

The European Commission's
**INTELLIGENT CITIES
CHALLENGE**

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Alcobendas: Intelligent City Transformation Overview

ICC Final Deliverable

Executive summary

Characterisation of the city and challenges:

Alcobendas, with 117,040 inhabitants (National Statistics Institute, 2019), has had a positive population growth rate since 2014, being in 2017 1.34. Located 15 kilometers north of the city of Madrid, its territorial environment is characterized by high business density, comprising five business areas with a significant presence of multinational companies.

We represent one of the municipalities in Spain with the lowest unemployment rate. According to data from the National Statistics Institute, in 2018 the unemployment rate was 9.8%, four percentage points less than the Spanish average of 13.5%. The city is home to more than 15,000 companies, being the third city in Spain with the most multinationals and the second in billing (7.7% of the total) and employment (3.8% of total employment) of this type of company. From the transport sector to banking through technology, the city currently hosts multinationals such as Daimler - Mercedes, Toyota, Pfizer, Indra, Acciona, Porcelanosa or Bankinter, among many others.

Vision: Local digital innovation ecosystem

Create a digitally advanced ecosystem, connected, agile, sustainable and with the citizen at the center.

Executive summary

Solutions to achieve the vision:

Sustainable Mobility:

Low Emission Zone

Autonomus Bus

Multimodal platform

Upskilling and Reskilling

Employment Shuttles

Definition of new digital training programmes

Start Up Alcobendas

API (Alcobendas Innovation Platform)

Start Up Academy

Promotion events

Achievements:

Sustainable mobility: Launch of the procurement procedure of the first phase and currently seeking EU funding for the second phase.

Reskilling and Upskilling: Successful fulfilment of 10+ training programmes and employment shuttles.

Startup Alcobendas: Successful fulfilment of 3 Open Innovation Calls and 3 roadshows, involving 20 corporates.

Mayor Foreword

Being part of the ICC allows the City Council to learn first-hand about European plans and aid for the coming years, to receive expert advice from the European Commission advising the city on the implementation of some of its strategic projects, to participate in high-level events, etc. ., with the aim of turning Alcobendas into a greener, smarter and more sustainable city.

Mayor of Alcobendas

The city of X pursued an EU-supported transformation over four main stages, and this document details that journey by these sections

Overview to the city's journey and structure of this document



1 Preparation & assessment

5 months:
September 2020 – January 2021



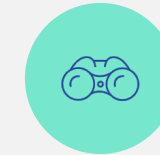
2 Ambition & roadmap

3 months:
February 2021 – April 2021



3 Implementation

15 months
May 2021 – July 2022



4 Review & way forward

2 months
August 2022 – September 2022

*Reported as
one section*

Summary

Find out **where a city is, where it should go** and who in the ecosystem is going to **mobilise make things happen**

Develop a **concrete plan** to achieve **measured improvements**, collaborating with the community; push action with immediate benefits

Get “big moves” **done** and **see results**; take **action in partnership** with others

Measure success, and commit to **keep connections and improvements going**

Section

1

Alcobendas: Preparation and assessment

ICC transformation

September 2020 to January
2021



Introduction


Alcobendas, with 118,417 inhabitants (National Statistics Institute, 2019), has had a positive population growth rate since 2014, being in 2017 1.34. Located 15 kilometers north of the city of Madrid, its territorial environment is characterized by high business density, comprising five business areas with a significant presence of multinational companies.


We represent one of the municipalities in Spain with the lowest unemployment rate. According to data from the National Statistics Institute, in 2018 the unemployment rate was 9.68%, four percentage points less than the Spanish average of 13.5%. The city is home to more than 15,000 companies, being the third city in Spain with the most multinationals and the second in billing (7.7% of the total) and employment (3.8% of total employment) of this type of company. From the transport sector to banking through technology, the city currently hosts multinationals such as Daimler - Mercedes, Toyota, Pfizer, Indra, Acciona, Porcelanosa or Bankinter, among many others.


In 2018, 45.6% of the municipality's GDP corresponds to the business and financial services sector; followed by the distribution and hospitality sector, with 24.5%; mining, industry and energy sector with 13.6%; and the construction sector with 4.1%.

2 City needs: State of the city overview

Significance of insight to what we want to do on the ICC

 Of critical importance to ICC journey and we should be working to change

 Of importance to ICC journey, and we should act to change this along the journey as opportunity presents

 Contextually relevant, but not major point of attention in ICC and unlikely to be impacted on the journey

The state of Alcobendas today

Smart and green mobility and transport

Our main challenge to be faced related to this goal are the traffic jams and the lack of parking spaces.

eGovernment and digitising public services

New technological developments or new legal and citizen demands pose challenges in the area of electronic administration that need to be answered (interoperability, transparency, etc.).

Growing startups, SMEs and social economy

The challenge is to focus the contributions and involvement of large companies in the generation, growth and consolidation of new companies in the city.

Innovative education and training for up- and re-skilling

Our challenge is to balance this spatial inequality, providing innovative educational tools that allow training the population in the new skills and abilities that the global job market is demanding.


Key insights from city performance analysis


Higher performance observed

1 >16,000 Companies
>500 Multinationals 

2 4 metro stations, 2 train stations, 20 bus lines 


3 Online access to Administrative Proceedings increased by 70% last year 


4 9,68% unemployment rate (16,13% national level) 

5 86.7% of the young population with higher secondary education in *Urbanizaciones* District (Residential areas) 


Lower performance observed

1 70K workers commute every working day 

2 60% of commuters in private cars (around. 42,000) 

3 90 % administrative proceedings managed in paper 

4 35,22% unemployment rate +55 years 

5 58.1% of the young population with higher secondary education in *Centro* District 

2 City Needs: State of the city – detailed analysis

Lower performance areas

Key insight

70,000 workers commute every working day

Alcobendas, a city with a population of just 117,000 people, receives every working day up to 70,000 more people, who commute to work at the 16,000 companies hosted in Alcobendas, so the actual amount of people who move in and out from the city is increased until almost 200,000 people.

60% of commuters in private cars (approx. 42,000)

More than 40,000 workers commute everyday through the same access point, which creates other problems besides traffic jams, such as pollution disturbing noises and a less efficient mobility.

Data points

Unlike most cities, Alcobendas has more workers than citizens.

For instance, kilometre point 14 of the A1 Highway, which is the main entrance to the city, has the highest traffic in Spain during working days (220k vehicles).

However, Alcobendas is just 15 minutes away, by public transport, from Madrid Downtown, Madrid financial district and the airport.

The city is connected by metro, commuter train and bus with the major public transport hubs in Madrid.

Interpretation

Thus, Alcobendas has serious mobility issues that needed to be tackled. For instance:

- Certain companies have rejected to move their headquarters to Alcobendas due to such mobility issues for their employees.
- Air quality issues that damage people's health.
- Neighbours' quality of life, since traffic jams generate disturbing noises for them.

The previous data proves that the current public transport system is not enough attractive for workers commuting in Alcobendas, since they would rather arrive by private car, in spite of the traffic jams they continuously face.

This was corroborated during several innovation events in which both public and private stakeholders argued that the public transport system is not attractive enough for people, workers and companies.

So what?

- However, the 16,000 companies and 500 multinationals that cause that mobility problem, also create the ideal economic ecosystem that allows the city to develop the needed mobility solutions through innovative measures.
- The Intelligent Urban Lab is precisely aimed to easing the development of such solutions, by enforcing the joint efforts of public administrations, universities, companies and research centres.
- Metro and commuter train competencies depend on the Regional Government, so besides requesting the Regional Government for improvements in the frequency of the lines, the City Council is tackling this issue through other points of view.
- For instance, the Intelligent Urban Lab is allowing to generate innovative solutions which enforce other ways of sustainable transportation such as car pooling, electric vehicles renting and electric bicycles and scooters.

2 City Needs: State of the city – detailed analysis

Lower performance areas

Key insight

35,22% unemployment rate +55 years

The Covid-19 pandemic has increased local unemployment until a historic high of more than 35% within people over 55, creating a structural unemployment issue that had never been foreseen in the past.

Data points

Unemployed people over 55 are less likely to find a job, since they are less qualified workers who struggle to accomplish with the requirements fixed by the companies' job offers.

On the other hand, in spite of the unemployment rate, our companies, mainly the multinational ones, have difficulties to find certain job profiles, so the City Council have developed an up-skilling programme through public-private cooperation, which allows job seekers to become suitable for the specific positions that companies need.

Interpretation

While a 35% of people beyond 55 are unemployed, the overall unemployment rate in Alcobendas is below 10%, exactly 6.5 points lower than the national average.

This means there is a huge inequality between people depending on their age group, since unemployment within people below 55 is a very rare situation in Alcobendas.

Furthermore, unemployment affects more women than men over 55, with a 6 points difference between both groups.

So what?

- In order to address this issue, the City Council has developed an up-skilling programme consisting on two different strategies: a general one, for any job seeker, and a specific one focused on the key population groups previously described: people over 55 and women.
- This way, our citizens develop a competitive advantage after their re-skilling, since they gain the skills and the training that enables them to apply for highly skilled jobs with a high technological content.

3 City Ecosystem

Our ecosystem

Companies (+16,000)

- Automobiles: Mercedes, Toyota, Ford, Renault, Kia, Volkswagen.
- Car rental: Avis, Europcar, Lease Plan.
- Pharmaceutical laboratories: Pfizer, Lilly, Italfarmaco.
- Technological: Samsung, Indra, Emerson, CISCO.
- Consultants: Acciona.
- Others: Red Eléctrica, Galp, BP, BBVA, Bankinter, Sabadell.

Universities and Education Centers

- Autonomous University of Madrid (3rd in Spain)
- University of Comillas.
- Universidad Europea.
- José Luis Garci Integrated Center for Training in New Technologies.

Public administration

- Accelerator “StartUp Alcobendas”
- Alcobendas HUB: Foreign Investor Assistance Office
- Municipal Business Center of the Alcobendas City Council:
- Digital Innovation Hub, Intelligent Urban Lab

City strategy: justification

Our vision:

Create a digitally advanced ecosystem, connected, agile, sustainable and with a citizen-centric strategy.

Our ambition

- Create a sustainable city through the sustainable mobility.
- Develop a resilient business network thanks to Start Up Alcobendas and Connect different agents (Public admin., Business associations, SMEs, Large companies, Universities, etc.)
- Help in the up-skilling for the integration of business and citizen's network.

Alcobendas: Ambition and roadmap












ICC Transformation

February 2021 to May 2021












1. Sustainable mobility

Ambition	Initiative	Activities – Inputs and actions	
1. Sustainable mobility	Low Emission Zone	<ul style="list-style-type: none"> - Needs assesment. - Participation process with the stakeholders. - Innovative solutions benchmark. 	<ul style="list-style-type: none"> - Piloting posible innovative solutions. - Field work for technical implementation - Search for public funding.
	Autonomus Bus	<ul style="list-style-type: none"> - Needs assesment. - Participation process with the stakeholders. - Innovative solutions benchmark. 	<ul style="list-style-type: none"> - Piloting posible innovative solutions. - Field work for technical implementation - Search for public and private funding.
	Multimodal platform	<ul style="list-style-type: none"> - Needs assesment. - Participation process with the stakeholders. - Innovative solutions benchmark. 	<ul style="list-style-type: none"> - Search for public funding. - Open call for Alcobendas mobility operators - Maas App Implementation











Initiative charter: SUSTAINABLE MOBILITY – Low Emission Zone

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p>  <p>Development of a low emission and noise zone in Downtown Alcobendas, through a car plate control system.</p>	<p>Solution lead: Intelligent Urban Lab – Executive Committee</p> 	<p>Source of funding and estimated cost</p> <p>Next Generation Funding < 3.5 M € + 1.75 M €</p> 
<p>Link to vision</p>  <p>Local digital innovation ecosystem. The involvement of companies based on innovative transport are linked to the vision of creating a Local Digital Innovation ecosystem.</p>	<p>Solution working team:</p>  <p>Alcobendas HUB + Innovation Dept. – City Council Alsa, Globalvía, Tecnalia and Mobility Dept. – City Council</p>	<p>Solution maturity outputs</p>  <ul style="list-style-type: none"> • A first submission of the documentation required to obtain funds from the Resilience and Recovery Plan of Spain has been done by the City Council and currently the city is waiting for resolution: • https://www.mitma.gob.es/ministerio/proyectos-singulares/prtr/transporte/programa_subvenciones_municipios_bajas_emisiones
<p>Link to ambition statement</p>  <p>Fully linked to the vision of creating a Sustainable City</p>	<p>Contributors:</p>  <p>Alcobendas HUB (Facilitator) Innovation and Legal advisory depts. – City Council</p>	<p>City performance outcomes and impacts</p>  <ul style="list-style-type: none"> • Improvement in the air quality. • Economic reactivation, with 500 new direct and indirect employments. • Participation of 10 local SMEs. • Integrated traffic and mobility management, which will reduce public costs. • It can be scalable to any amount of sensors, systems and territories. • Better coexistence between bicycles, pedestrians and vehicles.
<p>Expected impact and timing</p>  <p>4 months Project definition, 1 year per phase</p> <p>Impacts:</p> <ul style="list-style-type: none"> • Reduces Co2 emissions at the city center • Improves air quality and reduces related diseases • Identify heavy emitters to inform, fine or discourage car use. • Increase neighborhood safety and land value • Improves public services related with traffic management 	<p>Risks and mitigation</p>  <p>Lack of funding</p>	

Initiative charter: SUSTAINABLE MOBILITY – Autonomous Bus

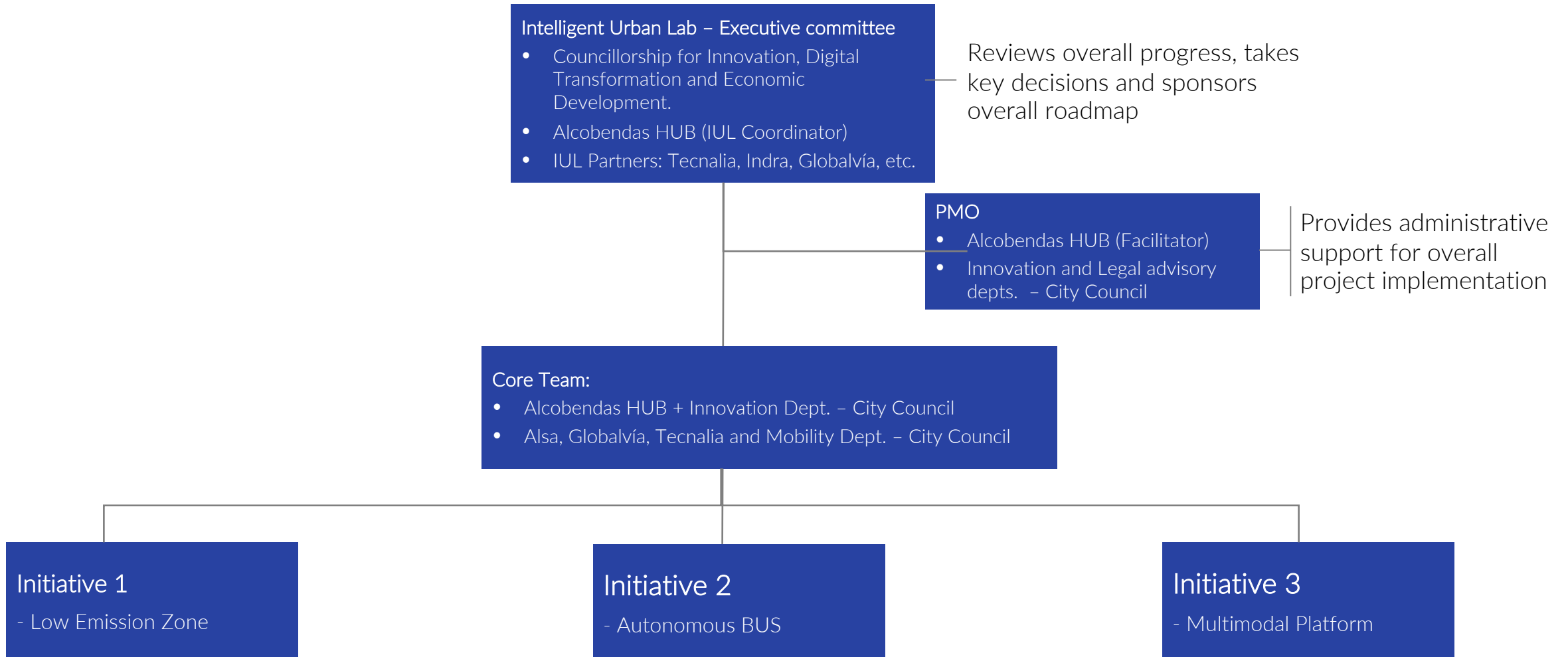
Strategy		Stakeholders involved		Inputs, outputs, outcomes and impacts	
Description 	Establishment of the first regular autonomous bus line in the city between Moraleja Green (shopping center) and the business area.	Solution lead: 	Intelligent Urban Lab – Executive committee	Source of funding and estimated cost 	UE Funding To be assigned
Link to vision 	Local digital innovation ecosystem. The involvement of companies based on innovative transport are linked to the vision of creating a Local Digital Innovation ecosystem.	Solution working team: 	Alcobendas HUB + Innovation Dept. – City Council Alsa, Globalvía, Tecnalia and Mobility Dept. – City Council	Solution maturity outputs 	<ul style="list-style-type: none"> The group of stakeholders is constituted. The Access to finance has been prepared for innovation projects.
Link to ambition statement 	Totally linked to the vision of creating a Sustainable city	Contributors: 	Alcobendas HUB (Facilitator) Innovation and Legal advisory depts. – City Council		
Expected impact and timing 	4 months Project, 6 months vehicle and infrastructure, 2 months DGT approval. Impacts: <ul style="list-style-type: none"> Connects Madrid with Alcobendas. Connects bus stops, metro station, Telefonica offices (15k employees) and deterrent parking with Alcobendas bus stops, Moraleja Green Mall and restoration area. Improves short distance mobility in the area 	Risks and mitigation 	Lack of funding, Spanish Directorate-General for Traffic	City performance outcomes and impacts 	<ul style="list-style-type: none"> Reduction in the use of private vehicles. Development of sustainable transport alternatives. Launch of a successful case, scalable to other zones of the city and the region. Increase in the business area's attractiveness. Alcobendas brand positioning in the fields of innovation, technology and citizen service.

Initiative charter: SUSTAINABLE MOBILITY – Multimodal platform

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p>  <p>Development of the MEEP multimodal platform through the integration of the main companies based within the city: CMT, Acciona, Wible, lime, BusUp, Hoop, etc.</p>	<p>Solution lead: Intelligent Urban Lab – Executive committee</p> 	<p>Source of funding and estimated cost</p> <p>City Mobility operators. 18,000 €</p> 
<p>Link to vision</p>  <p>Local digital innovation ecosystem. The involvement of companies based on innovative transport are linked to the vision of creating a Local Digital Innovation ecosystem.</p>	<p>Solution working team:</p>  <p>Alcobendas HUB + Innovation Dept. – City Council Alsa, Globalvía, Tecnalía and Mobility Dept. – City Council</p>	<p>Solution maturity outputs</p>  <p>The Project is in a good advance. It has been presented to the citizens. The first pilot is done and now Alcobendas is working the scalability of the Project, including on the MEEP other vehicles: motorbikes, bicycles.</p>
<p>Link to ambition statement</p>  <p>Totally linked to the vision of creating a Sustainable city</p>	<p>Contributors:</p>  <p>Alcobendas HUB (Facilitator) Innovation and Legal advisory depts. – City Council</p>	<p>City performance outcomes and impacts</p>  <ul style="list-style-type: none"> • Reduction of the private vehicles daily traffic. • Reduction of the CO2 emissions.. • Increase in the vehicle occupancy rates from 1.1 to 1.3. • 1,200 € yearly saving per shared vehicle. • 170,000 traffic hours yearly saving. • Improvement in the residential, labor and academic attractive.
<p>Expected impact and timing</p>  <p>6 months to 1st phase // 6 months 2nd phase:</p> <p>Impacts:</p> <ul style="list-style-type: none"> • Users find more efficient ways of moving through the city. • Optimized routes reduce car use in the city. • Users discover more env friendly ways of transportation • Encourages others platforms to operate in the city 	<p>Risks and mitigation</p>  <p>Real time info from operators.</p> <p>The coordination with regional transport provider to implement all the transport solutions in a single platform.</p>	

Governance structure for roadmap implementation –

1. Sustainable Mobility



Schedule for implementation

1.1 Sustainable mobility: Low emission zone

1.Sustainable mobility	2021				2022				2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Low Emission Zone												
-Needs assesment.	■	■										
-Participation process with the stakeholders.	■	■										
-Innovative solutions benchmark.	■	■										
-Piloting posible innovative solutions.	■	■										
-Project development		■										
-Search for public funding.		■	■			■	■					
- Provider selection				■	■			■	■			
-Field work for technical implementation.					■	■	■	■		■		
-Phase I deployment						■	■	■	■			
-Phase II deployment										■	■	■

Schedule for implementation

1.2 Sustainable mobility: Autonomous Bus

1. Sustainable mobility	2021				2022				2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Autonomous Bus												
- Needs assessment	■	■										
- Participation process with stakeholders	■	■										
- Innovative solutions benchmark		■										
- Field work for technical implementation		■										
- Project development (vehicle + infr. Needs)		■	■									
- Search for public funding				■	■		■	■				
- Vehicle and road infrastructure dev.						■	■					
- DGT approval							■					
- Launch								■				■
- Public procurement									■	■	■	■

Schedule for implementation










1.3 Sustainable mobility: Multimodal platform

1. Sustainable mobility	2021				2022				2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Multimodal Platform												
- Needs assessment	■											
- Participation process with stakeholders	■											
- Innovative solutions benchmark		■										
- Provider selection		■										
- Public procurement									■	■	■	■
- Operators integration			■	■								
- Payment development					■	■						

2. UPSKILLING & RESKILLING

Ambition	Initiative	Activities – Inputs and actions	
2. Reskilling and Upskilling	Diagnosis	<ul style="list-style-type: none"> - Analysis of the local employment and unemployment data. 	<ul style="list-style-type: none"> - Participation process with the stakeholders. - Definition of the training.
	Employment Shuttles	<ul style="list-style-type: none"> - SPOOC training. - "Employment Connect Shuttle" by Fundación Santa María la Real. 	<ul style="list-style-type: none"> - Express shuttle focused on digital training. - Express shuttle focused on green and environmental skills training.
	Definition of new digital training programmes	<ul style="list-style-type: none"> - Hostelry Trainings. - Microsoft Certification Programmes. - Bejob "Digital Business" training programme. 	


Initiative charter: UPSKILLING & RESKILLING – Diagnosis

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p>  <ul style="list-style-type: none"> - Analysis of the local employment and unemployment data. - Participation process with the stakeholders. -Definition of the training. 	<p>Solution lead: Councillorship for Innovation, Digital Transformation and Economic Development</p>  <hr/> <p>Solution working team: Directorate General for Economic Development</p> 	<p>Source of funding and estimated cost</p> <p>Horizon Europe Funding. To be assigned</p> 
<p>Link to vision</p> <p>Local digital innovation ecosystem</p> 	<p>Contributors: Legal Advisory Department Training suppliers</p> 	<p>Solution maturity outputs</p> <ul style="list-style-type: none"> • Wether the avaiable data was sufficient in order to carry the analysis. • Participation degree of the stakeholders. • Percentage of the target population able to take at least one training programme 
<p>Link to ambition statement</p> <p>This initiative is linked to the visión of creating a Sustainable City from the perspective of long term sustainability focused on people and employment.</p> 	<p>Risks and mitigation</p> <p>Lack of data specific, Insuficient presence and participation of stakeholders</p> 	<p>City performance outcomes and impacts</p> <p>Better understanding of the unemployment issues in Alcobendas.</p> 
<p>Expected impact and timing</p> <p>4 months prior to programme lauching</p> 		

Initiative charter: UPSKILLING & RESKILLING – Employment Shuttle

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p>  <ul style="list-style-type: none"> - SPOOC training. "Employment Connect Shuttle" by Fundación Santa María la Real. -Express shuttle focused on digital training. -Express shuttle focused on green and environmental skills training. 	<p>Solution lead: Councillorship for Innovation, Digital Transformation and Economic Development</p>  <hr/> <p>Solution working team: Directorate General for Economic Development</p> 	<p>Source of funding and estimated cost</p> <p>Horizon Europe Funding 1,000,000 €</p> 
<p>Link to vision</p>  <p>Local digital innovation ecosystem</p>	<p>Contributors: Legal Advisory Department Training suppliers</p> 	<p>Solution maturity outputs</p>  <p>Monitoring indicators include data related to participation and use of the different training activities. This allows us to systematically test the achievement of the proposed goals, so the activities can be redefined in case of "non achievement", in order to optimize the resource investment.</p>
<p>Link to ambition statement</p>  <p>This initiative is linked to the vision of Creating a Sustainable City from the perspective of long term sustainability focused on people and employment.</p>	<p>Risks and mitigation</p>  <p>Unefecting monitoring process</p>	<p>City performance outcomes and impacts</p>  <p>4 simultaneous programmes aimed to the most vulnerable groups, meaning an impact of 24,000 people (1/5 Alcobendas' population).</p>
<p>Expected impact and timing</p>  <ul style="list-style-type: none"> - Express Shuttles 5 moths each - Employment Connet Shuttle 4 moths each - SPOOCs 1 moths <p>2 month length monitoring after the end of each programme</p> 		

Initiative charter: UPSKILLING & RESKILLING – Definition of new digital training programmes

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p>  <ul style="list-style-type: none"> - Hostelry Trainings. - Microsoft Certification Programmes. - Bejob “Digital Business” training programme 	<p>Solution lead: Councillorship for Innovation, Digital Transformation and Economic Development</p>  <hr/> <p>Solution working team: Directorate General for Economic Development</p> 	<p>Source of funding and estimated cost</p> <p>Horizon Europe Funding. 45,000 €</p> 
<p>Link to vision</p>  <p>Local digital innovation ecosystem</p>	<p>Contributors: Legal Advisory Department Training suppliers</p> 	<p>Solution maturity outputs</p>  <ul style="list-style-type: none"> • Participants' attendance to the training sessions, as well as the evolution of their secondary skills through the telematic register. • The local Employment Agency receives information on the amount of offers and hirings among the participants. • Amount of women and job seekers over 45 and with no university training that join the labor market with an unlimited contract after the training period.
<p>Link to ambition statement</p>  <p>This initiative is linked to the vision of Creating a Sustainable City from the perspective of long term sustainability focused on people and employment.</p>	<p>Risks and mitigation</p>  <p>Low offer that doesn't fit with the demand or viceversa.</p>	<p>City performance outcomes and impacts</p>  <p>The recovery of families' purchasing power will boost the non entrepreneurial economic activity with 4.9 billion euros.</p>
<p>Expected impact and timing</p>  <p>4 months prior to programme launching</p>		

Governance structure for roadmap implementation –

2. Reskilling and Upskilling

Councillorship for Innovation, Digital Transformation and Economic Development

Reviews overall progress, takes key decisions and sponsors overall roadmap

Training suppliers

- Fundación Santa María la Real.
- Microsoft.
- Bejob.

PMO

- Legal Advisory Department.

Provides administrative support for overall project implementation

Directorate General for Economic Development

- Department of Employment

Initiative 1

- Diagnosis

Initiative 2

- Employment Shuttles

Initiative 3

Definition of new digital training programmes

Schedule for implementation

2. Reskilling and Upskilling












	2021			2022			2023		
	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3
Diagnosis									
Analysis		■	■						
Participation		■	■						
Employment Shuttles									
Employment Connect Shuttle				■		■		■	
SPOOCs					■		■		■
Express Shuttle - Digital Training				■					
Express Shuttle - Environmental Skills Training							■		
Definition of new digital training programmes									
Bejob				■			■		
Microsoft					■			■	
Hostelry trainings						■			■

Schedule for implementation












2. Reskilling and Upskilling

	2021			2022			2023		
	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3
Diagnosis									
Analysis		■	■						
Participation		■	■						
Employment Shuttles									
Employment Connect Shuttle				■		■		■	
SPOOCs					■		■		■
Express Shuttle - Digital Training				■					
Express Shuttle - Environmental Skills Training							■		
Definition of new digital training programmes									
Bejob				■			■		
Microsoft					■			■	
Hostelry trainings						■			■








Initiative charter: START UP ALCOBENDAS – API (Alcobendas Innovation Platform)

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p>  <p>Offering corporates and startups collaboration and ecosystem opportunities.</p>	<p>Solution lead: Councillorship for Innovation, Digital Transformation and Economic Development</p>  <hr/> <p>Solution working team: Directorate General for Economic Development</p> 	<p>Source of funding and estimated cost</p>  <p>Digital Europe Funding EU - Single Market Programme. To be assigned during the procurement phase.</p>
<p>Link to vision</p>  <p>Local digital innovation ecosystem</p>	<p>Contributors: Legal Advisory Department Event organisers</p> 	<p>Solution maturity outputs</p>  <p>Matching between corporates and startups after pitching Defining a proof of concepts between two parts based on corporate challenge Successful proofs of concept.</p>
<p>Link to ambition statement</p>  <p>Resilient business fabric</p>	<p>Risks and mitigation</p>  <ul style="list-style-type: none"> - Lack of investment projects and pilot development after the programme. - Private fundraising issues. 	<p>City performance outcomes and impacts</p>  <ul style="list-style-type: none"> • Development of investment opportunities. • Access to private funding. • Pilot testing.
<p>Expected impact and timing</p>  <p>To be assigned during the procurement phase.</p>		

Initiative charter: START UP ALCOBENDAS - StartUp Alcobendas Academy

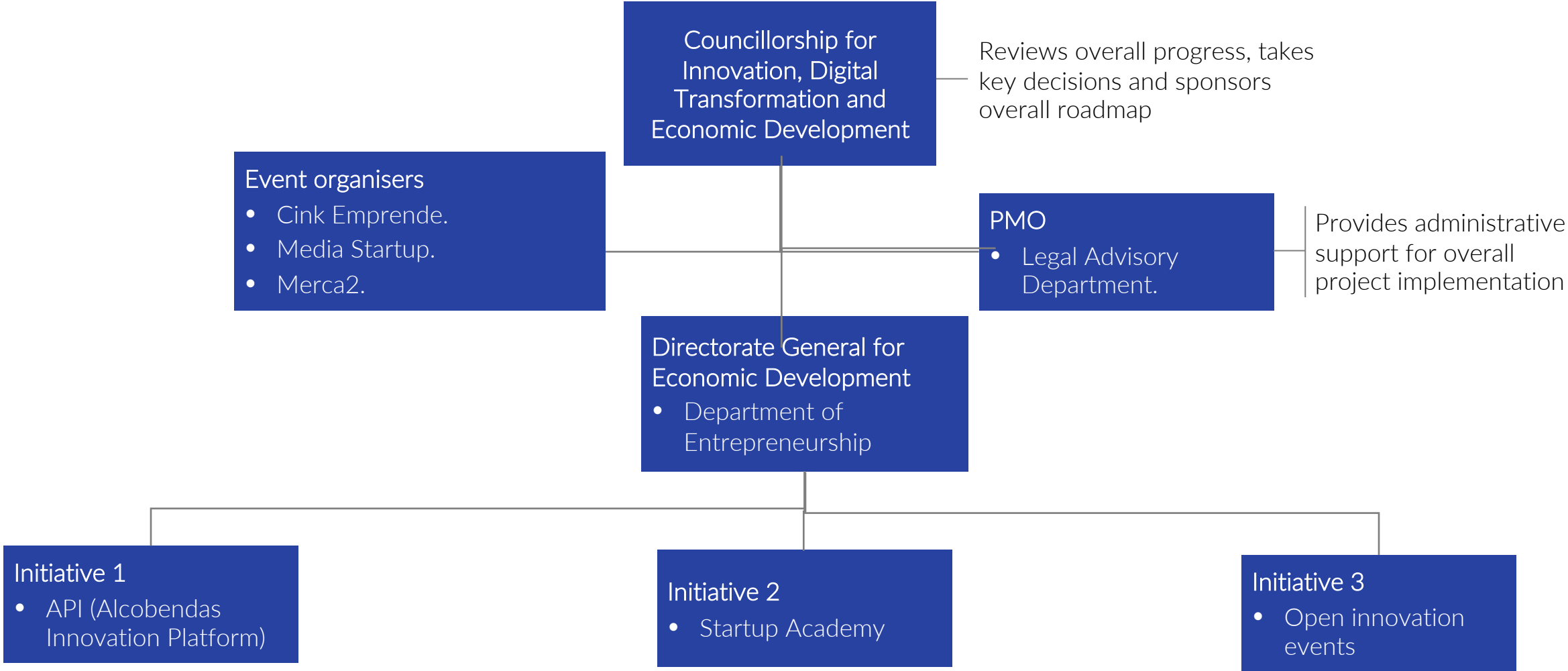
Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p>  <ul style="list-style-type: none"> -Training aimed to companies and startups. -Roadshow. -Open Innovation Study. 	<p>Solution lead: Councillorship for Innovation, Digital Transformation and Economic Development</p>  <hr/> <p>Solution working team: Directorate General for Economic Development</p> 	<p>Source of funding and estimated cost</p>  <ul style="list-style-type: none"> Digital Europe Funding EU - Single Market Programme To be assigned during the procurement phase.
<p>Link to vision</p>  <p>Local digital innovation ecosystem</p>	<p>Contributors: Legal Advisory Department</p>  <p>Event organisers</p>	<p>Solution maturity outputs</p>  <p>Training programmes in Open Innovation for corporates, in order to help them work with startups .</p>
<p>Link to ambition statement</p>  <p>Resilient business fabric</p>	<p>Risks and mitigation</p>  <p>Participants not finding the ecosystem opportunities useful enough.</p>	<p>City performance outcomes and impacts</p>  <p>Participants acquire an integrated and broad view of open innovation and its application within their businesses.</p>
<p>Expected impact and timing</p>  <p>To be assigned during the procurement phase.</p>		

Initiative charter: START UP ALCOBENDAS – Open Innovation Events

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p>  <ul style="list-style-type: none"> -Media StartUp Alcobendas. -Merca2 Awards. -Green Mobility Summit. -SEM21 mobility event. -Participation in events: Startup Olé, DES, OurCrowd and Digital Scaleup Summit San Francisco, Alhambra Ventures, South Summit. 	<p>Solution lead: Councillorship for Innovation, Digital Transformation and Economic Development</p>  <hr/> <p>Solution working team: Directorate General for Economic Development</p> 	<p>Source of funding and estimated cost</p>  <ul style="list-style-type: none"> Digital Europe Funding EU - Single Market Programme To be assigned during the procurement phase.
<p>Link to vision</p>  <p>Local digital innovation ecosystem</p>	<p>Contributors: Legal Advisory Department</p>  <p>Event organisers</p>	<p>Solution maturity outputs</p>  <p>Alcobendas seen as a startup hub and an innovation ecosystem, attractive to startups and corporates.</p>
<p>Link to ambition statement</p>  <p>Resilient business fabric</p>	<p>Risks and mitigation</p>  <p>Insufficient and ineffective networking and promotion and advertising opportunities.</p>	<p>City performance outcomes and impacts</p>  <ul style="list-style-type: none"> • Networking opportunities. • National and international promotion and advertising of the city of Alcobendas.
<p>Expected impact and timing</p>  <p>To be assigned during the procurement phase.</p>		

Governance structure for roadmap implementation –

3. Startup Alcobendas



High level implementation roadmap for solution – Startup Alcobendas

	2021			2022			2023		
	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3
API (various calls)									
Challenges identification	■		■		■		■		
Scouting	■		■		■		■		
Selection procedure	■		■		■		■		
Boosting programme		■		■		■		■	
Assessment & integration		■		■		■		■	
Startup Academy									
Training				■		■		■	
Roadshow					■		■		■
Open Innovation Study				■					
Open Innovation Events	■	■	■	■	■	■	■	■	■

Key Performance indicators – solution maturity (outputs)

Solution	Initiative	Solution Maturity - outputs	Targets
Sustainable Mobility	Low Emission Zone	<ul style="list-style-type: none"> Reduces Co2 emissions at the city center Improves air quality and reduces related diseases Identify heavy emitters to inform, fine or discourage car use. Increase neighborhood safety and land value Improves public services related with traffic management 	<ul style="list-style-type: none"> City inhabitants Employees Workers
	Autonomous Bus	<ul style="list-style-type: none"> Connects Madrid with Alcobendas. Connects bus stops, metro station, Telefonica offices (15k employees) and deterrent parking with Alcobendas bus stops, Moraleja Green Mall and restoration area. Improves short distance mobility in the area 	<ul style="list-style-type: none"> City inhabitants Employees Workers
	Multimodal Platform	<ul style="list-style-type: none"> Users find more efficient ways of moving through the city. Optimized routes reduce car use in the city. Users discover more env friendly ways of transportation Encourages others platforms to operate in the city 	<ul style="list-style-type: none"> City inhabitants Employees Workers

Key Performance indicators – solution maturity (outputs)

Solution	Initiative	Solution Maturity - outputs	Targets
Reskilling and Upskilling	Diagnosis	<ul style="list-style-type: none"> • Whether the available data was sufficient in order to carry the analysis. • Participation degree of the stakeholders. • Percentage of the target population able to take at least one training programme. 	The whole unemployed population.
	Employment Shuttles	Monitoring indicators include data related to participation and use of the different training activities. This allows us to systematically test the achievement of the proposed goals, so the activities can be redefined in case of “non achievement”, in order to optimize the resource investment.	Unemployees between 18 and 60 years old.
	Definition of new digital training programmes	<ul style="list-style-type: none"> • Participants’ attendance to the training sessions, as well as the evolution of their secondary skills through the telematic register. • The local Employment Agency receives information on the amount of offers and hirings among the participants. • Amount of women and job seekers over 45 and with no university training that join the labor market with an unlimited contract after the training period. 	3 collectives of job seekers: -Women. -Unemployees over 45 years old. -Unemployees with no university training.
StartUp Alcobendas	API (Alcobendas Innovation Platform)	Matching between corporates and startups after pitching Defining a proof of concepts between two parts based on corporate challenge Successful proofs of concept.	-Local Corporates -National and international Startups.
	StartUp Alcobendas Academy	Training programmes in Open Innovation for corporates, in order to help them work with startups .	
	Open innovation events	Alcobendas seen as a startup hub and an innovation ecosystem, attractive to startups and corporates.	

Key Performance indicators

Solution	Initiative	City performance – outcomes and impacts	Targets	Link to SDGs (optional)
Sustainable Mobility	Low Emission Zone	<ul style="list-style-type: none"> Improvement in the air quality. Economic reactivation, with 500 new direct and indirect employments. Participation of 10 local SMEs. Integrated traffic and mobility management, which will reduce public costs. It can be scalable to any amount of sensors, systems and territories. Better coexistence between bicycles, pedestrians and vehicles. 	<ul style="list-style-type: none"> City inhabitants Employees Workers 	3, 7, 8, 9, 11, 12 and 13
	Autonomous Bus	<ul style="list-style-type: none"> Reduction in the use of private vehicles. Development of sustainable transport alternatives. Launch of a successful case, scalable to other zones of the city and the region. Increase in the business area's attractive. Alcobendas brand positioning in the fields of innovation, technology and citizen service. 	<ul style="list-style-type: none"> City inhabitants Employees Workers 	3, 7, 8, 9, 11, 12 and 13
	Multimodal Platform	<ul style="list-style-type: none"> Reduction of the private vehicles daily traffic. Reduction of the CO2 emissions.. Increase in the vehicle occupancy rates from 1.1 to 1.3. 1,200 € yearly saving per shared vehicle. 170,000 traffic hours yearly saving. Improvement in the residential, labor and academic attractive. 	<ul style="list-style-type: none"> City inhabitants Employees Workers 	3, 7, 8, 9, 11, 12 and 13

Key Performance indicators

Solution	Initiative	City performance – outcomes and impacts	Targets	Link to SDGs (optional)
Reskilling and Upskilling	Diagnosis	Better understanding of the unemployment issues in Alcobendas.	The whole unemployed population.	4, 5, 8 and 11.
	Employment Shuttles	4 simultaneous programmes aimed to the most vulnerable groups, meaning an impact of 24,000 people (1/5 Alcobendas' population).	Unemployees between 18 and 60 years old.	4, 8 and 11.
	Definition of new digital training programmes	The recovery of families' purchasing power will boost the non entrepreneurial economic activity with 4.9 billion euros.	3 collectives of job seekers: -Women. -Unemployees over 45 years old. -Unemployees with no university training.	4, 5, 8 and 11.
StartUp Alcobendas	API (Alcobendas Innovation Platform)	<ul style="list-style-type: none"> • Development of investment opportunities. • Access to private funding. • Pilot testing. 	<ul style="list-style-type: none"> -Corporates. -Local startups. -International startups. 	8, 9 and 12
	StartUp Alcobendas Academy	Participants acquire an integrated and broad view of open innovation and its application within their businesses.	<ul style="list-style-type: none"> -Corporates. -Local startups. -International startups. 	8, 9 and 12
	Open innovation events	<ul style="list-style-type: none"> • Networking opportunities. • National and international promotion of the city of Alcobendas. 	<ul style="list-style-type: none"> -Corporates. -Local startups. -International startups. 	8, 9 and 12

Key Performance indicators - Cross cutting indicators

Cross cutting indicators

New jobs created

Number of new businesses registered in the past 12 months

The European Commission's
**INTELLIGENT CITIES
CHALLENGE**

Section

3+4

Alcobendas: Impact

ICC Transformation

February 2021 to May 2021

Impact executive summary

- Major successes:
 - Getting the collaboration of companies and stakeholders with regards to the City Council's programmes and activities.
- Major challenges:
 - Covid-19 restrictions on mobility and the lack of in-person events and networking activities.
 - Managing the day-by-day activities due to schedule issues of the stakeholders.
 - Obtaining public and/or private funding
 - Meeting deadlines, due to troubles with inefficient public procurement procedures
- Major KPIs already achieved:
 - Sustainable Mobility KPI 3: more than 10 local SMEs are already involved.
 - Sustainable Mobility KPI 4: motorcycles already represent more than 5% of all the vehicles.
 - Startup Alcobendas KPI 1: more than 40 companies already take part within the Startup Alcobendas programme
- Commitments over the next 3 years:
 - Sustainable Mobility: renovation of the local fleet from polluting vehicles towards zero-emission vehicles.
 - Upskilling – Reskilling: further develop employment programmes that focus on the quality of the job created.
 - Startup Alcobendas: boost the international presence of the City of Alcobendas after Covid restrictions are fully lifted.

5 key lessons

Lesson	Reflections
1	Trouble managing the day-by-day activities due to schedule issues of the stakeholders.
2	Trouble obtaining public and/or private funding
3	Great willingness and availability of companies and stakeholders to collaborate with the City Council
4	Meeting deadlines, due to troubles with inefficient public procurement procedures

3 Year plan - targets

KPI	Category	What commitments will the city make to this end?
1 Improvement in the air quality	Sustainable mobility	Renovation of the local fleet, from polluting vehicles towards zero-emission vehicles.
2 Amount of women and job seekers over 45 and with no university training that join the labor market with an unlimited contract after the training period	Upskilling - Reskilling	Further develop employment programmes that focus on the quality of the job created.
3 National and international promotion of the city of Alcobendas	Startup Alcobendas	Boost the international presence of the City of Alcobendas after Covid restrictions are fully lifted.

Assessment of city performance - progress against KPIs

1. Sustainable mobility

City performance	Where we started	Midway through the challenge	Final results
1 KPI 1. Improvement in the air quality	- Air pollution – PM10 (16 µg/m3) / NO ₂ (28 µg/m3)		- Under 25 µg/m3 PM10. - Under 40 µg/m3 NO ₂
2 KPI 2 Development of sustainable transport alternatives.	- EV/Non EV – 7%	- To be assessed after the procurement phase	- EV/Non EV – 10%
3 KPI 3 Participation of 10 local SMEs.	- 10 SMEs involved	- 25 SMEs involved	- Already achieved
4 KPI 4 Development of sustainable transport alternatives	- Modal split (motorcycles/cars x 100): 5%	- Modal split (motorcycles/cars x 100): 5%	- Already achieved
5 KPI 5 Improves public services related with traffic management	Average age of cars – 70% < 4 years (4,46 avg)	- To be assessed after the procurement phase	- 4 years on average

Assessment of city performance - progress against KPIs

2. Upskilling – Reskilling

City performance	Where we started	Midway through the challenge	Final results
1 KPI 1. Participation degree of the stakeholders.	- 0	- To be determined by the end of the assessment period	- At least 50% of the training suppliers launch a second training period after de programme ends
2 KPI 2 Participants' attendance to the training sessions, as well as the evolution of their secondary skills through the telematic register	- 0	- To be determined by the end of the assessment period	- 80%
3 KPI 3 Amount of women and job seekers over 45 and with no university training that join the labor market with an unlimited contract after the training period	- 0	- To be determined by the end of the assessment period	- 75%

Assessment of city performance - progress against KPIs

3. Start up Alcobendas

	Where we started	Midway through the challenge	Final results
1 KPI 1. Participants acquire an integrated and broad view of open innovation and its application within their businesses	- 0	- 45 companies involved	- 40 companies involved – already achieved
2 KPI 2 Networking opportunities	- 0	- 8 Groups meeting	- 10 Groups meeting
3 KPI 3 National and international promotion of the city of Alcobendas	- 0	- 1 International Event	- 3 International Events

5 key lessons

Lesson	Reflections
1	Trouble managing the day-by-day activities due to schedule issues of the stakeholders.
2	Trouble obtaining public and/or private funding
3	Great willingness and availability of companies and stakeholders to collaborate with the City Council
4	Meeting deadlines, due to troubles with inefficient public procurement procedures

Reflections on city collaborations

It has been very useful to carry out a strategic reflection about our city's strategic strengths and to define clear and concise activities to develop.

We intend to keep carrying such analysis from now on

However, we have obviously missed the networking activities and further collaboration opportunities with other cities.

Commitments

Commitments to on-going resources

Continue finding the needed funding sources for the implementation of the projects

Currently, the low emission zone is under implementation with the constraints of achieving goals of the resilience and recovery plan, so the financial resources are working for that.

Commitments to on-going collaboration

Continue with the involvement of the number of DIH members and stakeholders.

Continue searching people and new targets for the upskilling and reskilling project.

Commitments to on-going KPIs

Measure, follow and achieve the KPIs

3 Year plan - ambitions

Building on the ICC, what would will the city aim to achieve in 3 years time?

Consolidate the basis for a sustainable, connected and safe mobility in the city.

What steps will you take over the next 3 years to achieve these goals?

- Provide enough resources for achieving the Kpis and goals of the program.
- Continue through the established road map.

3 Year plan - targets

KPI	Category	What commitments will the city make to this end?
1 Improvement in the air quality	Sustainable mobility	Renovation of the local fleet, from polluting vehicles towards zero-emission vehicles.
2 Amount of women and job seekers over 45 and with no university training that join the labor market with an unlimited contract after the training period	Upskilling - reskilling	Further develop employment programmes that focus on the quality of the job positions.
3 National and international promotion of the city of Alcobendas	Startup Alcobendas	Boost the international presence of the City of Alcobendas after Covid restrictions are fully lifted.