

València 2030
Urban Strategy

STRATEGIC FRAMEWORK OF THE CITY OF VALÈNCIA

CONTENTS

CONTENTS.....	2
1. INTRODUCTION AND PURPOSE	4
2. GUIDING PRINCIPLES OF THE VALÈNCIA 2030 URBAN STRATEGY.....	7
3. KEY REFERENCES: THE SDGs AND THE URBAN AGENDA	10
3.1. The Sustainable Development Goals (SDGs)	11
3.2. The Urban Agenda.....	12
4. AN EXTRAORDINARY CONTEXT: POST-COVID-19 RECOVERY.....	14
5. STRATEGIC FRAMEWORK OF THE CITY	16
5.1. People at the centre of the city vision.....	19
5.2. The strategic framework, based on the city vision.....	20
5.3. Public policies and demonstration projects	21
5.4. Innovation missions for major challenges	22
5.5. A collective journey rather than an individual destination.....	23
6. SIX PERSPECTIVES FOR RETHINKING THE CITY.....	24
6.1. Healthy city.....	26
6.2. Sustainable city.....	28
6.3. Shared city	29
6.4. Prosperous and enterprising city.....	31
6.5. Creative city.....	33
6.6. Mediterranean city.....	34
7. TWELVE STRATEGIC LINES TO TRANSFORM THE CITY	36
7.1. SL1. Climate resilience, land use and city rewilding	38
7.2. SL2. Just and inclusive energy transition	40
7.3. SL3. Sustainable, inclusive and efficient urban and metropolitan mobility.....	41
7.4. SL4. Sustainable and local food	43
7.5. SL5. Inclusive and local city	45

7.6.	SL6. Urban regeneration based on social cohesion, accessibility and sustainability	46
7.7.	SL7. Accessible and sustainable housing	48
7.8.	SL8. Associative fabric, and intergenerational and intercultural citizen networks.	49
7.9.	SL9. Well-being, education and health, at all stages of life	50
7.10.	SL10. Inclusive and sustainable economic development.....	52
7.11.	SL11. Innovation, culture and sustainable tourism.....	54
7.12.	SL12. Urban and metropolitan governance.....	57
8.	MISSIONS TO GUIDE INNOVATION IN VALÈNCIA.....	59
8.1.	The idea of mission-driven innovation	60
8.2.	The València 2030 Climate Mission.....	61
9.	A COMPREHENSIVE SYSTEM OF INDICATORS.....	65
10.	A DOCUMENT OPEN TO DIALOGUE AND PARTICIPATION	67

1. INTRODUCTION AND PURPOSE

The Strategic Framework of the city of València is the document that provides the key elements to structure the development of the València 2030 Urban Strategy. It is made up of a series of city visions, strategic lines and objectives and is focused on innovation missions that have been specified in both strategic and demonstrative policies, programmes and projects, through a methodological approach that is open to dialogue and the participation of the city's different actors. This dialogue on the city was held during the month of May 2022 under the name of the **València 2030 Urban Forum**, with the participation of more than 1,500 people and 55 leading speakers from a wide range of disciplines who have significantly enriched the content of the strategy.

The city's Strategic Framework defines the Urban Agenda in our city and aligns it with the innovation policies promoted by the European Union through the mission-based perspective.

On the one hand, the Urban Agenda provides us with a reference framework of goals that are widely agreed upon at international, state and autonomous community level, allowing us to guide the necessary transformations to guarantee a dignified and healthy life for future generations. In fact, the ten strategic objectives of the Spanish Urban Agenda highlight, precisely, the Mediterranean city model as a reference that must be preserved and developed. And they invite us to make an in-depth reflection on the city model that we aspire to develop in the next decade.

On the other hand, we have to recognise that cities find themselves in an increasingly complex, uncertain and dynamic world. A world undergoing a continuous, accelerated and sometimes even disruptive change. And we need to respond to uncertain and sometimes unknown challenges, such as pandemics, climate change and growing social inequality. It is therefore necessary to recognise that old solutions cannot be applied to new problems. In fact, many of the solutions are yet to be developed and they have to be developed collectively. This will have to be done by confronting inertia and blockages, by being creative and joining efforts and capacities through an open and plural dialogue, and by incorporating a perspective of the common good that takes into account future generations.

The uncertainties arising from the pandemic have only increased the need to rethink the future of the city from a perspective that is open to the change and disruption brought about by innovation. We are faced with a difficult context, a moment of inflection in which many things will not return to the way they were before. The choices we make in the coming months and years will be important, because they will shape our reality for a long time to come and we will have to choose between options that will define the kind of cities we will inhabit in the future. The response to the pandemic and the climate crisis must be a cross-cutting element in our municipal public policies, combining short-term actions aimed at minimising the negative effects that affect the most vulnerable social groups in particular and, therefore, those most exposed to its consequences, with medium- and long-term actions for the transformation of our productive fabric.

Based on this, València's strategic vision incorporates the vector of science, research and innovation as a key element to develop a way of working based on experimentation, planning and action, evaluation and continuous learning in the city's transformation process. In this way we aim to strengthen institutions, governments and their public policies and regulatory frameworks by providing practical demonstrations of how to address the city's major challenges. At the same time, we recognise that the success of innovation missions in cities will not only stem from innovation, but that they must also be accompanied by public policies and instruments guided by the 2030 Agenda that reinforce, drive and enhance them.

Consequently, this strategic framework for the city of València is made up of a series of elements that are developed throughout this document:

1. Seven guiding principles of the strategy
2. Two key conceptual references: SDGs and the Urban Agenda
3. An exceptional situation with the response to COVID-19
4. Six perspectives for rethinking the city
5. Twelve strategic lines to transform the city
6. The València 2030 climate mission

This document has been open to debate and public participation in order to enrich it with contributions from a wide range of actors, both from governmental bodies, the private sector, civil society, academia and the media.

This document is intended to stimulate debate and public participation, as has been the case through the València 2030 Urban Forum, where it has been enriched in a flexible manner with contributions from a wide range of actors, both from governmental bodies and the private sector, civil society, academia and the media. In this sense, the governance system of the strategy will establish the necessary mechanisms to ensure that the city's Strategic Framework is periodically updated with the aim of achieving maximum consensus in its successive adaptations.

2. GUIDING PRINCIPLES OF THE VALÈNCIA 2030 URBAN STRATEGY

València City Council's plenary agreement of September 2020 echoed the need expressed by different political, social and economic bodies to rethink València's city model in order to adapt it to the new realities and anticipate the changes that are to come in the next decade. The creation of a **space for strategic reflection** and an organisational structure to define and promote our desired city model and its main areas and axes is a key issue for the future of the city.

It entails the creation of a space for reflection, deliberation and shared action to integrate the approaches of the various public, private, social, civic, academic and cultural institutions and entities on the future of the city. The aim is to develop a **medium- to long-term** and widely agreed strategy that addresses the problems of the real city and that provides a **global perspective** with a focus on cross-cutting elements. But, above all, it seeks to include strategic planning as a way of addressing the city's challenges with a living and flexible plan, capable of adapting to increasingly rapid and disruptive changes. Although it is a city plan, it is imperative to achieve a **metropolitan vision** in its development in order to incorporate the fundamental elements at the appropriate scale and to integrate the city with its territorial environment. Likewise, the whole process must be geared towards facing the major current challenges arising from the **climate emergency situation and growing social inequality**, and the need to promote human rights as a reference for a sustainable, integrating, inclusive, innovative and intelligent economic development that advances in the transformation of the city model in its different aspects. Unsurprisingly, the city strategy for the next decade will be conditioned by the recovery, transformation and resilience plans resulting from the COVID-19 crisis.

The process must be based on a **spirit of collaboration and dialogue** between actors to integrate a broad spectrum of visions on the present and future of the city, while also ensuring that the plan is a living instrument, providing input to participants and evolving with their approaches. As a result, during the strategic action process, it will also be necessary to innovate and give weight to new governance instruments. Strategic city planning must go beyond the creation of a document in the form of a plan. In this sense, the process itself is as valuable as the actual result. Therefore, we aspire to develop a broad and enriching process in which dialogue and reflection are not considered in theoretical and general terms, but rather they are supported by concrete experiences developed by the group of actors to demonstrate new approaches, build capacities and test the feasibility of rules and principles that can later be replicated on a larger scale as part of the city strategy. Thus, planning is approached as a **planning and action process** supported by demonstration projects to develop innovative strategies that allow us to face the major collective challenges of the city and its metropolitan area. It is not so much a matter of developing an abstract and general strategy, but of developing strategic demonstration projects that establish new concepts, practices and organisational and inter-institutional formulas that can subsequently be scaled up and replicated.

In this sense, the city's strategic planning is **mission-driven** and incorporates the innovation perspective as a cross-cutting element. These global missions for the transformation of the city must be widely agreed upon, and not only will they guide innovation policies, but they will also aspire to align all public policies and private initiatives, to bring together efforts and intentions in favour of the city model to which we aspire.

In short, the process will be developed based on the following **guiding principles**:

1. Long-term vision
2. Overall perspective and focus on cross-cutting elements
3. Metropolitan vision
4. Collaboration and dialogue between actors
5. Key challenges: climate emergency, reducing inequality, economic development and recovery from the COVID-19 pandemic
6. Action and planning: focused on implementation, evaluation and learning
7. Mission-driven

3. KEY REFERENCES: THE SDGs AND THE URBAN AGENDA

3.1.

The Sustainable Development Goals (SDGs)

The Sustainable Development Goals are a set of universally applicable goals, targets and indicators that establish quantitative outcomes in the three dimensions of sustainable development, namely social, economic and environmental. Cities will be key to achieving the global SDGs, as they have gained significant leverage in the globalised context and they have more opportunities to position themselves in this new reality. The SDGs come into force in an increasingly urban world, with more than half of the world's population already living in cities. Urbanisation has created some of the world's greatest development challenges, but it also provides enormous opportunities to boost sustainable development.

Specifically, SDG 11 recognises the fundamental role of urbanisation for sustainable development and calls to "make cities and human settlements inclusive, safe, resilient and sustainable". For local leaders working to improve the quality of life in urban environments, the SDGs offer a **roadmap** for achieving a more balanced and equitable urban development. All cities aspire to boost prosperity, promote social inclusion, as well as to increase resilience and environmental sustainability.

3.2.

The Urban Agenda

The Urban Agenda is the city-level implementation of the commitments achieved at international level through the 2030 Agenda and the Sustainable Development Goals (SDGs), in accordance with the contents of the United Nations' New Urban Agenda (Quito Declaration of 2016) and the European Urban Agenda (Amsterdam Pact of 2016), as well as the aspects developed at the Paris Climate Summit in 2015.

The Spanish Urban Agenda was approved by the **Spanish Government** in 2019 and is considered one of the key policies for the fulfilment of the SDGs. It establishes a general diagnosis, as well as clear guidelines to steer urban policies across Spain through **10 strategic objectives** at the urban level. Above all, it highlights the need for a strategic and comprehensive vision of urban policies, as well as the need to update intervention mechanisms:

"Never in the history of mankind have cities had the prominence they have today. The world is urban and so is society. For this reason, global challenges of all kinds - social, environmental, cultural, food and health, economic and, of course, territorial - have to be addressed within cities and through integrated and holistic strategies. Traditional intervention mechanisms, both in relation to the city and the territory, pose important limitations and frameworks that are already largely outdated. Permanent innovation also opens up new windows of opportunity to new ways of understanding the city and new forms of intervention. And we have to make the most of it."

Spanish Urban Agenda 2019

The central element of the agenda is made up of aspects related to the city model to be developed, through certain values that are reflected in the definition of a series of strategic objectives. This reflection on the city model is, and must be, a permanent aspect in the development of the agenda. And it is of particular interest because it highlights the value of the **Mediterranean city model** as a benchmark that must be preserved and developed.

"Spanish cities respond to an urban model with very positive values that should be preserved and promoted. It is the city that responds to the Mediterranean model and that is compact, dense, complex, medium-sized, with a mixture of uses and with safe urban spaces and relationships that are at the heart of life in society and that promote social diversity, which facilitates common development and well-being. These values [...] have been internally ignored in urban developments on the periphery of many cities, with uninspiring schemes, alien to their culture and lacking in identity. And more serious still, they have contributed to increasing urban vulnerability, [...] not so much as might be

thought as a consequence of the crisis that began in 2007, but as a counterpart of the depression of the existing city, in exchange for the apparent quality and prosperity of the new peripheries."

The Agenda is established as a series of ten strategic objectives that are broken down into a total of 30 highly interrelated specific objectives, as well as a series of policy, planning, governance, funding, knowledge sharing and dissemination action lines. It also incorporates a series of indicators to facilitate its implementation, as well as guidelines for monitoring and reviewing its content. The Urban Agenda is thus established as an essential point of reference that can be complemented with other approaches such as gender, health, childhood and active ageing issues.

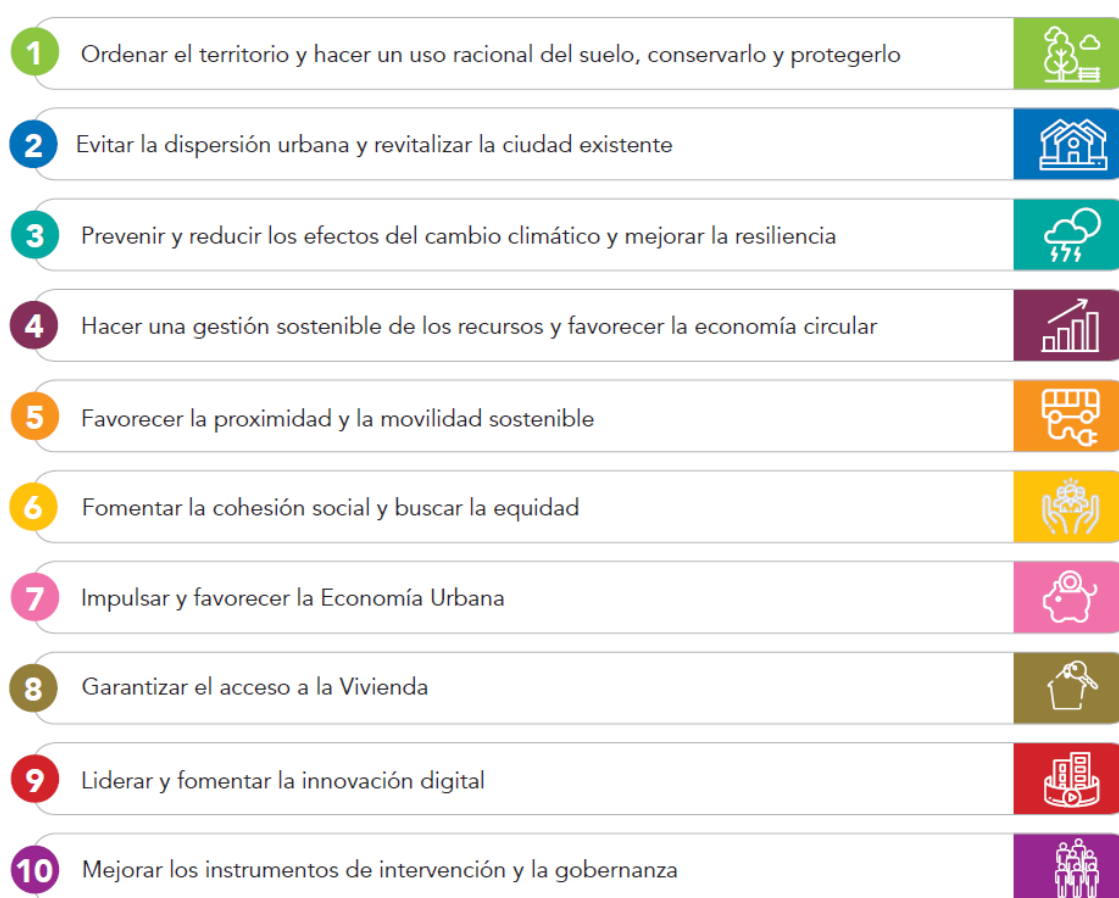


Figure 1: Strategic objectives of the Spanish Urban Agenda

Source: Spanish Urban Agenda

4. AN EXTRAORDINARY CONTEXT: POST-COVID-19 RECOVERY

The development of the València 2030 Urban Strategy is taking place in an extraordinary context marked by the manifold crisis (health, social, economic, etc.) deriving from the COVID-19 pandemic. A disruptive crisis that has shifted priorities and put absolutely essential issues such as health preservation at the centre of our concerns. A crisis that has highlighted the critical situation in the care and precariousness of individuals, mainly experienced by female carers and in essential services, in domestic, public and residential institutional settings. A crisis that must make us consider the city model from the perspective of health and care, but also from the perspective of resilience in the face of possible future crises, such as that currently arising from climate change.

In response to the crisis, the **EU Next Generation** recovery and resilience funds have been structured at European level, funds aimed not only at providing a strong and immediate response to the crisis, but also at structurally transforming the economic foundations of the European Union, to make it a leader in two crucial areas, sustainability and digitalisation.

These funds represent a historic opportunity to make the necessary resources and funding available to promote key transformations for our future and that of the next generation. This opportunity must have a clear link with our city and must allow us to redirect València towards a more sustainable, prosperous and resilient model. This transformation requires the implementation of this strategic framework and its coordination with the priorities defined by European funding programmes.

In this sense, the fundamental reference is the Spanish Government's **Recovery, Transformation and Resilience Plan**, which establishes four guidelines for a green, digital, gender gap-free, cohesive and inclusive Spain. To achieve this goal, it establishes ten structural reform policy levers for sustainable and inclusive growth that will have to be taken into account in the implementation of this strategy:

1. Urban and rural agenda and the fight against depopulation.
2. Resilient infrastructures and ecosystems.
3. Fair and inclusive energy transition.
4. An administration for the 21st century.
5. Modernisation and digitalisation of the industrial fabric and of SMEs, tourism recovery and the promotion of an entrepreneurial Spain.
6. Science and innovation pact. Strengthening of the national health system.
7. Education and knowledge, lifelong learning and capacity building.
8. New care economy and employment policies.
9. Promotion of the culture and sports industry.
10. Modernisation of the tax system for inclusive and sustainable growth.

5. STRATEGIC FRAMEWORK OF THE CITY

València's strategic framework is expressly committed to a concentric representation of relationships in the form of a network where people are the core that warrants the endeavour. It is necessary to acknowledge that the major challenges we face can only be addressed through talent and the work of society as a whole: through the dynamism and entrepreneurship of its companies, through the talent and knowledge of academia and its research centres, through a driving and avant-garde public sector, through a committed civil society, through a media that conveys the relevance of the message and through people whose civic imagination and individual and collective decisions will be the main protagonist of the transformations.

On this basis, below we will develop the logic and rationale of our strategic framework for València.

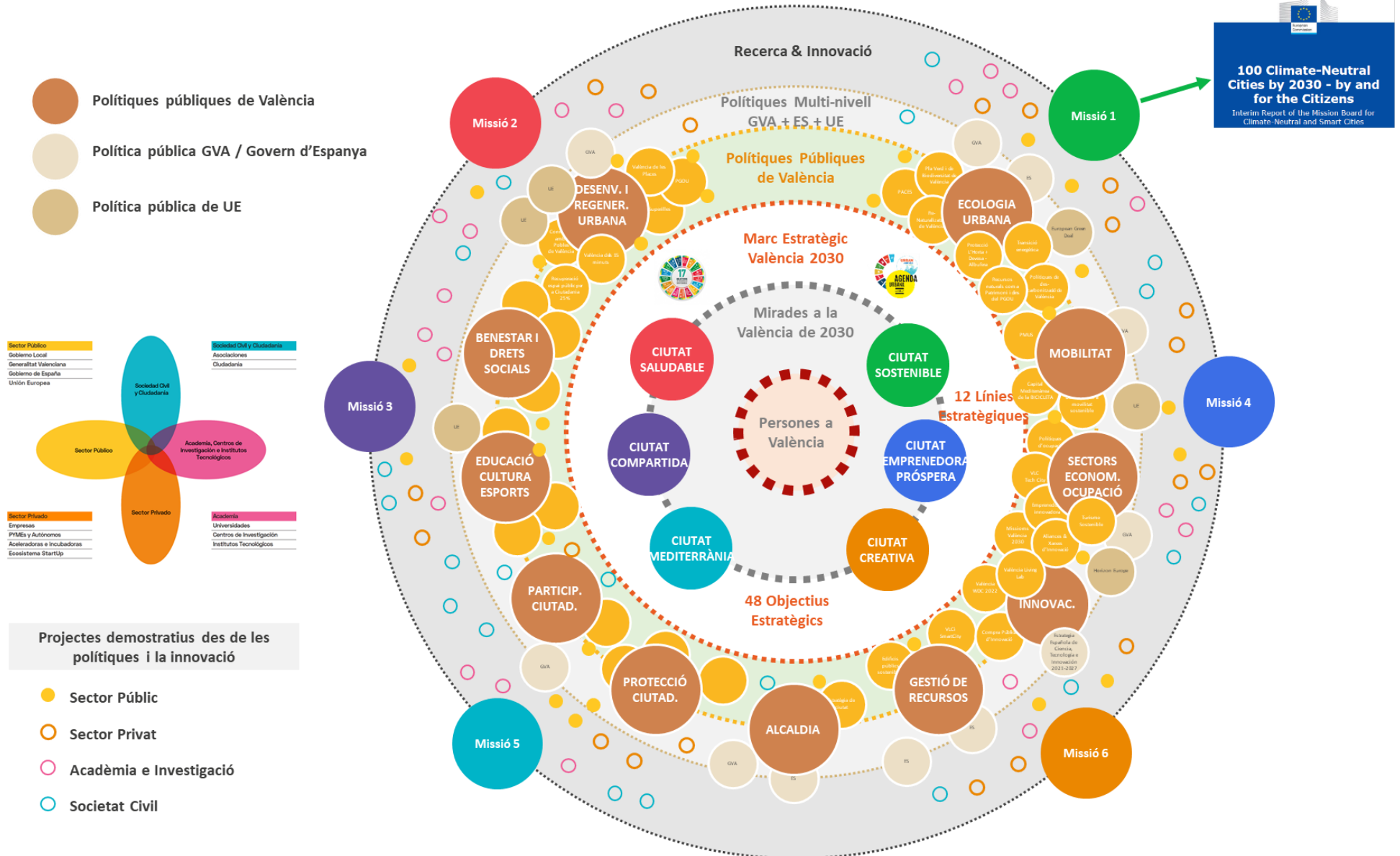


Figure 2: Strategic Framework of the city of València

5.1.

People at the centre of the city vision

València's strategic framework places people at the centre, as the beginning and end of the whole process. People live and interact in València and create the city. This vision of València is based on their needs and expectations, inspiring our strategic framework and representing our aspiration for a dream city model for València that aims to be a legacy for the future generation.

This vision of València acknowledges our idiosyncrasy, our values and our way of seeing and living life and seeks to rethink València as a healthy, sustainable, shared, prosperous and enterprising, creative and Mediterranean city.

5.2.

The strategic framework, based on the city vision

The Strategic Framework of the city is based on people and on the vision of València, addressing the challenges, strategies and goals identified in the initial strategic analysis of the city and clearly aligned with the sustainable development goals and their particular application in cities through the Urban Agenda.

The twelve strategic lines to transform the city described below include the strategic objectives and lines of action that steer and serve as inspiration and a guide for the formulation of the public policies of emerging local governments in the city's democratic processes.

5.3.

Public policies and demonstration projects

València's strategic framework continues to grow with a key concentric circle for transformation: public policies. Public policies make the strategic objectives included in the 12 lines of action a reality in the city. Without them, there would be no political action and no transformation. In this respect, it is necessary to recognise that public policies have a multi-level character, because it is not only local government that influences the city. Therefore, multi-level governance is an asset that must be developed to coordinate regional, state and European public policies, with an essential impact and relevance for the city.

An essential element of this strategic framework is the role of demonstration projects, which allow the practical coordination of solutions to the challenges identified and demonstrate the way forward for the fulfilment of the strategic objectives. These transformative projects are driven from both the public and private spheres and are an essential part of the city's strategic framework because they make the process dynamic through a planning- and action-based approach.

5.4.

Innovation missions for major challenges

The research and innovation missions arise within the Horizon Europe 2021-2027 European framework and seek to better relate R&D&I efforts to the needs of society and citizens in the next decade, to allow their relevance to be understood. They aim to contribute to the fulfilment of the 2030 Sustainable Development Goals through research and innovation.

The EU considers that a mission goes beyond a simple portfolio of research and innovation projects and defines it as: "the portfolio of cross-disciplinary actions within a specified timeframe aimed at fulfilling 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 citizens."

València is at the forefront of Spanish and European cities in mission-driven research and innovation. Therefore, our city anticipates future European strategies, giving it a competitive advantage to attract resources and investment in our city. From this position of anticipated learning, we equip València's strategic framework with the protection provided to us by science, research and innovation, not as a disconnected and vertical public action, but as a cross-cutting and systemic public action that infuses València's entire strategic framework, including its public policies, with innovation. And we do so through missions to be achieved by 2030, which steer the innovation effort while also challenging research talent.

Once again, special mention should be made of the demonstration projects promoted, in this case, with a focus on innovation and as a result of the missions, not only by València City Council, but also by the rest of the innovative ecosystem. These transformative innovation projects add an element of experimentation and evidence to the València Urban Strategy and will be one of the main sources of learning and evidence of the transformative process.

5.5.

A collective journey rather than an individual destination

We are aware that we will not be able to achieve the desired transformation through public efforts alone. We will be able to move forward, yes, but we will not reach the final destination, nor will we do so before 2030. This is why this strategic framework for València is, in itself, a call to action addressed to the whole of Valencian society and to the entire economic and social ecosystem of the city: the private sector, the public sector, academia, civil society, the media and citizens will be the real agents of change.

For this reason, the rationale of the València strategic framework includes innovative action in the form of demonstration projects originating from the rest of the city's ecosystem, which will be essential for the success of both València's missions and the systemic transformation proposed in the 12 strategic lines of action for the 2030 horizon.

In short, we know that the healthy, sustainable, shared, prosperous and enterprising, creative and Mediterranean València that we wish to leave as a legacy is undoubtedly a collective journey rather than an individual destination.

6. SIX PERSPECTIVES FOR RETHINKING THE CITY

Visions reflect an intentionality. They are an open starting point for rethinking the city and collectively defining the València we want for 2030. They are developed based on the challenges identified and their function is to guide the definition of the strategic missions, lines and objectives, which will express a more specific level of commitment to be achieved in the medium and long term.

The concept of a *vision* is intended to reflect the complexity and diversity of the city in the face of complex challenges and needs that also require complex, comprehensive and multidisciplinary responses. Thus, a seemingly sectoral policy inevitably ends up having a direct or indirect impact on other sectors and disciplines and, therefore, on areas of the life of people other than those it was intended to address. Conversely, a problem can be simultaneously addressed by solutions from different sectors. The vision seeks to go beyond the traditional thematic areas or axes of strategic planning to steer strategic thinking towards a purpose that can be achieved from different policies or sectors, already anticipating to some extent the conceptual logic of missions.

For València, 6 visions for rethinking the city have been identified:



6.1. Healthy city



According to the World Health Organization's definition, "a healthy city is one that prioritises health in all its actions. Any city can be healthy if it is committed to health and has a process and structure in place to achieve it. 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 València of 2030 must meet this definition. This vision, which is of great value as a necessary framework for action, has gained importance in the context of the health crisis in which people have become aware of the cross-cutting nature of health and care as central elements in the city. The relationship between this vision and that of the sustainable city is evident.

It is vital for the city to be able to guarantee a minimum level of common welfare and access to health and care resources, promoting equality between people living in the city, regardless of their socio-economic situation. 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 the majority of inequalities in health. Inequalities that are, in themselves, avoidable. And the city is the place in which all these determinants take shape.

One of the interests emerging from public debate is that of generating an approach to health that goes beyond the health-disease dichotomy and focuses more on promotional, preventive and community work. Within this approach it is highly important to understand the social components of health and also to address them, for example, by creating meeting spaces that allow for a full social life or improving working conditions.

Based on this community approach, the healthy city must take into account the different moments of the life cycle and its transitions, providing tools, spaces, services and, in general, adequate support to meet the needs of the different age groups. This scheme can also be replicated with the different specific needs that different social groups may have. Being an evident phenomenon in western societies, the ageing of the population must be reflected in the healthy city, given its huge implications in terms of health and care, trying to promote active ageing that allows people to maintain their autonomy.

Therefore, a healthy vision leads us to a València 2030 where a postcode does not determine people's health, nor does their gender, ethnicity, age, social class or migratory status. Because all neighbourhoods are healthy environments with clean air every day of the year, 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 and the sea. Neighbourhoods where healthy, local food is an asset that is within everyone's reach. With inclusive urban planning and accessible, quality housing. Cohesive neighbourhoods in which to live and coexist with others, with solid and active citizen and community networks that promote health and social capital, fostering the physical, mental, emotional and relational health of individuals.

6.2. Sustainable city



The sustainable approach refers to the interrelationship and interdependence between people and the environment, that is, between the citizens of València and the territory they inhabit. The sustainable city is one in which the environment and its inhabitants enjoy dignity and quality, without endangering existing resources and with future generations in mind, to achieve social justice, through a just and inclusive ecological transition in the face of the climate emergency. The participatory work carried out with citizens and organisations defines a city of València in 2030 that approaches sustainability from a less anthropocentric viewpoint, with a more ecosystemic perspective and an approach to nature that goes beyond our relationship with it.

This vision leads us to a València 2030 as a city that is resilient to climate change, which has been able to integrate green and blue urban areas at metropolitan level, while maintaining its biodiversity, through the huerta, the coastline and the riverbeds of the Turia and Albufera rivers. A city that has reduced greenhouse gas emissions and improved air quality, that uses renewable energies, is energy efficient, guarantees thermal and acoustic comfort for its citizens and has decarbonised metropolitan mobility by promoting the use of public transport and active mobility. It is a city that practices urban planning that is respectful of the territory, promotes responsible consumption and local and sustainable production with a dynamic, fair and local agri-food system. 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. A city that, by 2030, will provide a healthy environment to its citizens and in which sustainability will be the engine of the new economic model with the generation of new economic activities and jobs.

6.3. Shared city



The shared city vision is one that is envisaged from the relationship between the different people who live in the city and, therefore, it is aimed at improving relationships by giving importance to life, to a life worth living. It responds to major global challenges to ensure that no one is left behind. It is a necessarily cross-cutting vision with ramifications for all the other visions and with the capacity to define many of the local policies of the future 2030.

Based on this vision, 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 individuals for progress and collective well-being, and that guarantees the exercise of rights and access to public services, without divides or gentrification. The shared city guarantees the right to the city, i.e., the right of all citizens to live in their city in a dignified manner, with access to housing, education, public services, welfare policies and mobility. The shared city is a feminist city that places equality between women and men at the centre of all aspects to ensure that women can enjoy and exercise their rights equally in all areas. Clearly, this is a field in which progress has been made in recent years, but much remains to be done, especially as new vulnerabilities and inequalities (job insecurity, evictions, migrants, refugees, etc.) have emerged due to the recent crises. As a result of these new inequalities, concepts such as inclusion and accessibility must be central to defining the future of the city.

The shared city is a city of coexistence and respect for others. As a compact and accessible city, it is a city that generates spaces for meeting, social interactions, access to services and community life. The shared València of 2030 is a participatory city that works from 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 promotes the management of urban commons by communities, empowered with tools to develop social innovations that transform the city. It is a city where citizen and socio-community networks detect difficulties, satisfy needs and innovate in the formulation of solutions, to ensure that civil society and institutions engage in constructive dialogue, making progress in the co-development of public policies.

The current migratory context brings with it a challenge related to the cross-sectoral nature of the vulnerability of migrants, many of whom are women or minors without resources or income and with traumatic experiences, requiring an approach to this problem from a perspective that involves many factors and with a high level of complexity.

A new context is also emerging with regard to universal accessibility, which is no longer seen as a strategy for adapting specific urban elements, but rather as a criterion that must be included in the overall design, no longer limited to urban spaces or dwellings. This comprises accessibility to leisure, culture, services and any other area that involves improving the autonomy of individuals.

In response to socio-demographic trends, the València of 2030 should have consolidated social services as the fourth pillar of the welfare state, with a strong and efficient public care system with regard to 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. The shared city is also a city of coexistence and respect between all living beings with whom we share the city and life.

The shared city must, therefore, place value on a new vision of social rights, making vulnerable groups agents of the necessary change and where the administration is the facilitating agent of community development through new tools of participation, transparency and governance.

6.4. Prosperous and enterprising city



The prosperous and enterprising city 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 carry out the life and projects they wish to pursue. It is a city that expands people's freedom and contributes to prosperity for all, without loopholes.

This vision must be linked to local elements, such as the cultural context and social and business structures, and it must have citizens as allies to ensure the sustainability of the model in the future. In this respect, it is important to recognise that the Valencian business fabric is primarily made up of micro-enterprises.

In this vein, the València of 2030 will have to be an attractive city for people and for talent. Not only for its quality of life and healthy urban environment, but also for the job and career development opportunities it offers. Diversity, learning and mutual enrichment are the basis of an innovative and creative city that generates prosperity and opportunities for all. Entrepreneurs are a vitally important figure with a key role to play in stimulating innovation and investment. Entrepreneurship as the capacity to create projects, initiatives or companies with flexibility and perseverance is the engine of transformation towards a more plural and diverse economy, an economy that projects itself in the world through its local values and assets. A defining element must be the creation of governance structures for decision-making and follow-up. Therefore, it will also be important for the processes and actions developed to be measurable and evaluable.

València has to aspire to become the most dynamic Spanish city in the Mediterranean arc, being a benchmark in terms of competitiveness, innovation, digital development and entrepreneurship. To achieve this goal, we need to provide the city with a framework that generates legal protection, institutional stability and economic certainty for making investments, turning València into a favourable environment for investment, business entrepreneurship and attracting talent.

As a result, dynamic and leading companies in the innovation, technology and knowledge sectors generate new clusters of activity, while more traditional sectors are strengthened and modernised. Local activity is the fundamental basis of an economy that generates decent and quality employment for all, with full integration of young people and migrants into the labour market. By 2030, the city will be immersed in a continuously evolving and inclusive

technological and digital transition that will create an enabling environment and conditions for investment and entrepreneurship with an economic, social and environmental impact, transforming the city.

Local trade must play a major role, strengthening the social value of trade, its contribution to improving the perception of safety of public spaces and the creation of community. An element for this strengthening would be commercial urban planning projects that create quality environments for trade, consumers, pedestrians, etc.

Likewise, local government must be agile and efficient while also being open and transparent. It must fully incorporate digitalisation and work on a multi-level governance system at metropolitan level to strengthen the real functional urban region. It is an administration that facilitates and promotes making things happen and cooperates with the different territorial spheres of the Administration, that is, businesses, civil society and academia, to manage strategic policies and projects for the city.

6.5. Creative city



The creative vision, like the Mediterranean city, is fully linked to the history and character of our city. Just as creativity has, in the past, generated leading economic sectors, artistic and cultural manifestations known throughout the world and great professionals in these and other scientific and technological fields with international prestige and recognition, in 2030 València aspires to be a consolidated benchmark and international hub for design, innovation and creativity.

The creative vision incorporates a concept of creativity with social return and impact, not a simple design exercise, but rather an exercise of incorporating this creativity into public policies and, therefore, ensuring that it has an impact on people's well-being. Creativity is understood as an element that must be incorporated into the resolution of urban, environmental, social and technological challenges.

In this sense, the creative city is a city in which its R&D&I ecosystem is optimally coordinated and integrated and supports dynamic economic, social and environmental sectors. The city is an urban laboratory where innovation and creativity are the driving force behind the design of new solutions to address the challenges of the future. It is a city in which design is present in the business and social sectors as well as in public policies and innovation is a key element of the new economic model, in addition to sustainability and social cohesion. A city in which culture and creative cultural processes are inherent in the daily life of the city and in which the cultural and festive sector has shown its resilience and contributes to the economy, to cohesion and to the international projection of València.

6.6. Mediterranean city



The Mediterranean vision is a vision that allows us to think of València as a city open to the world from a clear location, a unique identity and a shared history. It is a vision that alludes to integration and solidarity between two shores of a sea that has already been crossed by inequality and injustice. The Mediterranean side of the city alludes to a welcoming city that values its history and its heritage of diversity, interculturality and fusion.

This vision recognises the Mediterranean as a common cultural territory and ecosystem, which must be cohesive, with a knowledge and recognition of the "other" Mediterranean. It is a vision that is expressed in four fundamental elements: integration, inclusion, solidarity and hospitality; with a clear perspective geared towards guaranteeing human rights.

It is a vision that outlines the international projection of the city. As it was in its Golden Age, València in 2030 aspires to be a city with leadership and prestige in the Mediterranean in areas such as sustainability, design, innovation, research and its university offer. A city that attracts talent and economic activity with high added value and with social return, renewing the economic and productive model and attracting funding for benchmark research and innovation among Mediterranean countries.

The Mediterranean spirit is a quality that is impossible to separate from hospitality. A cosmopolitan and welcoming city that captures the attention of travellers from all over the world who wish to witness its transformation, its hospitality, its irrefutable proposals, which wisely combine history, tradition and identity with the most avant-garde experiences. Culture, gastronomy, sport, entertainment, study and learning, health and wellness and, of course, nature and sustainability, are all ingredients offered by the city to 21st century travellers, serving as ambassadors of the values in which we believe and loudspeakers for attracting the best global talent. Visitors from all over the world who come to the city to learn or to do business, foreigners who seek to interpret and enjoy our historical heritage and our cultural manifestations, people who meet new people, in an exchange that benefits everyone, with a relevant direct and indirect contribution to the local economy.

The Mediterranean vision recognises València as a city with a coastline, a coastline that must be regenerated and that must play a key role in the territorial coordination, sustainability and resilience of the city. It is a vision that places value on a unique city model, that of a compact, dense and complex city with a mixture of uses, with safe urban spaces and relationships that are at the heart of life in society and that promote social diversity and

common well-being. The Mediterranean city refers both to civic dynamism and to the Mediterranean diet itself, which has a number of virtues in terms of health and sustainability. And it refers, above all, to the quality of life and to a very personal way of living and enjoying life.

A Mediterranean València is an open city, a benchmark city and a gateway to the Mediterranean. Therefore, this vision must be a benchmark that is transversally transmitted to the rest of the territory and to the rest of the city visions.

7. TWELVE STRATEGIC LINES TO TRANSFORM THE CITY

Unsurprisingly, the València 2030 Urban Strategy is not being developed from scratch. On the contrary, it is fuelled by all the work carried out at the strategic level by the city's different government areas which, through dialogue and with the participation of key actors, have developed a whole range of sectoral or territorial strategies based on their corresponding diagnoses.

The analysis of these existing diagnoses and strategies has been the starting point for the development of the city's strategic framework. A total of 40 municipal and supra-municipal strategies have been analysed. Three of them are of particular relevance due to their cross-cutting nature: 1) The **Framework Agreement for Post-COVID-19 recovery**, which establishes the main axes and lines of action in the city; 2) The **Special Plan for Urban Quality Guidelines**, which provides territoriality in the analysis and defines the development goals for each of the city's functional units; and 3) The **Missions València 2030 Innovation Strategy**, which identifies the key areas and opportunities for the definition of innovation missions for València.

Through the analysis of the recurrent themes in the various urban strategies and their correlation with the SDGs, the Urban Agenda, the Post-COVID-19 recovery context and its metropolitan dimension, a series of city challenges have been identified and subsequently translated into strategic lines and strategic objectives.

7.1.

SL1. Climate resilience, land use and city rewilding

This strategic line combines the spatial integration of the city through the green infrastructure, the reduction of pollution and the circular economy as a model of production and consumption. With a view to preserving the green heart of our city, we urgently need to adopt all the necessary actions in terms of water purification and treatment (sanitation); guarantee the arrival of sufficient quality water supplies to the Albufera area; promote the development of public-private partnerships for its conservation and promote the declaration of Albufera as a Biosphere Reserve.

The strategic objectives are as follows:

SO1	Spatially integrate the city through green and blue infrastructure at the urban, metropolitan and regional level
	Objective aimed at integrating the city into its territory with transitional spaces that are friendly to people, the environment and biodiversity. It aims to increase the resilience and adaptability of the green infrastructure of the agricultural land, the coast, the river Turia and the Dehesa-Albufera area. The city's green spaces should also be linked through rewilded connectors to jointly enhance their role in the fight against climate change and to support the quality of urban life, the natural landscape and the promotion of biodiversity.
SO2	Adaptation to climate change
	Valencia as a coastal city needs a strong early response to the most serious effects of climate change on our region, such as the increase in average temperature, decrease in rainfall, extreme weather events and rising sea level. Adaptation to economic, social and environmental impacts must be addressed in a planned manner, taking into account both protection needs and landscape regeneration.
SO3	Reducing noise and air pollution

Objective that aims to reduce noise and air pollution levels throughout the city of Valencia in accordance with the recommended limits for good physical and mental health.

SO4

Moving towards a circular economy model

Objective that aims to transform the city's consumption and production model in order to consolidate practices of reduction, reuse, repair and recycling.

SO5

Improve the efficient use and quality of water, as well as the coastal ecosystem

The objective is aimed at responding to the need to consider the entire water cycle, both in the part used for supply and sanitation in the city, and in the part that corresponds to surface and groundwater areas and, especially, to the quality of coastal waters.

7.2.

SL2. Just and inclusive energy transition

This strategic line is aimed at developing a sustainable and fair energy model that exceeds the expectations set by the European Union for 2030, based on the decentralised and autonomous production of renewable energy and on efficiency and responsibility in its use.

The strategic objectives are as follows:

SO6	Increase the production of renewable energies
	Objective aimed at increasing the production of renewable energies in the city and promoting the proliferation of the local business sector in this field.
SO7	Change the energy culture: increase self-consumption, responsible energy consumption and energy efficiency in buildings
	Objective aimed at moving towards a decentralised energy model, which supplies energy to the whole city, where the consuming agents produce their own energy and in which it is possible to optimise and reduce excess energy consumption in homes and buildings in the city.
SO8	Right to energy
	Objective aimed at enshrining the right to energy as a fundamental right for all people in the city of València as a key element for a dignified and independent life and as an instrumental right for the exercising of other rights relating to health, education, food, etc. In short, it is a question of guaranteeing a just transition and fighting against energy poverty.

7.3.

SL3. Sustainable, inclusive and efficient urban and metropolitan mobility

This strategic line is aimed at continuing to make progress in the sustainable urban mobility model and to incorporate the metropolitan question as a key element in the transformation of the city's mobility, specifically taking into account the challenge of urban logistics.

The strategic objectives are as follows:

SO9	Establish a non-polluting model based on active mobility and the use of public transport
	Objective aimed at establishing an urban mobility model based on walking, cycling and public transport. This model must pay special attention to young and elderly people.
SO10	Promoting safe and autonomous mobility for all ages
	Objective aimed at guaranteeing a pedestrian-friendly public space, to ensure safety and autonomy when moving around and to turn the city into an accessible and friendly space for children, women and elderly people. The recovery of public space for pedestrians must involve consultation, dialogue and consensus with the main parties involved and be accompanied by the consolidation and continuous improvement of collective public transport services.
SO11	Improving connectivity at the metropolitan level
	Objective aimed at increasing connectivity between urban, suburban and rural areas and between clusters of economic activity in the metropolitan area, to ensure efficient and comfortable travel through a powerful public transport network as well as a wide range of sustainable means of transport with fare integration and appropriate regulation of new modes of sustainable mobility.

SO12	Accelerate the decarbonisation of mobility Objective to decarbonise the current transport and mobility system, both public and private, through electrification to significantly reduce greenhouse gas emissions. It will include the promotion of electric personal mobility vehicles.
SO13	Increase the efficiency of the logistics system Objective aimed at increasing the efficiency and sustainability of urban logistics systems and the management of surface parking space, so that the mobility of people coexists perfectly with the mobility of goods.
SO14	Boost strategic infrastructures Promotion of decent infrastructures for Valencia by the regional and state governments to improve mobility, commercial exchanges and the sustainability of our city. The Mediterranean Corridor, the access channel, the through tunnel, the central station, the extension of the Serrería tunnel, the railway accesses and the intermodal system of the Port of València, a modern, sustainable, efficient and competitive port, and the remodelling of the Bus Station must be fundamental objectives to be achieved by 2030.

7.4.

SL4. Sustainable and local food

This strategic line is aimed at ensuring that València continues to be recognised for its agri-food policies and for having a fair, sustainable and local agri-food system that reinforces La Huerta as an identifying, cultural and productive space.

The strategic objectives are as follows:

SO15	Promote the agro-ecological transition and revitalise the agricultural system of the city of València to strengthen local trade
	Objective aimed at promoting changes in the agri-food culture towards more socially and environmentally responsible models and promoting the agro-ecological transition in agricultural, livestock and fishing production systems. Relocation of the food economy to generate fairer value chains and improve the profitability of farms by shortening marketing channels and guaranteeing the economic sustainability of farmers, thus enabling the revitalisation and modernisation of the system and the continuity of agricultural activity around València, with a special focus on municipal markets and agri-food markets. Efforts must be focused on enhancing the profitability of agriculture and giving farmers the chance to make their work profitable in line with the current realities of our society.
SO16	Strengthen the physical, ecological and cultural links between La Huerta and the city
	Objective aimed at turning La Huerta into an identifying and accessible space for the public that forms part of the city's natural ecosystem, as an example of small-scale and innovative peri-urban agriculture, integrated with the city of València, through a powerful physical, commercial and identity connection. Develop spatial planning that incorporates the agri-food perspective and consolidate local, participatory and transparent food governance.

SO17

Guarantee the right to sustainable and healthy food

Objective aimed at guaranteeing the right to sustainable and healthy food through the actions of governmental bodies and civil society, prioritising groups at risk of social exclusion.

7.5.

SL5. Inclusive and local city

This strategic line is aimed at turning València into a city that is recognised for its inclusive and proximity city model, based on dynamic and cohesive neighbourhoods. Thus, all its neighbourhoods have the necessary facilities, services, public and green spaces to guarantee quality of life. It also aims to consolidate a polycentric structure, where neighbourhoods are places of meeting and coexistence, and where everything necessary for daily life is located within a 15-minute radius on foot or by bicycle.

The strategic objectives are as follows:

SO18	Achieve a territorial balance in the distribution of the city's public facilities
	This objective is aimed at increasing the provision of quality facilities in all the city's neighbourhoods, especially in those that are less well-off.
SO19	Improve the provision of public and green spaces in neighbourhoods to encourage rewilding
	This objective is aimed at consolidating the networks of public and green spaces, to improve the distribution of these spaces throughout the city's neighbourhoods and to promote the rewilding and development of interconnected green networks, taking into account, in particular, native vegetation.
SO20	Consolidating urban multi-centrality in a 15-minute city model
	This objective is aimed at promoting a decentralised, mixed-use city model where everything necessary for daily life (public facilities, supplies, commerce, food, culture, leisure, sport, employment opportunities, innovation, creativity, etc.) is located within a 15-minute radius on foot or by bicycle.

7.6.

SL6. Urban regeneration based on social cohesion, accessibility and sustainability

This strategic line aims to establish a process of continuous urban regeneration, in which the phenomena of gentrification are actively counteracted and progress is made in the universal accessibility of both buildings and public spaces. València must complete the revision of the General Urban Development Plan, and adapt its planning instruments and regulations to the new criteria for urban planning and heritage protection in order to guarantee cohesion, accessibility and provide protection for those buildings or spaces that deserve it due to their architectural, historical, social, environmental and/or cultural values.

The strategic objectives are as follows:

SO21	Developing a sustainable and gentrification-free urban regeneration model <p>This objective is aimed at regenerating disused or deteriorated areas from an integral perspective, with the retention of existing neighbours as a priority. València must improve its access routes and turn its urban borders into spaces of opportunity to develop a suitable transition between the city and the historic Huerta area that surrounds it. Urban developments must include a Mediterranean approach that combines a deep bond with the territory with a compact, dense, mixed-use city model.</p>
SO22	To achieve València's status as a fully accessible and inclusive city for all people <p>Objective aimed at enabling people with disabilities to enjoy all their rights and to fully benefit from participation in the economy and society of their city, their personal autonomy and empowerment for independent living. Achieving this goal and ensuring effective implementation of their rights requires coherence and the necessary support for funding, research, awareness-raising, data collection, statistics and project implementation. The Strategy has to focus on the consolidation of the removal of barriers,</p>

the implementation of accessibility based on a design for all and the effective development of inclusive projects in all areas: participation, equality, occupation, public transport, education and training, culture, social protection, comprehensive care, health, independent living, leisure, sport and free time.

7.7.

SL7. Accessible and sustainable housing

This strategic line assumes that access to housing is a fundamental component in the development of an inclusive city and that it has to be reinforced from a metropolitan perspective.

The strategic objectives are as follows:

SO23	Ensuring access to affordable and quality housing stock
	This objective is aimed at generating innovative formulas for access to public and free housing, allowing the entire population to have access to decent, quality housing. This objective must be particularly sensitive to the conditions of young people at the moment of starting their own life project and to those groups at risk of exclusion. It has to incorporate a metropolitan area vision in the formulation of actions and must consider the essential role of public housing.
SO24	Increasing the quality of the built-up housing stock
	Objective aimed at promoting the refurbishment of the city's residential housing stock to guarantee quality and habitability, with special emphasis on energy refurbishment to enable daily life in homes at suitable temperatures, thus ensuring the well-being and health of their inhabitants, in a context of climate emergency.
SO25	Incentivising the sustainable use of empty housing in the city
	This objective is aimed at reducing vacancy rates, in order to provide solutions to the different causes that prevent the rental or sale of unoccupied dwellings.

7.8.

SL8. Associative fabric, and intergenerational and intercultural citizen networks

This strategic line assumes that the development of the València city model must be accompanied by the strengthening of neighbourhood life and citizen and community networks. For this reason, it is crucial to nurture, support and strengthen the associative fabric that is the backbone of neighbourhood activity, in order to create meeting places for neighbours and increase social cohesion.

E The strategic objectives are as follows:

SO26 Strengthening the associative fabric and citizen and community networks

Objective related to the promotion of the associative fabric and the strengthening of citizen and community networks, with special emphasis on the intergenerational perspective and the role of young people, interculturality, representativeness and participation in decision-making by women, as well as people at risk of exclusion, people with disabilities, migrants and other vulnerable population groups.

7.9.

SL9. Well-being, education and health, at all stages of life

This strategic line is aimed at making València a city full of opportunities for the comprehensive development of all its citizens. We have to make a clear commitment to municipalism, in order to bring decision-making as close as possible to its beneficiaries, placing the well-being of our neighbours at the heart of all public policies. This commitment necessarily involves fair funding for our local authorities and, in particular, the arrival of extraordinary funds to guarantee their viability and to reinforce the response capacity of municipal services, especially in crisis situations such as the one resulting from the COVID-19 pandemic. Cleanliness must also be guaranteed as an element of urban health and safety in the city, specifically including a gender perspective.

The strategic objectives are as follows:

SO27	Strengthen and increase the resilience of the social care system for vulnerable people
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This objective is aimed at consolidating the social care system as the fourth pillar of the welfare state and guaranteeing the development of care networks for people in situations of vulnerability.

SO28	Reducing gaps in socio-economic determinants of health
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Objective aimed at reducing the existing differences between neighbourhoods in terms of socio-economic determinants of health and ensuring the best possible quality of the health care system.

SO29	Promoting healthy behaviours
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This objective is aimed at favouring and creating the conditions for the development of healthy behaviours in all areas and stages of life, with special attention drawn to the development of healthy eating habits, physical activity, sport and the prevention of addictive disorders.

SO30 Developing València as an educating city

Developing the educating city means guaranteeing the fundamental right of all people to inclusive and quality education as a prerequisite for realising other fundamental rights. It involves considering the city as an educating space where people can develop their capabilities. It involves recognising the importance of learning at all stages of life and emphasising children's autonomy through free mobility and participation.

SO31 Increasing access to early childhood education

This objective is aimed at guaranteeing that all Valencian families have access to early childhood education through measures such as, for example, the deployment of a network of public schools or the extension of the school voucher, offering quality spaces for socialisation and child development. In addition, this objective is aimed at helping mothers and fathers to reconcile their work and personal life.

SO32 Ensuring dignified and active ageing

Objective aimed at guaranteeing a full, vital and autonomous life for the elderly in the city, taking into account all the relevant dimensions such as active ageing, care, the retirement home model or home services, in order to fight, among others, against the phenomenon of unwanted loneliness. It must be a cross-cutting objective that empowers this group in relation to public life.

SO33 Reduce gender inequalities across the city.

This objective is aimed at reducing the gender divides that exist in València through the transversal incorporation of the gender perspective and the development of active equality policies so that women can enjoy their rights in equality in all areas: employment, education, culture, universities, public spaces, mobility, care for the vulnerable, social care, etc.

7.10.

SL10. Inclusive and sustainable economic development

This strategic line is aimed at making València a dynamic city, ideal for entrepreneurship and business development in key sectors such as sustainability or digitalisation, and which offers quality job opportunities to reduce the employability gap between men and women and other groups such as young people.

The strategic objectives are as follows:

SO34 Develop new clusters of economic activity based on innovation, knowledge and the environment

Development of new clusters of economic activity based on innovation, technology, knowledge, the environment, culture and design that attract global investment and contribute to the consolidation of economic activity with high added value to the city. All this as a driving force for improving the investment climate and boosting entrepreneurship in order to consolidate a favourable environment for attracting capital and the proliferation of small and medium-sized enterprises, as well as for the growth of self-employed activity.

SO35 Increase employment rates of women and labour market integration of young people and migrants

Objective aimed at reversing the low employment rates of women and increasing job opportunities in the city, placing special emphasis on the labour integration of vulnerable groups, such as young people, women who are victims of gender-based and male violence, people over 45 years of age and the long-term unemployed, who usually have more difficulties in the labour market. To this end, it is necessary to develop specific training programmes for their social and labour market integration.

SO36 Digitise the economy, in order to reduce the risk of social, economic and gender exclusion caused by the digital transformation

Objective aimed at advancing the digital transformation of the urban economy, especially small businesses, and reducing, in its environment, the existing digital divides that can create greater inequalities between vulnerable groups. To this end, it is essential to train the whole of society in digital skills, introducing the appropriate subjects at all stages of education, especially at the earliest ones. In the same vein, full connectivity of the entire territory of the city must be achieved so that there are no neighbours discriminated against for this reason.

SO37 To promote entrepreneurship, self-employment and the consolidation of existing companies in the city

Strengthen the role of the self-employed and entrepreneurs as a key element of inclusive and sustainable economic development. Encourage the formalisation and growth of micro, small and medium-sized enterprises, as well as the consolidation of existing businesses in the city.

7.11.

SL11. Innovation, culture and sustainable tourism

Strategic line aimed at making València a city where innovation, culture and sustainable tourism are key economic axes of its development and transforming elements of the capital of the Valencian Region. This line is aimed at retaining and attracting human talent and visitors to the city. It aspires to turn València into a hub of innovation, culture and sustainable tourism to contribute to the quality of life of residents and visitors through a model based on innovation, digital transformation and improved governance as a fundamental ingredient of its economic, social and environmental model.

The strategic objectives are as follows:

SO38 Integrate R&D&I within the economic, social and environmental sectors

This objective is aimed at articulating the R&D&I ecosystem to accelerate and consolidate the transformation and development processes in a transversal manner in the city of València, in order to respond to the different city challenges established through the Missions.

SO39 Consolidate València as a hub of culture, design and innovation

This objective is aimed at consolidating València's position as a reference city at a Mediterranean, European and international level in culture, creative leisure, design and innovation. A city capable of retaining and attracting human talent and investment linked to these sectors. We must redouble our efforts to turn our city into a Smart City that is a reference hub in the Mediterranean Sea, positioned at the international level within the innovative, technological, sustainable and digital ecosystem. Likewise, València must become a great urban innovation laboratory, identifying spaces in the city that could become sandboxes where companies, start-ups, technology institutes, research centres and universities can take innovation out of their laboratories and bring it closer to citizens, test it in the neighbourhoods of our city and adapt it to the needs of all our neighbours.

SO40 To invigorate and increase the resilience of the local cultural and festive sector

We want to be a place that is open to the world, a meeting point between cultures, with a quality cultural offering, diversified and accessible to all audiences, where our young creators can unfold their full potential and where they feel recognised and encouraged to develop their careers. A plural and diverse cultural ecosystem must be promoted and energised in the city, paying special attention to its distribution and roots in the different neighbourhoods and towns of the city, improving and decentralising the cultural offer in the city centre, creating new centres, in order to bring culture closer to all our neighbourhoods and promoting the Turia Gardens as a cultural backbone. We must accelerate all pending cultural investments in our city and continue to promote the recovery of our degraded historical heritage, promoting its protection against vandalism and acts of incivility. In particular, the resilience of the cultural ecosystem to possible adverse scenarios will be increased, in order to ensure the continuity and sustainability of the various local initiatives. Likewise, institutional support will be intensified for the city's wide variety of cultural sectors, which are also essential poles of its economic activity and key values for attracting international visitors and the communication of a city brand, such as, among others, the music, design and festive traditions sectors. A city that promotes accessibility to culture by working to avoid the digital divide, with the aim of democratising the tools of knowledge among citizens.

SO41 Promote, maintain and strengthen the Fallas of València

This objective is oriented towards the promotion, maintenance and enhancement of the most important, traditional and economically essential festivities for our city, such as the Fallas. Declared Intangible Cultural Heritage of Humanity by UNESCO in 2017, they are also one of the city's major economic engines.

SO42 Make progress in the permanent improvement of the tourist destination in terms of sustainability and intelligence

Objective aimed at complying with the main national and international certification standards and to be a carbon neutral destination. Monitor the tourism sustainability of the destination to minimise the negative social and environmental impacts of tourism and maximise the positive ones. Involve local society in the reactivation and improve quality of life and relations with visitors. Promote an intelligence system that provides valuable information for decision-making to companies and institutions.

SO43 Innovation and value creation in the design of the tourist offer

Enhancing and supporting tourism activities in the city, carefully chosen because they transmit values associated with health, culture, sport, hospitality, care for the environment, innovation, design and public participation. Encourage the reactivation of the tourist offer and sustainable local consumption and attract new segments according to different motivations such as: culture and creative leisure, sport, nature, experiences and emotions, MICE tourism (Meetings, Incentives, Conventions and Exhibitions/Events) or Gastronomy.

SO44 Consolidate the València brand in relation to innovation, culture and sustainable tourism

Promote the consolidation strategy of the València brand in relation to values linked to innovation, culture and the configuration of a sustainable destination, emphasising digital marketing elements and new technologies, with the support of other administrations and the business sector.

7.12.

SL12. Urban and metropolitan governance

This strategic line is aimed at promoting the comprehensive transformation and modernisation of the municipal public administration and its different spaces, and the urban and metropolitan governance mechanism.

The strategic objectives are as follows:

SO45 Strengthening municipal administration as an instrument to deliver public policies that put people at their centre

This objective is aimed at guaranteeing an administration made up of qualified personnel in a constant process of training and adaptation to the reality in which it is integrated. An organisation that manages the knowledge generated to increase productivity and the collective performance of public services. An administration oriented towards process improvement, with the establishment of catalogues of competencies and municipal services with service charters that constitute quality commitments to citizens and the establishment of performance evaluation mechanisms. An administration that incorporates a transversal perspective and works in coordination between the different areas of the City Council and with other governmental bodies. An administration that links both the municipal budget and municipal planning, programmes and investments with the Strategic Objectives of the Strategic Framework of València and the SDGs of the 2030 Agenda. It thus ensures a real and transformative inclusion of the sustainable development goals of the 2030 Agenda into the design of City Council budgets and planning, as well as the monitoring of implementation.

SO46 Enhancing open government, transparency and participation in the elaboration and implementation of public policies

Objective aimed at increasing access to information for all citizens, accountability and trust in the use of resources in order to consolidate the institutionality of local government. It aims to consolidate the instruments and processes of public participation that allow citizens to be part of decision-making, to create new spaces for physical and digital participation; as well as to increase coordination and maximise synergies with agents from the private, public, academic and citizen sectors.

SO47 Developing a model of metropolitan governance

This objective is aimed at achieving a consolidated metropolitan governance model that allows for joint and coordinated decision-making in order to respond to needs from a metropolitan perspective.

SO48 Enhancing digitalisation, modernisation and coordination for efficient municipal government

This objective is aimed at accelerating the digitalisation of the public administration and enhancing the use of gender-disaggregated data infrastructure and increase the knowledge and use of digital tools, the use of data in decision-making, as well as the operability and efficiency of digital municipal services for citizens. Integrate innovation and sustainability criteria into the municipal organisation especially through public procurement to strengthen, through demand-driven municipal procurement, the innovation and sustainability sectors, and to provide better services and infrastructure in the city. In particular, all administrative procedures for the establishment of new companies and for companies already established in the city must be facilitated, speeding up the processing of licences in order to reactivate the economy and generate employment.

8. MISSIONS TO GUIDE INNOVATION IN VALÈNCIA

8.1.

The idea of mission-driven innovation

The idea of mission-driven research and innovation has its origins in the European Union's recent proposal, Horizon Europe, which is the European research and innovation policy for the 2021-2027 period. This idea is based on the concepts and principles of economist Mariana Mazzucato. The definition of a good mission for València must meet the following characteristics:

- It must be inspiring and with broad relevance for citizens, and postulate a transcendent purpose with a clear and positive impact on the lives of the people who live or interact in València.
- It must establish a clear and lasting direction, be result-driven, measurable and time-bound, be understandable to the public and provide the innovation ecosystem with security and visibility for the future so as to allow medium- to long-term investment.
- It has to be ambitious, but realistic, and even include a dose of responsible risk, necessary to ensure that researchers and innovators are encouraged to offer their best, as well as to attract investment aimed at boosting research and innovation.
- It must be able to cross disciplines, cross sectors and combine innovation agents. Humanity's great challenges cannot be solved by a single field, agent or vector of action. It is as simple as that. It is as complex as that. Therefore, selected or promoted R&D&I projects should be encouraged to cross-cut previously unmixed or unrelated disciplines, in any sector, any field, any activity, any technology and any field of knowledge, including the humanities.
- It has to allow solutions to be generated through different research and innovation pathways that enable a bottom-up approach to multiple types of solutions. Some of these solutions may fail or they may have to be adapted and refocused along the way, but this fact, far from being negative, is intrinsic to experimentation as the raw material of innovation.

8.2.

The València 2030 Climate Mission

In a context in which society is constantly looking to science and innovation to provide us with solutions and answers to the great global challenges, in 2020 the city of València approved Missions València 2030 with a large majority. It is a governance model for mission-driven innovation that aims to bring together all the talent and creativity of the innovative ecosystem, in turn creating new capacities in the city that will help us to ensure the success of the missions and thus improve the lives of the people who live and interact in València. A model that excludes no one, because the missions of a city are achieved from diversity and with the sum of all sources of knowledge.

In line with the innovation mission proposed by the European Commission to achieve 100 smart and climate-neutral European cities by 2030 with the help of (and on behalf of) the citizens, València City Council anticipated its first major consensus on València's missions in 2021 by approving, in a plenary session and once again with a large majority, the first of its missions: the València 2030 Climate Mission.

The purpose of the València 2030 Climate Mission is to make València a climate-neutral city by 2030, and to do so with the help of (and on behalf of) the public, within the context of the European mission of 100 climate-neutral European cities by 2030.

The València 2030 Climate Mission is València's contribution to help the EU reduce climate emissions by 55% between now and 2030 and becoming climate neutral by 2050.

This is intended to align all city efforts to support the European initiative and start systemic transformation processes to demonstrate how a city can accelerate climate neutrality. The benefits associated with the decarbonisation of València are obvious and form part of the aspirations of our city model: better public health, less congestion and noise, less pollution, more available natural spaces, better habits, more innovation, etc.

In April 2022, València was chosen by the European Commission as one of the 100 European cities where it will focus its efforts to accelerate the necessary transformation and turn València into a hub of European innovation in the necessary climate, economic and social transition. In the same way, and in line with the proposal for multi-level governance, the Generalitat Valenciana has recently secured the selection of the Valencian Community as one of the European regions where the mission for adaptation to climate change will be deployed.

In this context of mission-driven innovation, València's proposal to contribute to the success of the European mission stands out because it emerged and was developed based on the València 2030 Urban Strategy itself, merging and promoting political action with innovation to steer it towards the success of the mission.

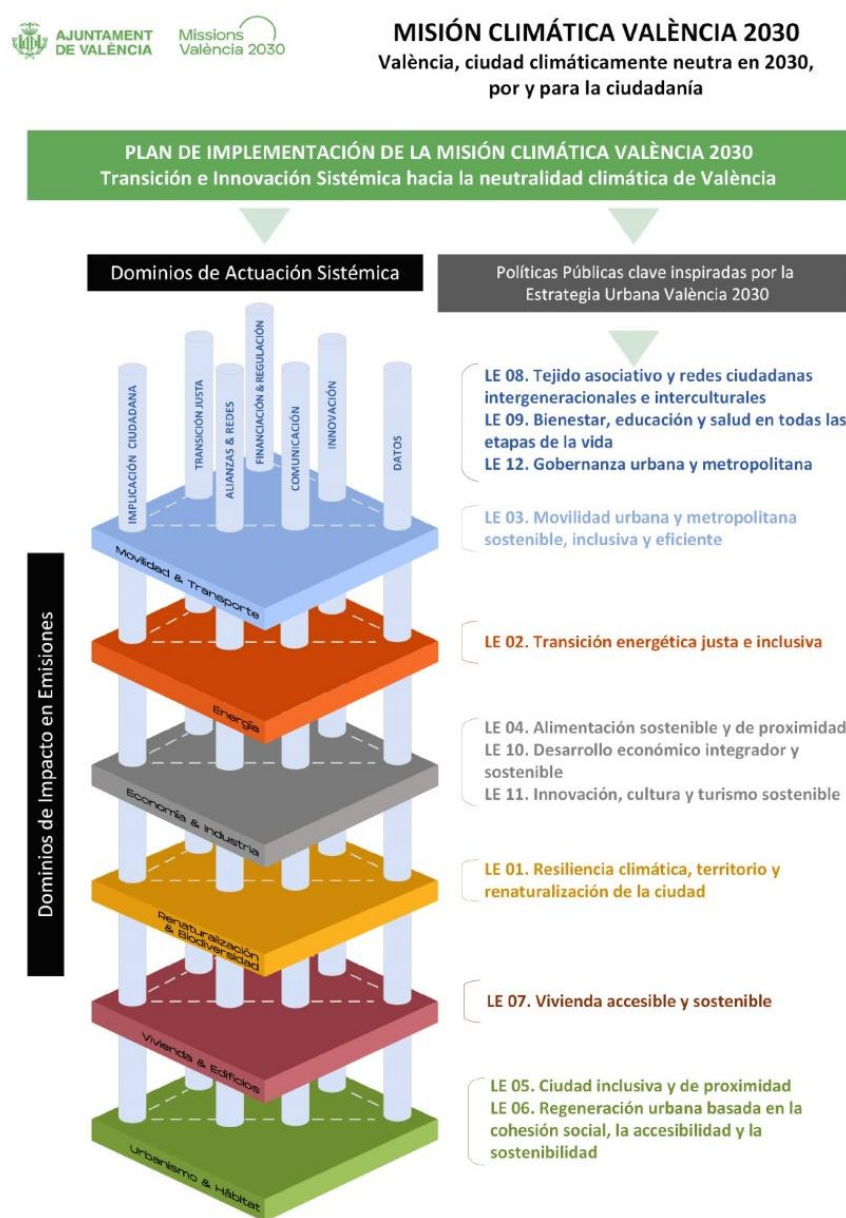


Figure 3: Coordination between the impact and action domains of the mission and the strategic lines of the València 2030 Urban Strategy

Source: Created by the author

The Climate Mission will therefore be the main focus of research and innovation efforts in this decade, building on the momentum of Europe's two transitions: green and digital. To

this end, the necessary alliances will be established around València so that the city's innovative ecosystem can join them, contributing innovative solutions in their areas of action and influence and based on their creativity and knowledge, thus creating the València 2030 Missions constellation of research and innovation projects focused on the Climate Mission.

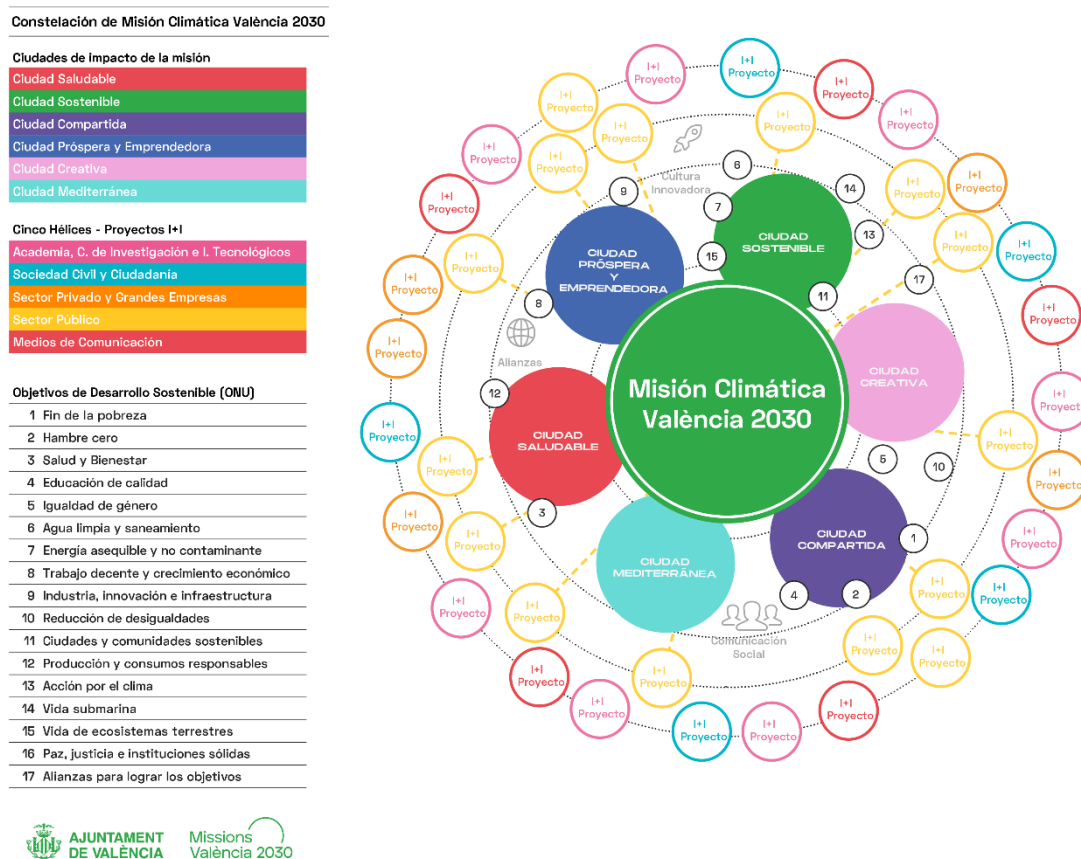


Figure 4: Constellation of R&D&I projects focused on the València 2030 Climate Mission

Source: Adaptation of Missions València 2030

The concept of missions proposed by the European Union is, in itself, a political and governance innovation in the face of the increased complexities facing humanity and its societies. The path we take alongside the main European cities will undoubtedly help us learn and generate new capacities which, if their impact and purpose is shown to be valid, can be replicated in new and future missions for València.

In this way, future governments in the city of València will have the knowledge acquired in Missions València 2030 at their disposal and they will be able to use it to define other future missions based on the broad social and political consensus reached on the areas of relevance in Europe and in València.



Figure 5: Areas of relevance for the formulation of future missions for València

Source: Valencia 2030 Missions

9. A COMPREHENSIVE SYSTEM OF INDICATORS

The València 2030 Urban Strategy incorporates a comprehensive indicator scoreboard to measure the city's progress towards the defined objectives and mission. It is imperative to establish ways to measure people's well-being and the sustainability of the city and to coordinate a comprehensive data governance system. In this sense, a public data infrastructure needs to be developed to provide evidence of the transformations taking place in the city. To this end, we have the Sustainable Development Goals and the Urban Agenda, which provide a battery of indicators grouped into four main areas: planet, people, prosperity and governance. The battery of indicators should provide the city with a temporal sequence of data, making it possible to monitor the evolution of the city during the deployment of the strategy.

A fundamental aspect of the indicator system is its territorialisation. In order to assess the impact of public policies on the city's mission and strategic objectives, indicators should be broken down territorially into neighbourhoods or districts to personalise the results. The information of interest in this sense is not only that aggregated at city level but also the reality closer to the people.

València already has a long history of collecting and analysing statistical information, as well as developing smart city tools that produce hundreds of variables and millions of data on the state of the city. All these variables must be integrated in order to steer them towards supporting strategic decision-making. And not only in the sense of providing intelligent answers to pre-existing questions, but also in providing support for the formulation of new ones.

10. A DOCUMENT OPEN TO DIALOGUE AND PARTICIPATION

The Strategic Framework of the city of València has been developed in a spirit of collaboration and dialogue between actors to integrate a broad spectrum of visions on the present and future of the city, while also ensuring that the strategy is a living instrument that evolves with change in the context that they may occur.

Following the political consensus required to approve the Strategic Framework in the municipal plenary in May 2022, an open process of dialogue and collaboration was initiated, called the **València 2030 Urban Forum**, which defined a series of key elements and contributions that have been included in the city's urban strategy.

As defined in the governance system of the urban strategy, the reflection, debate and dialogue promoted by the València 2030 Urban Forum is proposed on a biannual basis, which will allow the Urban Strategy to incorporate the flexibility and intelligence necessary to evolve and adapt to the specific changes and conditions of each moment during the decade as a whole.

VALÈNCIA 2030+ Estratègia Urbana