attracts talent from different cities and countries. According to the data from the study, Valencia ranks among the top 15 cities for its lifestyle, climate, gastronomy and proximity to the sea, factors that place it as one of the best cities in which to work and live. In addition, Valencia has a large network of entrepreneurs thanks to VITemprende, belonging to València Activa, the brand that brings together all the employers and entrepreneurs of the City of Valencia, with a total of **500 startups**, **more than 40 groups of investors**, **more than 40 communities of technological knowledge** and **60 spaces for coworking**. The public-private collaboration with the main catalysts and promoters of the entrepreneurial ecosystem in Valencia, is a key factor in achieving Valencia's rankings.

Figure 18: The entrepreneurial ecosystem in Valencia. Source: VITemprende.



Valencia has one of the most dynamic entrepreneurial ecosystems in Europe and it is the fastest growing such ecosystem in Spain, especially in the field of new technologies and in sectors such as big data, machine learning, artificial intelligence, e-commerce, mobile technology, marketing, games and entertainment, health, communication, education, sport, internet tools and tourism.

Main startups:

- [JEFF](#)
- [BLINKFIRE](#)
- [ZELEROS](#)
- [BEROOMERS](#)

Main accelerators:

- [LANZADERA](#)
- [INNSOMNIA](#)
- [PLUG&PLAY](#)
- [BIO HUB](#)



- [FLYWIRE](#)
- [NOKEN DIGITAL](#)

Among the accelerators are Plug and Play Spain, which connects Valencian startups with Silicon Valley, connects Marina de Empresas with Edem, Lanzadera and Angels Capital, and connects the group Booster Ventures with two venture capital funds and with the incubator Demium Startups. The accelerators Innsomnia Fintech, together with the sustainable accelerators Socialnest and Climate KIC Valencia, the industry accelerator GoHub and NoSpoonLab for videogames, make the Valencian entrepreneurial ecosystem a hotbed for talent and for the creation of start-ups.

Valencia is considered the factory of national talent thanks to its 8 universities that educate more than 100,000 students and 3,500 graduate engineers per year, and to its Tech Transfer UPV fund, the first technology transfer fund promoted by a Spanish public university.

Considered the best Erasmus destination in Europe, it has been awarded the European Commission's Best Talent Attraction Programme Award. Every year, 100 new start-ups are created in the city. About 100 events on entrepreneurship, emerging technologies and innovation are held annually. Private companies and public bodies work in a coordinated way to drive city entrepreneurship.

Valencia holds international technological and innovation events that present the city as a place where you can discover new solutions, services and technological products with great quality, first-rate design and multidisciplinary talent:

- FTalks
- Valencia Startup Week
- Dreamhack
- Valencia Digital Summit
- Valencia Investors Day
- Startup Jobs
- Startups Night
- The World of the Future
- VLC Startup Awards
- Women Techmakers
- Startup Industry Forum

The start-up community of Valencia is a benchmark example of good European practice. Start-ups will employ around 8,000 people in Valencia, according to "A vision of the ecosystem of Valencia 2019", which also highlights that this year start-ups will exceed this number of jobs created. The impact on the ecosystem's turnover will be to add growth of around EUR 200 million.

ANNEX 16: VALENCIA TECH CITY (VLC TECH CITY)

- Video [Welcome to VLC Tech City](#)

Figure 19: VLC Tech City flagship. Source: Valencia Activa.





VLC Tech City is the flagship platform in Valencia which could enable the creation of an intelligent new economic model to make the city a hub for knowledge, talent and quality employment creation, as well as for developing technology and innovation. The main goals are to attract international talent to Valencia, keep local talent in the area and promote investment and project creation; making this unmistakably a city where people can find the opportunities they need to develop their ideas.

VLC Tech City is a pioneer project which connects up the whole technology and innovation ecosystem of the city to generate employment and economic growth.

VLC Tech City is an open and inclusive public-private initiative, with national and global reach, which seeks to position the Valencian technology and innovation sector as the new strategic axis of city's initiatives. It is composed of all the people who want to unite for Valencia's future: public agencies, universities and academic centres, social agents, investment entities, private associations, SMEs, start-ups and multinational corporations.

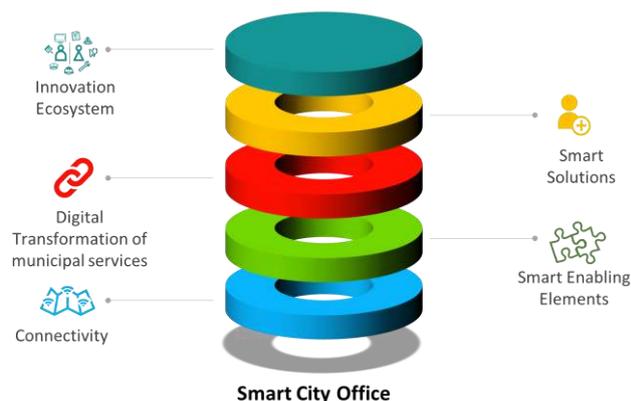
ANNEX 17: VALENCIA SMART CITY (VLCi PLATFORM)

- [Website](#)

The City Council of Valencia started the process towards becoming a sustainable and smart city in 2014 and it was one of the first European cities to have a Smart City Platform (VLCi) based on open and interoperable standards. The process undertaken aligns with the roadmap for evolution towards integrated city management, to turn this platform into an open hub for the transformation of municipal services and for the entrepreneurial and research sectors working for the environment:

- Starting with the definition and design of a city platform to create a long-term vision of a city which is centred on the citizen, and which facilitates innovation, transparency and access to data.
- Continuing with the implementation of a platform with an architecture based on APIs, which allows interoperability and the use of open standards, with maximum data security, and its adoption and use promoted within the city council itself.
- Ending with the final objective: creation of value through the development of sustainable services that contribute to the improvement of municipal services.
- This whole process is circular and must be fed back by measuring KPIs, facilitating continuous improvement of the administration and impacting on the well-being of citizens, as well as on economic and environmental sustainability.

Figure 20: VLCi Smart City. Source: Smart City Office.



11



VLCi has managed to break the existing information silos in each of the vertical services of the city council, enabling it to build technological resources for better public management as well as to give all the information back to citizens through a variety of resources that have been made available to them:

- [Valencia App for both Android and iOS mobiles](#)
- [Transparency and open data portal](#)
- [Geoportal](#)
- [Valencia by the minute](#)
- City scorecard for the city council
- [Coronavirus landing page](#), where information extracted from the VLCi Platform is shown to the citizens

Having built a fully operational smart city platform, the challenges are now focussed around enriching the platform with data that comes from the sensors deployed by the city in ongoing initiatives, such as IMPULSO VLCi or CONNECTA VLCi. These comprise more than 20 projects where smart technologies (such as the deployment of sensors, big data processes, etc.) are implemented in the city of Valencia. The VLCi Platform, based on a smart city strategy, has achieved:

Figure 21: VLCi Smart City results. Source: Smart City Office.



- The creation of an open data portal; certifications in ISO standards related to sustainable cities; establishment of a unified scorecard for political decision-makers and leaders; integration with the geographic information system (geoportal); and consolidation of personalised services in the city app (appValència).
- The integration of services on the VLCi platform such as technological services, municipal transport, mobility, tax management, lighting, gardening, etc.
- The digital transformation of municipal services, introducing 'smart' clauses in public procurement processes for: maintaining and conserving buildings; cleaning public schools and nursery schools; providing home telecare services; supplying, installing and maintaining air and noise pollution measurement equipment; maintaining public lighting installations; regulating parking on public roads; managing traffic; maintaining and cleaning landscaped spaces, including ancillary facilities and equipment, as well as roadside trees.
- International certifications including the ISO37120 standard "Sustainable Development in Cities" and the ITU-T Y.4903 / L.1603 recommended "Fundamental performance indicators related to smart and sustainable cities to evaluate the achievement of sustainable development goals".
- Financing of up to EUR 17 m in the last 5 years through different smart city projects at national and European levels for integration using the VLCi platform: Matchup, Growgreen, IMPULSO VLCi, and Connecta VLCi.



ANNEX 18: LAS NAVES: VALENCIA URBAN INNOVATION CENTRE

- [Website](#)

Las Naves is a foundation promoted by Valencia City Council whose aim is to promote urban innovation putting people at the centre of innovations. It guides processes and initiatives that can provide innovative solutions to the real problems facing citizens and to urban challenges, that strengthen social structures in the territory through knowledge and technology, that put innovation at the service of citizens, and that contribute to governance and social cohesion. That is why Missions Valencia 2030 is integral to its strategy.

Las Naves aims to make of Valencia an innovation city lab to test innovative solutions and thereby generate evidence that lead to quality decision-making in public policies, evaluating them for scaling up as public services. Its main purpose is to improve the quality of life of citizens through different projects focussed on health, welfare, autonomy, social inclusion, and participation. Hence, Las Naves deploys Living labs and pilot projects within the city to test and validate innovative technologies and solutions for tackling city challenges. Las Naves works on innovation through involving the 4 helix stakeholders: the public sector, private sector, researchers/academies, and civil society.

Put innovation into people's minds as a priority in the city agenda, since our lives depend on it.

The workflow begins with Connection and Knowledge, it passes on to Testing, Transfer and Dissemination, focussed on guaranteeing the connection between knowledge and meeting humans needs through real projects. Everything begins and ends in human beings.

Figure 22: Humans Innovating for Humans. Source: Las NAVES.



Las Naves has wide experience in European funded projects. Examples include:

- **H2020:** MATCH UP, GROWGREEN, ACTIVAGE, Plasticircle, SUITS, VALUECARE, ARCH, FOG-GURU. All of them support the implementation and monitoring of pilot projects within the city.
- **EiT Health** project Healthy Loneliness (1st and 2nd phases)
- **Interreg Med:** SUMPORT
- **Climate KIC:** AELCLIC and FutureproofedCities.

Figure 23: Impact of Social & Urban Innovation through Las NAVES. Source: Las NAVES.



EUROPEAN CAPITAL OF INNOVATION A place to bring ideas to life



LAS NAVES



Areas:

- Mobility
- Energy and water
- Agrifood
- Health and healthy city
- Creative and cultural



Albania	Cyprus	Spain	Greece	Israel	Montenegro	Romania
Germany	Croatia	Finland	Holland	Italy	Norway	Sweden
Belgium	Slovakia	France	Hungary	Lithuania	Poland	Switzerland
China	Slovenia	Britain	Ireland	Macedonia	Portugal	Turkey

H2020

ACTOVAGE PROJECT

ARCH

ValueCare

fog.guru

Grow Green

MATCHUP

PlastiCircle

2020 CIVITAS

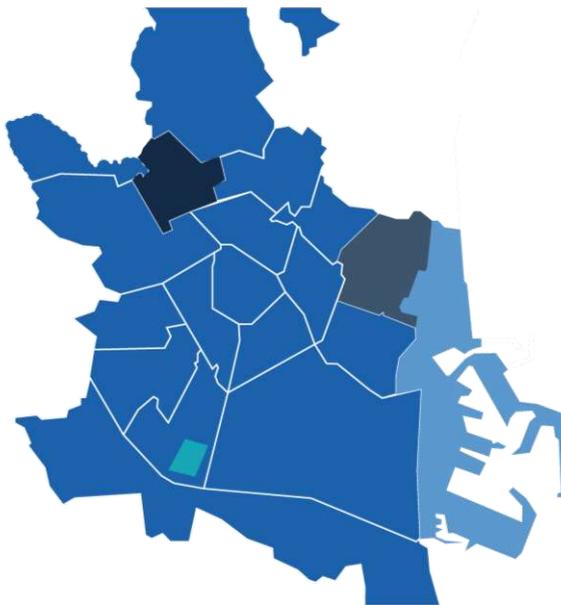
ClimateKIC

ABLUC FutureproofedCities

InterregMED Interreg Mediterranean

SUMPORT

EIT Health Healthy Loneliness



- ACTOVAGE PROJECT
- Grow Green
- MATCHUP
- PlastiCircle
- Healthy Loneliness



ANNEX 19: EMPOWERING VALENCIA IN MISSIONS VALENCIA 2030

Our commitment relies on a strong process of accountability with broad civic engagement to corroborate impacts. Valencia has experience in the use of different evaluation frameworks to measure progress on technical, economic and social dimensions. We have defined indicators for all our projects, some of them derived from European initiatives, such as SCIS and CITYKeys.

Figure 24: Accountability processes. Source: Innovation Service, Valencia City Council.

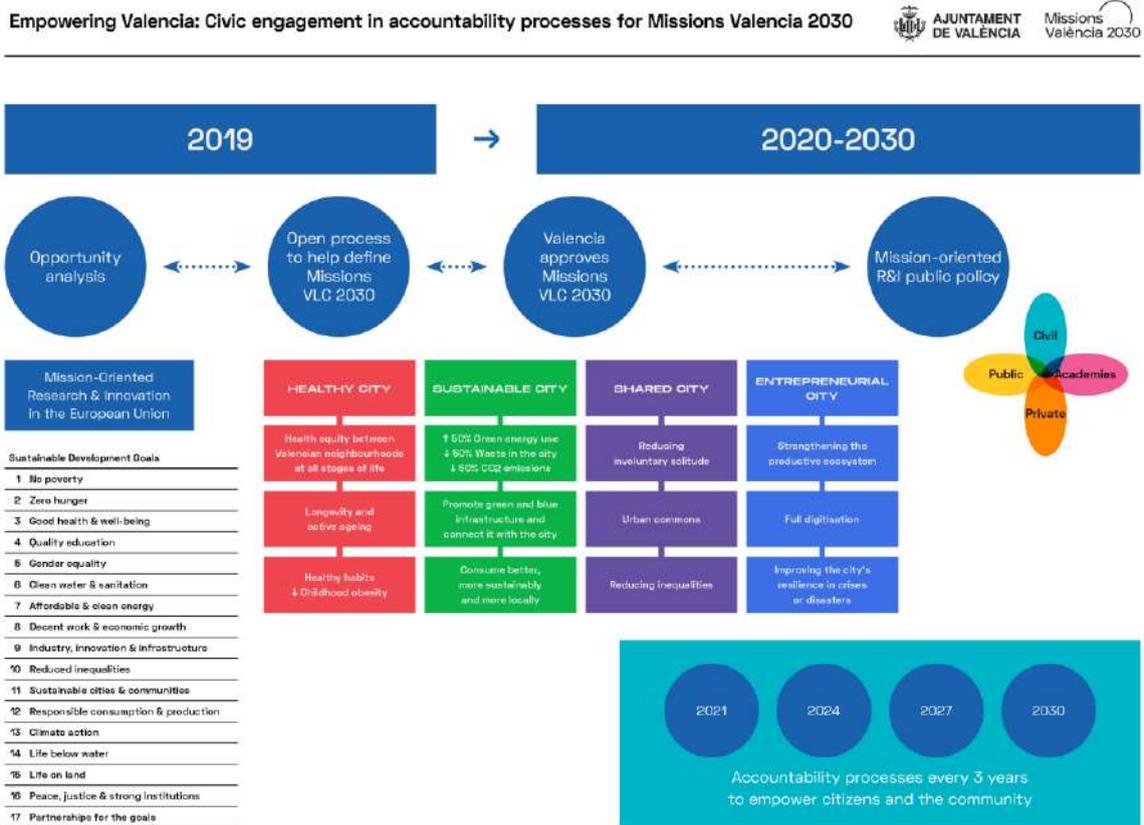
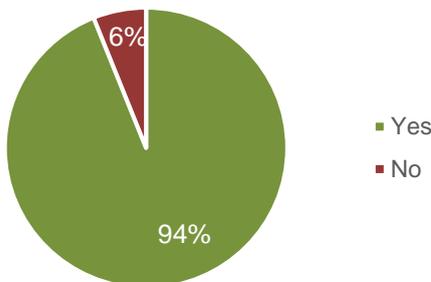


Figure 25: Missions Valencia 2030's status. Source: Valencia City Council.

Political support for Missions Valencia 2030



Missions Valencia 2030 Innovation Actions (June 2020)

