

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

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Alcoy: Intelligent City Transformation Overview

ICC Final Deliverable



Executive summary

Alcoy is a medium sized city, which has about 60,000 inhabitants. Its metropolitan area has about 137,000 inhabitants. It is a regional centre and a commercial and industrial city, which has lots of interesting services such as two universities, innovation and network centres, co-working spaces, business associations and some important services from the local and regional administration (hospital, employment office). To be an innovative and digital city is important for us.

The main industrial activities in its area are textile, cosmetics, health sector, alimentation, I+D, toy sector and plastic products. Its area also has an interesting environment with two protected natural parcs.

Alcoy has been working for years to achieve its vision: to become a region with a resilient economy that supports companies and entrepreneurs to facilitate their integration into the global economy. To this end, it considers it is essential to promote talent and human capital as a driver of digital transformation in local companies and in the city, reinforcing constant communication between the economic, educational and public sectors.

Within the framework of the ICC, and aligned with the city strategy, the smart city master plan and the industrial promotion plan, we have set ourselves 3 ambition statements: transforming industry, green manufacturing and clean production, intelligent and ecological mobility and transport for industrial and economic sector and upskilling, reskilling and agile communication.

And the objectives have been reached, important milestones have been achieved and others are planned. Specifically, we have worked on 4 solutions with different objectives and planning in each of them:

- ❑ Local Energy Community → We are promoting a LEC and consulting services for energy transition for companies.
- ❑ Sustainable Mobility → We have conducted a mobility survey, a grant has been launched to promote car parks for personal mobility vehicles and the bike lane between industrial estates will be increased.
- ❑ The Talent Center → We have conducted a talent survey and the innovation agency has been launched.
- ❑ Home assistance system to combat loneliness → It was born from the ICC and the work of 2 ICC cities (Alcoy and Torrent). It is a common, social, technological and innovation project. The project is awaiting funding to be able to implement it.

We must highlight the engagement of the local ecosystem to meet the challenges of the city and its willingness and effort in the ICC. And we consider that it is a milestone in itself.

Mayor Foreword

One of the objectives of the ICC is that cities and their local ecosystems implement the projects of its strategy and become drivers of the recovery of their local economy, create new jobs and strengthen the participation and well-being of citizens.

ICC is therefore an important programme for the city, and fully aligned with our objectives and strategy. It also reflects the recognition of our city project and our commitment to innovation, smart cities and digital transformation.

We are pleased that the action plan and the actions that have already been defined in the ICC have been developed together with the framework of the city of Alcoy. We have managed to engage key players, who, like us, are aware that digital transformation is necessary to have a competitive fabric in the territory.

Together with them, we have developed lines linked to innovation, digital transformation, mobility, green and sustainable economy and the energy challenge.

Another important aspect of the ICC, which we have achieved, is to create collaborations and alliances to face the challenges with other EU territories and thus also be more effective and more efficient in the policies of the cities.

Antonio Francés Pérez, mayor of Alcoy



The city of Alcoy 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 – February 2021



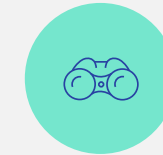
2 Ambition & roadmap

2 months:
March 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

Alcoi ICC Team identified and analysed the different agents of the local ecosystem to select the main ones who were invited to participate.

We did some interesting interviews with different agents and enterprises.

"Working day: Needs Workshop", on 4 February 2021: we organized 3 focus groups with professionals and agents.

"Working day: Solution maturity and strategy workshop", on March 10: we organized 3 focus groups

Local Launch: On 30 March 2021, the Mayor of Alcoy, Antonio Francés and the Local Expert, held a press conference for the local launch of the ICC. In addition, a video was presented where local agents talked about the importance of Alcoy's objectives in the ICC. <https://www.youtube.com/watch?v=cvT5QzKA1XU&t=1s>

3 thematic workshops (online and face-to-face) with local ecosystem actors and specialised companies on mobility, local energy communities and the Talent Centre. In addition, with **the Torrent ICC team**, we are also working on our common ICC project to combat loneliness among the elderly.

Presentation of conclusions to local stakeholders: presentation of the conclusions of the European project Intelligent Cities Challenge,

Radio interview about ICC to the Innovation Councilor of Alcoy City Council and the ICC City Project Manager of Alcoy.

We've achieved many milestones, e.g.:

- Recruitment of the Innovation Agent and Innovation Agency in place.
- Created several working groups, working in parallel in 2 industrial areas in order to formalise the first local energy community in Alcoy.
- Subsidy for companies for bicycle and scooter parking.
- Energy transition consultancy
- Survey related to mobility Survey related to upskilling and reskilling

We are awaiting funding to be able to tender the contract for the home assistance system project - combating loneliness, which we are carrying out with Torrent.

We continue with our roadmap in our 4 solutions developed together with the stakeholders of the territory.

Section

1

September 2020 to
February 2021

Alcoy: Preparation and assessment

ICC transformation



Introduction

Alcoy is a medium sized city, which has about 60,000 inhabitants. Its area has about 137,000 inhabitants. The main cities in its area are Ibi, Cocentaina, Muro and Banyeres.

The city is 50 kilometres from Alicante and 100 from Valencia.

Alcoy is a regional centre and a commercial and industrial city, which has lots of interesting services such as two universities, innovation and network centres, co-working spaces, business associations and some important services from the local and regional administration (hospital, employment office).

The main industrial activities in its area are textile, cosmetics, health sector, alimentation, I+D, toy sector and plastic products.

Despite the fact that Alcoy is the regional centre of Alcoià-Comtat area, the city participates actively in the regional policies. For instance, Alcoy promoted the constitution of the association of municipalities in the area last decade.


Its area also has an interesting environment with two protected natural parcs.


To be an innovative and digital city is so important that Alcoy has applied some interesting policies such as to participate in the “Digital Cities Challenge” programme and to start up the Smart City Department.




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 Alcoy today

Strategic plan 2019-2025.

The plan defines the city that it wants to be: integrated, smart and sustainable, made up of 7 axes (institutional, social, education and culture, economic development, innovation, urban planning and sustainability and the environment).

Existence of industrial companies. 9% of companies in the city and 15,60% in the city region and almost 15% of employment are in the industrial sector (textile, food, cosmetics, plastic, ...) in the city.

Industry Boost Plan

Management strategy to support the industry by creating an entity to promote transformation.

Good relationship with the educational environment. Existence of technological universities and professional training centers.

Close to **international airports, ports and AVE**, but **bad** or non-existent combination in **public transport**.

Key insights from city performance analysis

Higher performance observed

1 Presence of **technological universities and research institutes**, which generate more than 400 new students in degrees related to business management, industry and technology.

2 **Awareness of the need for change** and the will of the city council to lead it, although with little participation from the social agents.

3 **Innovative** character of citizens and companies.

4 **Diversity of industrial sectors**, not dependence on a single sector.

5 Presence of **digital companies** that can act as a focus of transformation.

Lower performance observed

1 Need for a more agile and **digital administration**.

Difficulty retaining talent.

2 Need for **training digital resources and ecological transition** of company employees and citizens in general.

3 Very **small company size** and little digitized.

4 **Low trust** between digital and non-digital companies.

... Few companies in the **consulting sector** to help the transformation.

City Ecosystem

The participation and collaboration of local actors has been exceptional. From the very first moment, with the personalised interviews and surveys, their willingness to collaborate has been very positive.

Together we have been building the projects and drawing up the roadmap. The workshops have helped us to get to know them better and to set concrete challenges that meet real needs.

The local agents are hoping that the projects and plans drawn up will be fulfilled as they have been up to now.

The workshops and the ICC working methodology have served to achieve productive working sessions. We have made a commitment to report regularly on progress. A good example of this is the presentation of results that we made in April 2022 and where we invited all the agents of the territory who have participated in some way.



ICC strategy: Vision and ambition statements

Overarching ICC city vision

To be a region with a resilient economy that supports companies and entrepreneurs to be able to be integrated into the global economy

Ambition statement 1

Transforming industry, green manufacturing and clean production

To promote the transformation of the productive ecosystem of the region taking advantage of the opportunities of technology to make it more sustainable, resilient and efficient.

Ambition statement 2

Intelligent and ecological mobility and transport for industrial and economic sector

To develop a new smart and ecological mobility model that supports and promotes the economic and industrial sector with the aim of achieving the decarbonization of the region.

Ambition statement 3

Upskilling, reskilling and agile communication

To prepare the Economic sector for transformation by fostering upskilling/reskilling and promoting an agile communication network.

City strategy: justification (1/2)

Alcoy's ICC vision of "Being a region with a resilient economy that supports businesses and entrepreneurs to integrate into the global economy", as well as **the ICC objectives** of "Transforming industry, green manufacturing and clean production", "Intelligent and ecological mobility and transport for industrial and economic sector" and "Upskilling, reskilling and agile communication", are framed within the city's strategic plan 2019-2025.

Alcoy knows that those territories with a greater weight of the industrial sector are territories with greater wealth, greater employment stability, higher wages, resilience and economic stability. In addition, the industrial sector acts as a driving force for the rest of the sectors. A knowledge-intensive industry, oriented towards products with high added value, sustained by a qualified workforce, with the capacity to adapt to change, which acquires the necessary skills at all times through continuous and efficient "ad hoc" training programmes, through a range of university and vocational training courses that meet the present and future needs of the industry, are elements that are equally essential in an industrial policy. equally essential elements of an effective industrial policy.

The Alcoy Industrial Impulse Master Plan arises from the need to coordinate and promote all the actions aimed at the industrial development of our city, both those that are already being carried out and the new actions proposed in this document, and to align them with the objectives of sustainable, intelligent and innovative urban development, the principles on which innovative urban development, principles on which the Alcoy city model is based. The objective of the Plan is to promote actions aimed at reinforcing and increasing the weight of industrial activity in our territory.

City strategy: justification (2/2)

The 4 specific ICC solutions we are working on,

- ✓ "Local energy communities in industrial areas",
- ✓ "Green Mobilities in industrial areas",
- ✓ "Talent Center"
- ✓ and "Home assistance system"

are also aligned with the city's strategic plan.

The "Home assistance system" solution was not initially included in the ICC objectives, although it was part of the city strategy and a similar project was being worked on. Within the relationship with ICC cities, we discovered that our original project had many synergies and complemented a project of another ICC city, and it was decided to include it in the ICC roadmap.

The ICC itself is part of the master plan for the industrial promotion of Alcoy, 2020-2023. This master plan focuses on 6 axes, "Alcoy, industrial city", "Human Talent", "Industrial boost", "Industrial ecological transition", "Modernisation of industrial areas" and "Innovation and industrial digitalisation boost". The ICC objectives are also framed within these axes.

*The **ecosystem** of the territory and **the entrepreneurial and industrial character of Alcoy**, offer a favourable scenario to develop the ICC objectives and the 4 ICC solutions worked on this journey.*

The continuity of the political management of the city and continuing to collaborate with stakeholders will also be key to complete the objectives.

Section

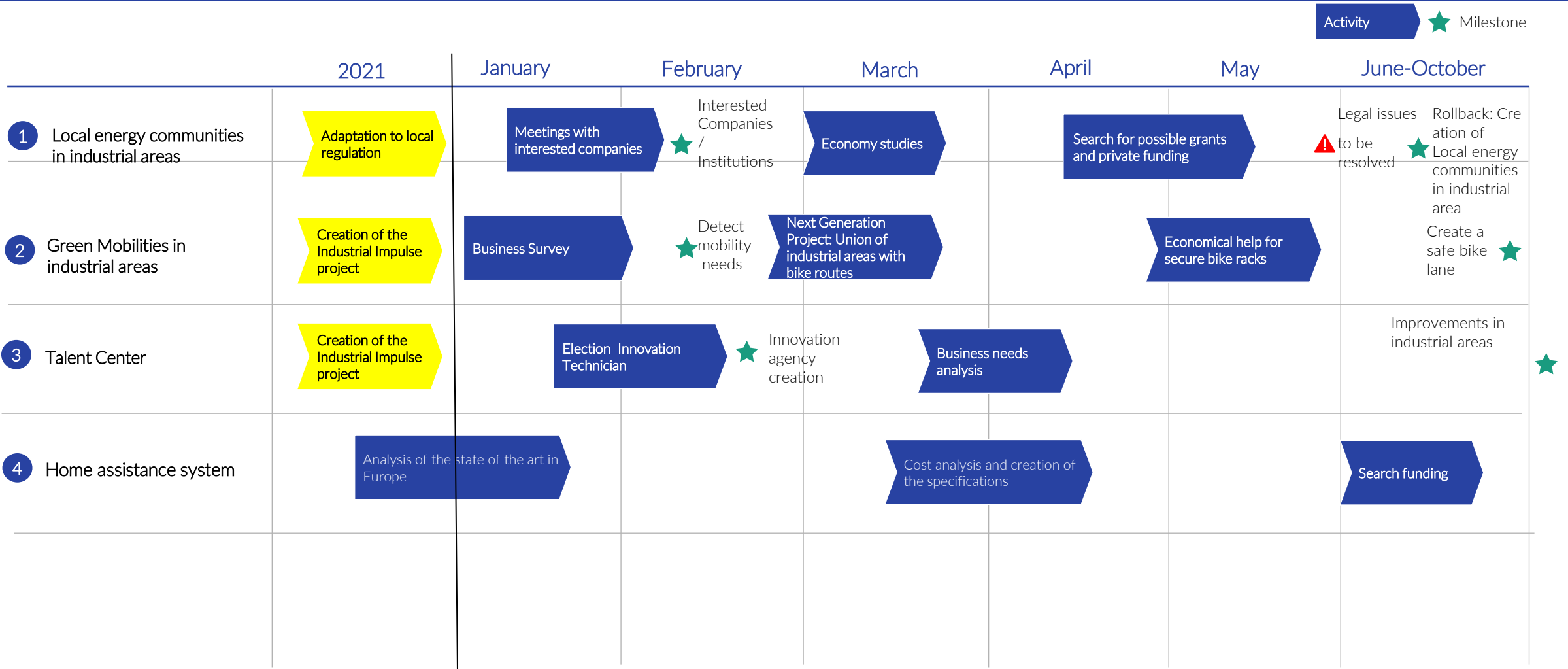
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Alcoy: Ambition and roadmap

ICC Transformation

March 2021 to April 2021

High level implementation roadmap (“10000m plan”)



High level implementation roadmap for solution (“10000m plan”)

Local energy communities in industrial areas

		fourth trimester 2021			first trimester 2022			second trimester 2022			third trimester 2022			fourth trimester 2022		
ACTIVITY 1	Survey / poll companies interest. KPIS-v01 First Proposal (Generic)															
ACTIVITY 2	Propose MAP of financing of the project activities															
ACTIVITY 3	Choose work area according to its feasibility (3 KPIS)															
ACTIVITY 4	Collect data from interested parties; consumptions, etc															
ACTIVITY 5	Diagnose energy EA of the facilities															
ACTIVITY 6	Show stakeholders MAES improvement measures. Manage Expectations, KPIS-v02 (with Data)															
ACTIVITY 7	Analyze, propose = Define the legal form of constitution of the CELs to the interested parties															
ACTIVITY 8	Define SCOPE of the CEL services platform															
ACTIVITY 9	Define MAES implementation project															
ACTIVITY 10	Implement MAES and Infrastructures															
ACTIVITY 11	Develop project for the installation of supply of the renewable energy system for the CEL															
ACTIVITY 12	Execute the renewable energy supply installation project for the CEL															

High level implementation roadmap for solution (“10000m plan”)

Green Mobility in industrial areas

		Fourth trimester 2021			First trimester 2022			Second trimester 2022			Third trimester 2022			Fourth trimester 2022			2023		
Plan of transport to work in industrial areas																			
ACTIVITY 1	Carry out a survey of companies in industrial																		
ACTIVITY 2	Raise the proposed solutions based on the results																		
ACTIVITY 3	Identification of spaces where to develop the proposed solutions																		
ACTIVITY 4	Specification of the investment plan, actions and project budget																		
ACTIVITY 5	Solutions developed and analysis of indicators																		
Promotion of the use of private electric vehicles																			
ACTIVITY 6	Carry out a survey of companies in industrial																		
ACTIVITY 7	Raise the proposed solutions based on the results																		
ACTIVITY 8	Promotion of actions aimed at the use of private electric and sustainable vehicles																		
ACTIVITY 9	Selection of locations for each strategic pilot project																		
ACTIVITY 10	Carry out a proposal for economic incentives to promote the acquisition and use of private electric vehicles																		
ACTIVITY 11	Evaluation and monitoring of the pilot projects developed																		

High level implementation roadmap for solution (“10000m plan”) Talent Center (Upskilling & Reskilling / Pool of expert)

		fourth trimester 2021			first trimester 2022			second trimester 2022			third trimester 2022			fourth trimester 2022		
ACTIVITY 1	Creation of the Industrial Impulse project															
ACTIVITY 2	Industrial Needs survey Analysis															
ACTIVITY 3	Creation Resource catalog															
ACTIVITY 4	Election Innovation Technician															
ACTIVITY 5	Labor market prospecting															
ACTIVITY 6	Business needs analysis															
ACTIVITY 7	Identify experts in different areas															

High level implementation roadmap for solution (“10000m plan”) Home Assistance System

		fourth trimester 2021			first trimester 2022			second trimester 2022			third trimester 2022			fourth trimester 2022		
ACTIVITY 1	Define thematical areas and contents	█														
ACTIVITY 2	Define funcionalities and target users		█	█												
ACTIVITY 3	Analysis of hardware alternatives	█	█	█												
DEVELOPMENT OF TECHNOLOGY SOLUTION																
ACTIVITY 4	Assessment of software & funcionalities implementation		█	█	█											
ACTIVITY 5	Tenders for hardware and software components				█	█	█	█								
ACTIVITY 6	Software development and testing											█	█	█	█	█
SOLUTION MANAGEMENT MODEL																
ACTIVITY 7	Definition of procedures and governance														█	█
PILOT PROJECT																
ACTIVITY 8	Search for Project financing							█	█	█	█	█	█	█	█	█

Depends on obtaining the funding

Pending funding












Rationale to road map

The roadmap has been aligned with the city's strategic plan 2019-2025 and with the Alcoy Industrial Impulse master plan. ICC solutions are part of a city strategy.






The time planning has been built in a realistic way, with the collaboration of stakeholders and taking into account the available and/or expected resources. In addition, working sessions with other ICC cities and the networks and relationships that have been woven have been taken into account.

Several of the solutions are on schedule. Other solutions, although they have achieved planned milestones, are being reorganised due to bureaucratic or funding problems.











Initiative charter - Local energy communities in industrial areas

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p> <p> What: label of the solution and corresponding initiative(s) <i>Local energy communities in industrial areas. To create a new understanding between SMEs based on collaboration.</i></p> <p>Why: Problem(s) the solution addresses <i>It is necessary to democratize energy consumption</i></p> <p>How: Main activities foreseen</p> <ul style="list-style-type: none"> • <i>Grouping energy efficiency services.</i> • <i>Gathering business interested in to be part of this new ecosystem.</i> 	<p>Solution lead:</p> <p> Which entity (at organisation level) is accountable for delivering the solution & initiatives? <i>The directors of the associations of the different industrial areas</i></p> <hr/> <p>Solution working team:</p> <p> Who are working team entities (at organisation level) tasked with delivering this solution & initiatives? <i>City council, University, Management team of the industrial park association, SMEs of the energy sector, engineering and lawyers</i></p>	<p>Source of funding and estimated cost</p> <p> The source of funding and an estimate of the cost <i>First, the state of the art and meetings with other stakeholders come from private sector. 300.000€</i></p> <hr/> <p>Solution maturity outputs</p> <p> How well a city is using new technological solutions (e.g., increase in broadband coverage, establishment of open data platform and datasets, etc.) <i>New models of collaboration between local administration and private sector, datasets and platforms for monitoring the process</i></p>
<p>Link to vision</p> <p> On the vision, the solution links to: <i>Make possible collective self-consumption through the creation of a fluid communication.</i></p>	<p>Contributors:</p> <p> Which other entities (at organisation level) might contribute? <i>Management or consulting companies that carry out the search for investments</i></p>	
<p>Link to ambition statement</p> <p> On the ambition statement, the solution links to: <i>Local green deal, green economy.</i></p>	<p>Risks and mitigation</p> <p> The big setback may be the current legislation and bureaucracy and exhausting the private business sector to co-create and not being able to end up with a real project. Executing a facilitating role on the part of the municipality helps to mitigate the risk.</p>	<p>City performance outcomes and impacts</p> <p> How well a city is performing on outcomes and impacts (e.g., quality of life, air quality, increase of number of jobs, etc.) <i>To reduce CO2 emissions, increase number of jobs and to reduce energy costs to be more competitive</i></p>
<p>Expected impact and timing</p> <p> Expected impact :</p> <ul style="list-style-type: none"> -<i>Convert business located in industrial areas of Alcoy into self-consumption companies</i> -<i>Save money to invest in innovation</i> -<i>Collaborate in reducing CO2 emissions</i> <p>By the time the LEC comes into operation, it will create an impact, reducing CO2 emissions.</p>	<p>What challenges are likely to arise during implementation? <i>New opportunities and collaborations. Define a model to action to be implemented on other projects, the New Ecosystem</i></p>	









Initiative charter - Green Mobility in industrial areas

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p> <p>What: label of the solution and corresponding initiative(s) Improving mobility modes to industrial areas and new transport models. Implement parking and charger dots to electrical ways of transport,.</p> <p>Why: Problem(s) the solution addresses</p> <p><i>It is necessary to promote the transition towards more sustainable vehicles.</i></p> <p>How: Main activities foreseen</p> <ul style="list-style-type: none"> • <i>Install power recharging points for electric vehicles.</i> • <i>Install awareness mechanisms to reduce the use of private vehicles. Information panels.</i> 	<p>Solution lead: Which entity (at organisation level) is accountable for delivering the solution & initiatives?</p> <p> CEOs and local administration.</p> <hr/> <p>Solution working team: Who are working team entities (at organisation level) tasked with delivering this solution & initiatives?</p> <p> Private businesses with solutions on the market or trying pilots.</p>	<p>Source of funding and estimated cost The source of funding and an estimate of the cost</p> <p><i>Sources coming of public and private investment.</i></p> <p></p> <hr/> <p>Solution maturity outputs How well a city is using new technological solutions (e.g., increase in broadband coverage, establishment of open data platform and datasets, etc.)</p> <p> <i>New datasets and platforms for monitoring the impact.</i></p>
<p>Link to vision On the vision, the solution links to:</p> <p><i>Intelligent and ecological mobility and transport for industrial and economic sector.</i></p> <p></p>	<p>Contributors: Which other entities (at organisation level) might contribute?</p> <p> <i>The industrial area management company.</i></p>	
<p>Link to ambition statement On the ambition statement, the solution links to:</p> <p><i>Local green deal, green economy.</i></p> <p></p>	<p>Risks and mitigation What are the key risks?</p> <p><i>The big setback can be that companies are not sufficiently committed to sustainability versus investment.</i></p> <p><i>Executing a facilitating role on the part of the municipality helps to mitigate the risk.</i></p> <p></p>	<p>City performance outcomes and impacts How well a city is performing on outcomes and impacts (e.g., quality of life, air quality, increase of number of jobs, etc.)</p> <p> <i>To reduce CO2 emissions and increase quality of air in industrial areas</i></p>
<p>Expected impact and timing Expected impact:</p> <ul style="list-style-type: none"> - <i>The increase of electrical and other sustainable ways of transport.</i> - <i>The increase of workers using models of sharing cars.</i> <p>The impact will be in the medium term, as it largely depends on changing habits and improving infrastructure.</p> <p></p> <p><small>The European Commission's</small> INTELLIGENT CITIES CHALLENGE</p>	<p>What challenges are likely to arise during implementation?</p> <p><i>New vision of companies so that they value that it is mandatory to invest with a sustainable future in mind</i></p>	

Initiative charter - Talent Center

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p> <p>What: label of the solution and corresponding initiative(s) <i>Talent Center, a way of boosting reskilling and upskilling</i></p> <p>Why: Problem(s) the solution addresses <i>To short the distance between the skills requested by the job market and the real capability of workers, in terms of digital transition and new skills requested by corporates and SMEs.</i></p> <p>How: Main activities foreseen</p> <ul style="list-style-type: none"> <i>A new place to concentrate the efforts and to manage the solutions.</i> <i>A new space of communication between academy and market.</i> 	<p>Solution lead: Which entity (at organisation level) is accountable for delivering the solution & initiatives?  <i>The local administration</i></p> <hr/> <p>Solution working team: Who are working team entities (at organisation level) tasked with delivering this solution & initiatives?  <i>The CEO of the companies, Academy, unemployment offices and the local administration, and startups.</i></p>	<p>Source of funding and estimated cost The source of funding and an estimate of the cost  <i>Sources coming from public and private investment.</i></p> <hr/> <p>Solution maturity outputs How well a city is using new technological solutions (e.g., increase in broadband coverage, establishment of open data platform and datasets, etc.)  <i>This time is perfect to take advantage of existing platforms.</i></p>
<p>Link to vision On the vision, the solution links to:  <i>To reduce the gap between our personal skills and the jobs we do. Support continuous training in new technologies.</i></p>	<p>Contributors: Which other entities (at organisation level) might contribute?  <i>Business associations, cluster of innovation.</i></p>	
<p>Link to ambition statement On the ambition statement, the solution links to:  <i>Local green deal, green economy.</i></p>	<p>Risks and mitigation What are the key risks?  <i>The big setback is the little flexibility of education systems.</i> Continuously analysing the needs of all actors and proactivity by stakeholders and local administration will contribute to mitigate the risk.</p>	<p>City performance outcomes and impacts How well a city is performing on outcomes and impacts (e.g., quality of life, air quality, increase of number of jobs, etc.)  <ul style="list-style-type: none"> <i>To achieve a resilient city based on happy people at work with a future vision</i> <i>Knowledge of Talent Center and Services</i> <i>Better governance in innovation policies</i> <i>Increase participation and communication of stakeholders</i> <i>New opportunities on innovation projects</i> <i>Create a digital space for projects</i> </p>
<p>Expected impact and timing Expected impact & when will the solution begin to create impact?  <i>- Prepare the economic sector for transformation by fostering upskilling/reskilling and promoting an agile communication network.</i></p> <p>The impact will come in the short term, with the first actions such as the innovation agency.</p>	<p>What challenges are likely to arise during implementation? <i>New employment opportunities for students and for older people willing to change to jobs closer to their capabilities and skills.</i></p>	

Initiative charter - Home assistance system - Active ageing

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p> <p>What: label of the solution and corresponding initiative(s) <i>Home device with a screen and voice recognition that will be provided with features to especially help older people who live alone to undergo active aging</i></p> <p>Why: Problem(s) the solution addresses <i>Support aging people that lives alone to undergo active aging</i></p> <p>How: Main activities foreseen</p> <ul style="list-style-type: none"> <i>Home automation device with a screen and voice recognition that will be provided with features to especially help older people who live alone to undergo active aging</i> 	<p>Solution lead: Which entity (at organisation level) is accountable for delivering the solution & initiatives?</p> <p> <i>2 ICC cities: Torrent city hall & Alcoy city hall</i></p> <hr/> <p>Solution working team: Who are working team entities (at organisation level) tasked with delivering this solution & initiatives?</p> <p> <i>ICC teams + local administration departments + citizens</i></p>	<p>Source of funding and estimated cost</p> <p>The source of funding and an estimate of the cost <i>Own funds and Next Generation funds.</i></p> <p></p> <hr/> <p>Solution maturity outputs</p> <p>How well a city is using new technological solutions (e.g., increase in broadband coverage, establishment of open data platform and datasets, etc.)</p> <p> <i>This time is perfect to take advantage of existing platforms.</i></p>
<p>Link to vision</p> <p>On the vision, the solution links to: <i>the inclusion of innovative technology and the promotion of activities selected and led by professionals in the care and assistance of the elderly</i></p>	<p>Contributors: Which other entities (at organisation level) might contribute?</p> <p> <i>ICC + Experts from Universidad de Valencia and Universidad de Alicante (AI, active aging department, sports department and learning department)</i></p>	<p>City performance outcomes and impacts</p> <p>How well a city is performing on outcomes and impacts (e.g., quality of life, air quality, increase of number of jobs, etc.)</p>
<p>Link to ambition statement</p> <p>On the ambition statement, the solution links to: <i>Active aging, promotion of a healthy</i></p>	<p>Risks and mitigation</p> <p>What are the key risks?</p> <p> <i>1. Funding; 2. Technology in constant evolution; 3. Constantly evolving content</i></p> <p>Seeking alternative funding, continuously analysing technological developments and having social services staff to follow up will help mitigate the risk.</p>	<p>City performance outcomes and impacts</p> <p></p> <ul style="list-style-type: none"> Number of assisted users User satisfaction level
<p>Expected impact and timing</p> <p><i>Improvement of the physical conditions of the beneficiaries. Decrease in attendance at primary medicine. Greater knowledge and appreciation of the city and its surroundings. Increase in social activity in the city. Generation of an economy dedicated to serving these groups and promoting their activity. Reduce the risk of social exclusion of the beneficiary groups.</i></p> <p>The impact will occur within the first year of the project becoming operational.</p> <p> <small>The European Commission's</small> INTELLIGENT CITIES CHALLENGE</p>	<p>What challenges are likely to arise during implementation? New job opportunities.</p>	

Key Performance indicators - overview

Solution	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Local energy communities in industrial areas	<ul style="list-style-type: none"> Increase the number of ambassadors / sponsors Number of companies interested in being part of the new GREEN ECOSYSTEM Reduction of energy consumption of CEL members Percentage of local energy (municipality) generated by renewable energy Annual CO2 emissions reduction percentage Number of members of the Local Energy Community 	<ul style="list-style-type: none"> Energy budget saved by SMEs and by the city council thanks to the new CELS facilities (democratization of energy consumption, energy poverty) Better governance in energy management thanks to the obtaining of new data, of open data generated with the creation of the platform to control the new CEL More knowledge of the different forms of energy consumption New opportunities on energy efficiency in industrial areas 	<ul style="list-style-type: none"> New jobs in "Green Sector" Percentage of employment created due to the development of the renewable energy sector Employment rate created between 20 to 40 years old due to the new solution Reduction of the percentage of energy consumption in the city due to the greater knowledge acquired by the citizen thanks to the project Increase in direct communication of SMEs with the municipality
Green Mobility in industrial areas	<ul style="list-style-type: none"> Number of solutions proposed by mobility area Number of worked impacted by each project Number of grants @ invested in each grant Number of workers benefiting from the aid Number of platform users per industrial park 	<ul style="list-style-type: none"> Number jobs generated by specialized sectors New companies entering ALCOI Number of young people employed 	<ul style="list-style-type: none"> CO2 reduction in industrial area % of EV penetration Number of jobs generated CO2 per capita

Key Performance indicators - overview

Solution	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Talent Center	<ul style="list-style-type: none"> Number of companies visited Number of innovation events done Number of innovation events attended Number of projects launched Number of funding proposals applied Number of funding funds received Percentage of funding funds applied/received 	<ul style="list-style-type: none"> Knowledge of Talent Center and Services Better governance in innovation policies Increase participation and communication of stakeholders New opportunities on innovation projects 	<ul style="list-style-type: none"> - Increase Talent Center recognition and reputation - Framework to better communicate local needs and challenges - Create a digital space for projects
Home assistance system	<ul style="list-style-type: none"> Number of users User satisfaction level 	<ul style="list-style-type: none"> Average number of interactions with the device. Number of calls through the device 	<ul style="list-style-type: none"> Number of assisted users

Key Performance indicators - Cross cutting indicators

	Cross cutting indicators
Local energy communities (CELS) in industrial areas	Number of SMES involved in transitions (# Industrial companies compromised with energy solutions to be more efficiency and less polluting) New jobs created, # of jobs in “Green” sectors
Green Mobility in industrial areas	CO2 reduction in industrial area % of EV penetration
Talent Center	Number of business needs and future needs identify Number of pilots implemented in different types of companies and with different types of advice (consulting, soft skills, regulated training, ...)
Home Assistance System	Number of users

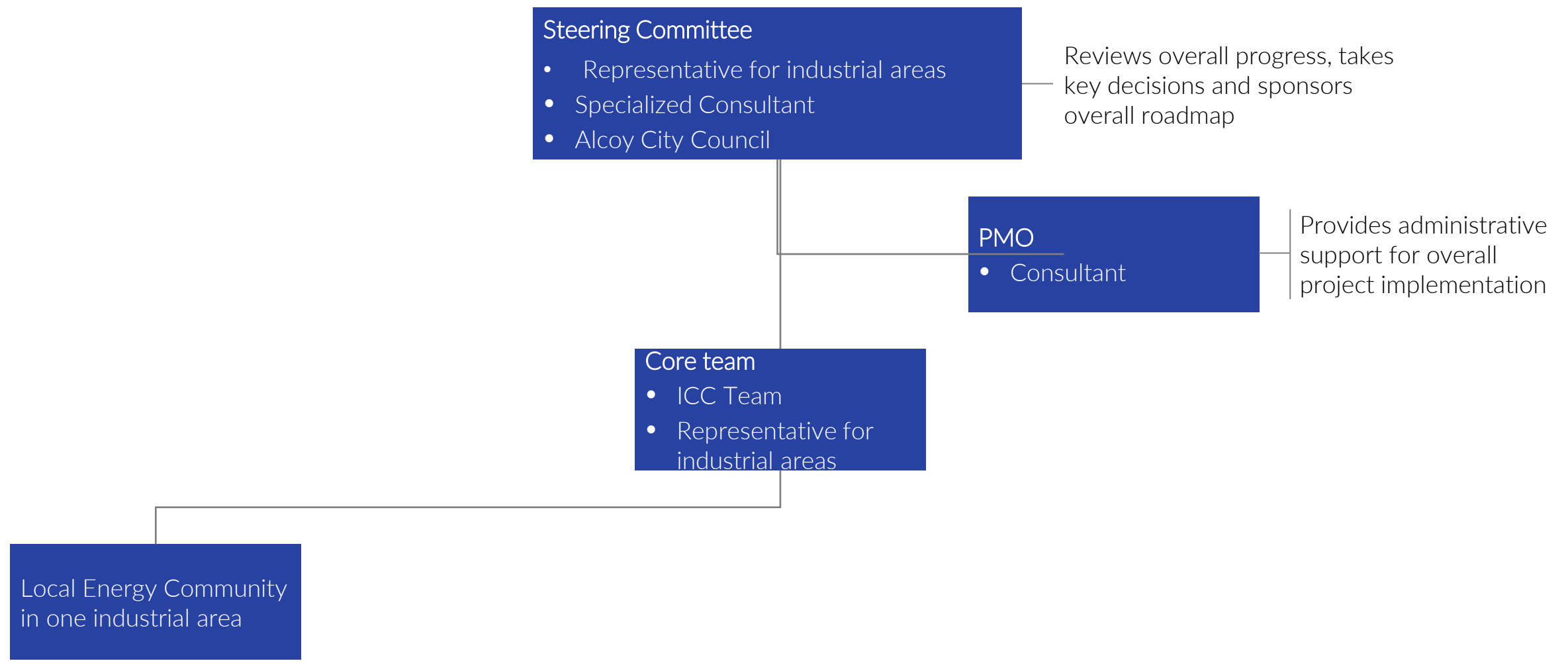
Rationale to KPI approach

The roadmap has been aligned with the city's strategic plan 2019-2025 and with the Alcoy Industrial Impulse master plan. ICC solutions are part of a city strategy.

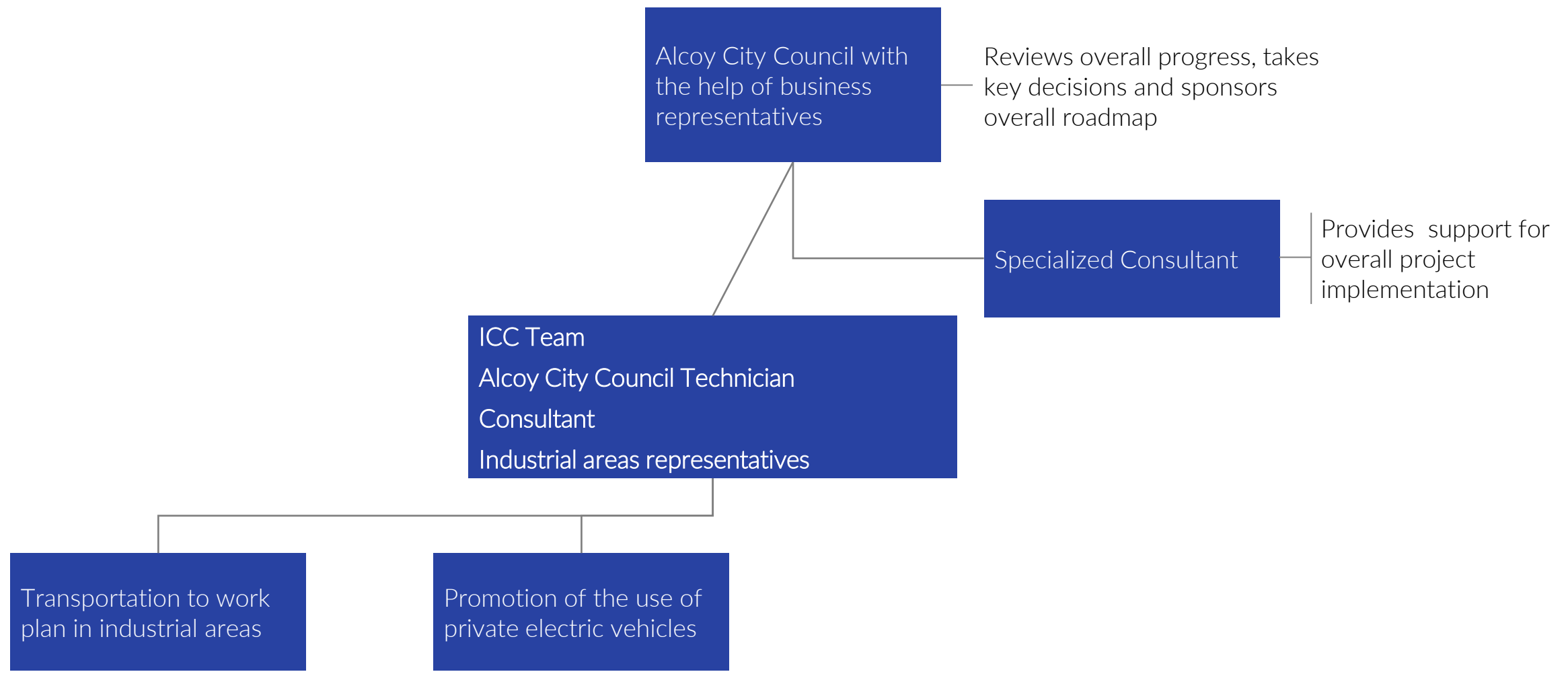
The time planning has been built in a realistic way, with the collaboration of stakeholders and taking into account the available and/or expected resources. In addition, working sessions with other ICC cities and the networks and relationships that have been woven have been taken into account.

Several of the solutions are on schedule. Other solutions, although they have achieved planned milestones, are being reorganised due to bureaucratic or funding problems.

4 Governance structure for roadmap implementation - Local energy communities in industrial areas



4 Governance structure for roadmap implementation - Green Mobility in industrial areas



4 Governance structure for roadmap implementation – Talent Center

Steering Committee
• Mayor / Councillors

Reviews overall progress, takes key decisions and sponsors overall roadmap

PMO
• Project Office

Provides administrative support for overall project implementation

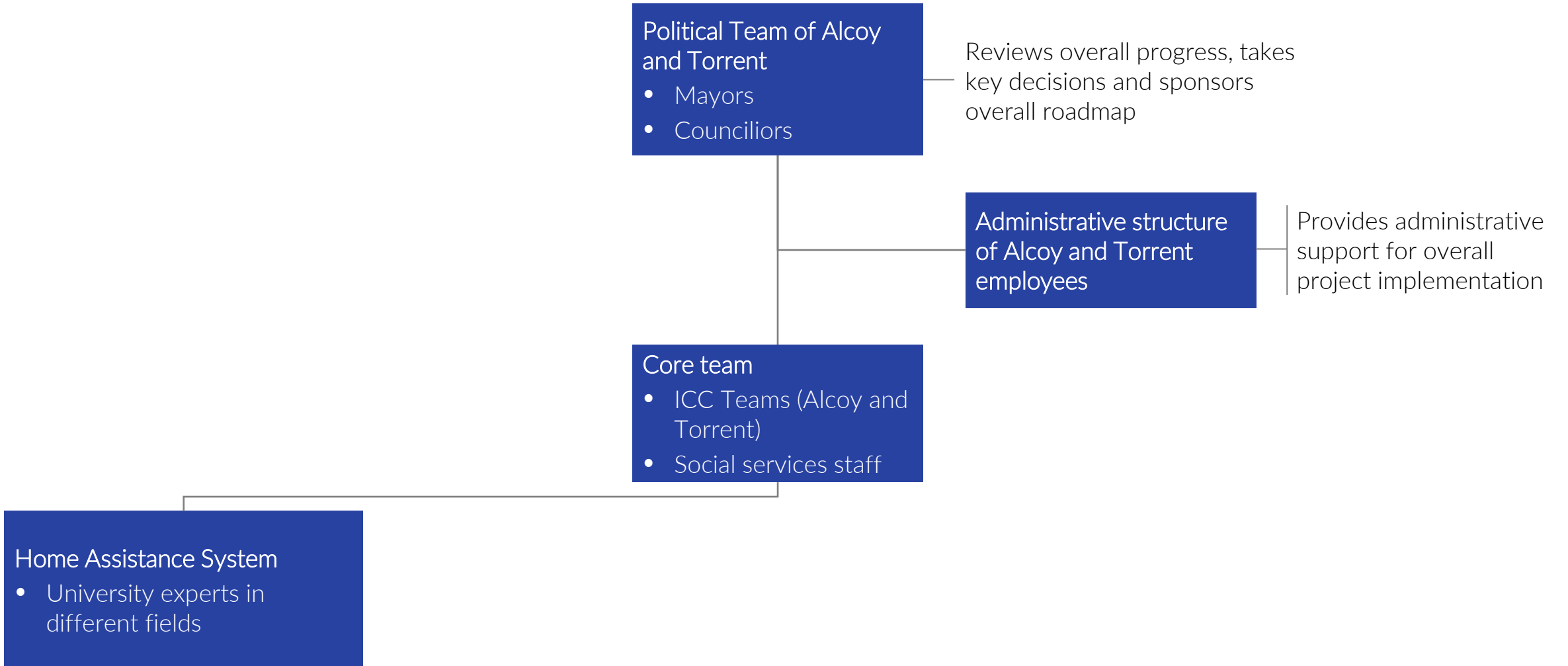
Core team
• City Council
• CEEI (European Business and Innovation Centre)
• UPV (Polytechnic University of Valencia)

Consulting Companies
Companies Associations

Execute pilots in different types of companies and with different types of advice (consultancy, soft skills, formal training, ...)

4

Governance structure for roadmap implementation – Home Assistance System



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

Section

3+4

Alcoy: Impact

ICC Transformation

May 2021 to September 2022

Impact executive summary

The ICC has been a good experience that has helped us, together with the local ecosystem, to draw up a roadmap to turn Alcoy and its territory into a region with a resilient economy that supports companies and entrepreneurs to facilitate their integration into the global economy.

Without losing sight of the objective of promoting talent and human capital as a driving force for digital transformation in local companies and in the city, strengthening constant communication between the economic, educational and public sectors.

The participation and contributions, both from the local ecosystem and from specialised companies from outside it, has been very positive.

The actions and projects that have emerged from the workshops have been included in the roadmap.

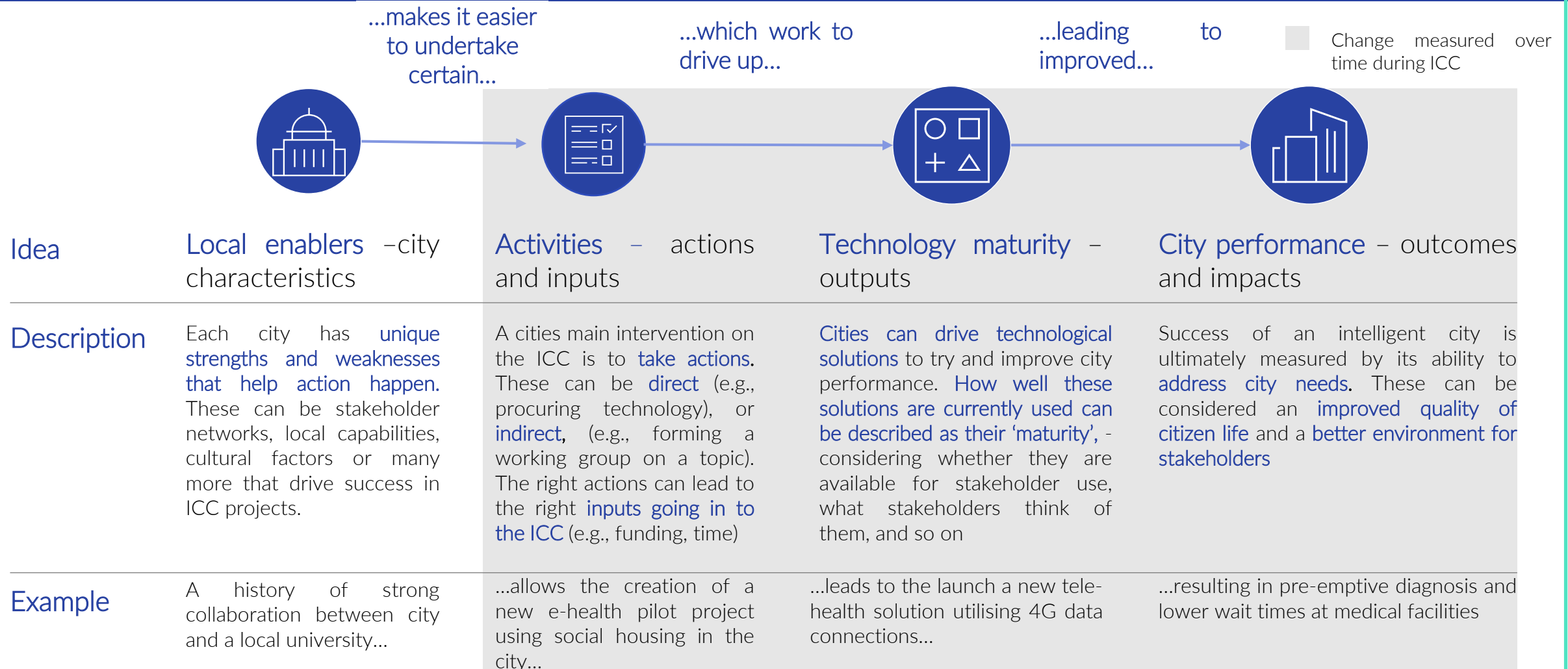
Alcoy started by proposing 3 solutions, Local Energy Community, Sustainable Mobility in industrial areas and Talent Center. During the development of the ICC and as a result of the collaboration between ICC cities, a common solution was identified with the city of Torrent, and a fourth solution was proposed, a home assistance system to combat the loneliness of our elderly.

We have achieved several of the milestones set out in the roadmap, such as the Innovation Agency and the support for the industry related to bicycle and scooter parking. In addition, the idea of the Innovation Agency was born out of the digital transformation plan resulting from the DCC (Digital Cities Challenge).

We have had to deal with bureaucratic problems in the case of the Local Energy Community, which have slowed it down. We have also encountered the major problem of funding for the project related to combating loneliness. This funding problem is preventing us from being able to jointly tender two ICC cities for this social project.

In the next 3 years, we hope of course that all the solutions will be fully achieved and consolidated, and that together with the actors of the ecosystem of the territory we will evolve and allow the territory to prosper.

There are four types of measurable concepts that come together to drive success in the ICC



Assessment of city performance - progress against KPIs

Where we started

Midway through the challenge

Final results

City performance

<p>New jobs in "Green Sector" UNIT</p> <p>1 KPI 1</p>	<p>The objective of supporting the development of resilient economy based on green tools, renewable energy, etc</p>	<p>Work in progress of the creation of Local energy communities in industrial área "Polígono industrial Cotes Baixes"</p>	<p>It is expected of scale up the solution all over industrial áreas of the Comarca de L'Alcoia. At least one new Job to oversee and manage the new infrastructure</p>
<p>Reduction of the percentage of energy consumption in the city due to the greater knowledge acquired by the citizen thanks to the project - % Kwh</p> <p>2 KPI 2</p>	<p>Following with the aim of reducing energy consumption, first step to know where we are.</p>	<p>Work in progress of mesure the energy consumption in the city</p>	<p>It is a medium-term KPI</p>
<p>CO2 reduction in industrial area co2 emission measurement unit ppm/year</p> <p>3 KPI 3</p>	<p>Following with the aim of reducing energy consumption, first step to know where we are.</p>	<p>Work in progress of mesure the energy consumption in the industrial área "Polígono industrial Cotes Baixes"</p>	<p>It is expected to reduce: 100kWh=60Kg of CO2</p>
<p>Framework to better communicate local needs and challenges</p> <p>4 KPI 4</p>	<p>The need for a responsible person to promote the proposed actions</p>	<p>Work in progress of the definition: -Number of requests per month/year -Number of participants in events -Map of local needs and challenges</p>	<p>The Talent Center is already on going thanks to the new Agent working on that. The Agent visited already 16 entities and was introduced to the ICC community</p>
<p>Number of assisted users - Home Assistance - UNIT</p> <p>5 KPI 5</p>	<p>Carried out an exhaustive state-of-the-art analysis of all parts of the system. We've started a small prototype and pilot in Alcoy to verify the system. We've prepared a set of specifications to be able to tender when we obtain the funding.</p>	<p>Thanks to ICC, a joint project has been developed with the municipality of Torrent to unite two aligned projects and put in the testing phase a tool to improve the lives of the elderly</p>	<p>Is waiting to get funding</p>



Assessment - KPIs (1/2)– Solution 1 -Local energy communities in industrial areas

	Definition	Indicator Unit	Midway through the challenge (Status update)
Solution	City performance – outcomes and impacts	City performance – outcomes and impacts	City performance – outcomes and impacts
Solution 1. Local energy communities in industrial areas	New jobs in "Green Sector"	UD	Work in progress (WIP)
	Percentage of employment created due to the development of the renewable energy sector	% JOBS	WIP
	Employment rate created between 20 to 40 years old due to the new solution	% JOBS 20-40	WIP
	Reduction of the percentage of energy consumption in the city due to the greater knowledge acquired by the citizen thanks to the project	% Kwh	WIP
	Increase in direct communication of SMEs with the municipality	UNIT	WIP

Assessment - KPIs (2/2)– Solution 1 -Local energy communities in industrial areas

	Definition	Indicator Unit	Midway through the challenge (Status update)
Solution	Activities – Inputs and actions	Activities – Inputs and actions	Activities – Inputs and actions
Solution 1. Local energy communities in industrial areas	Increase in the number of ambassadors / sponsors.	UNIT	WIP
	Number of companies interested in being part of the new GREEN ECOSYSTEM	UNIT	WIP
	Reduction of energy consumption of CEL members	% Kwh	WIP
	Percentage of local energy (municipality) generated by renewable energy	%	WIP
	Annual CO2 emissions reduction percentage	co2 emission measurement unit ppm/year	WIP
	Percentage of energy participation, number of new partners in CELS	% Kwh	WIP
	Solution Maturity - outputs	Solution Maturity - outputs	Solution Maturity - outputs
	Energy budget saved by SMEs and by the city council thanks to the new CELS facilities (democratization of energy consumption, energy poverty)	€	WIP
	Better governance in energy management thanks to the obtaining of new data, of open data generated with the creation of the platform to control the new CEL	New Open Data	WIP
	More knowledge of the different forms of energy consumption	Fewer queries	WIP
New opportunities on energy efficiency in industrial areas.	New SMES	WIP	

Assessment - KPIs – Solution 2 – Green Mobility in industrial areas

	Definition	Indicator Unit	Midway through the challenge (Status update)
Solution	Activities – Inputs and actions	Activities – Inputs and actions	Activities – Inputs and actions
Green Mobility in industrial areas	Number of solutions proposed by mobility area	UNIT	WIP
	Number of worked impacted by each project	UNIT	WIP
	Number of grants	UNIT	WIP
	@ invested in each grant	€	WIP
	Number of workers benefiting from the aid	UNIT	WIP
	Number of platform users per industrial park	UNIT	WIP
	Solution Maturity - outputs	Solution Maturity - outputs	Solution Maturity - outputs
	Number jobs generated by specialized sectors	UNIT	WIP
	New companies entering ALCOI	UNIT	WIP
	Number of young people employed	UNIT	WIP
	City performance – outcomes and impacts	City performance – outcomes and impacts	City performance – outcomes and impacts
	CO2 reduction in industrial area	co2 emission measurement unit ppm/year	WIP
	% of EV penetration	% EV	WIP
	Number of jobs generated	UNIT	WIP
CO2 per capita	% Kwh	WIP	

Assessment - KPIs (1/2) – Solution 3 –Talent Center

	Definition	Indicator Unit	Midway through the challenge (Status update)
Solution	Activities – Inputs and actions	Activities – Inputs and actions	Activities – Inputs and actions
Solution 3. Talent Center	Number of companies visited	UNIT	The Agent visited already 16 entities and was introduced to the ICC community
	Number of innovation events done	UNIT	5 are expected in the roadmap before 2023
	Number of innovation events attended	UNIT	Participating actively in several innovation events in the region. Already attended 10 events
	Number of projects launched	UNIT	1 Project launched
	Number of funding proposals applied	UNIT	2 Funding proposal applied
	Number of funding funds received	€	2 Funding proposal received 100K€ + 105K€
	Percentage of funding funds applied/received	%	100%
	Solution Maturity - outputs	Solution Maturity - outputs	Solution Maturity - outputs
	Knowledge of Talent Center and Services	Documentation and communication	Work in Progress
	Better governance in innovation policies	KPIs and better framework	Work in Progress
Increase participation and communication of stakeholders	Map of Innovation Projects in Progress	Work in Progress	
New opportunities on innovation projects.	New synergies between stakeholders	Work in Progress	

Assessment - KPIs (2/2)- Solution 3 – Talent Center

	Definition	Indicator Unit	Midway through the challenge (Status update)
Solution	City performance – outcomes and impacts	City performance – outcomes and impacts	City performance – outcomes and impacts
Solution 3. Talent Center	<p><i>Work in progress of the definition:</i></p> <ul style="list-style-type: none"> - Increase Talent Center recognition and reputation - Framework to better communicate local needs and challenges - Create a digital space for projects 	<p><i>Work in progress of the definition:</i></p> <ul style="list-style-type: none"> -Number of requests per month/year -Number of participants in events -Map of local needs and challenges 	WIP

Assessment - KPIs – Solution 4 – Home assistance system

	Definition	Indicator Unit	Midway through the challenge (Status update)
Solution	Activities – Inputs and actions	Activities – Inputs and actions	Activities – Inputs and actions
Home assistance system	Number of users	UNIT	WIP
	User satisfaction level	%	WIP
	Solution Maturity - outputs	Solution Maturity - outputs	Solution Maturity - outputs
	Average number of interactions with the device.	UNIT	WIP
	Number of calls through the device	UNIT	WIP
	City performance – outcomes and impacts	City performance – outcomes and impacts	City performance – outcomes and impacts
	Number of assisted users	UNIT	WIP

Assessment of city performance, solution maturity, city ecosystem and activities - discussion

Assessment of city performance

In relation to the "Local Energy Communities" and the "Home assistance system - Active ageing" solutions, it has not been possible to obtain the expected results and therefore data reflecting progress, such as the selected KPIs. This has been due, in the first solution, to external factors such as the adjustment between new needs and existing laws and policies, or new programmes of greater scope and ambition coming from higher public administration. In the case of the second solution, it has been due to a lack of funding to get the project off the ground.

However, in all solutions, much progress has been made in the creation of Ecosystems of Work, thanks to the new trust placed by the private sector in the public sector.

We have noted in some cases that the lack of political and financial support from the EU for the projects that the private sector has worked on has undermined the credibility of the real possibility of their implementation, as they are aware of the financial shortcomings of the local administration.

In the elaboration of the key indicators, we have relied heavily on the project management experience of the innovation agent. Priority has been given to the creation of indicators that are easily measurable and related to the tasks performed by the innovation agent. At the end of the year, it is planned to take stock and analyse not only the results but also their suitability for measurement. If necessary, new ones will be created or existing ones modified.

Assessment of solution maturity, city ecosystem and activities

The most advanced solution is the creation of the Innovation Agency. However, it is very recent and it is still too early to assess its impact. However, all the meetings that are taking place show a great interest in this new city service. There is a first phase of communication of the existence of the service. At the same time, the projects have to be finalised with the different actors and a way has to be found to finance them and make them sustainable over time. At the end of 2022, an evaluation of the key indicators created will have to be made.

5 key lessons

Reflections

1	The local ecosystem and its willingness to collaborate and innovate is being key. In our case, we have it.
2	Creation of a new working group made up of staff from the city council, the academy and the private sector.
3	ICC helped us with their planning and methodology in their workshops and deliverables. Thanks to this, new working groups have been created with staff from the city council, educational centres and the private sector.
4	ICC helped us to exchange ideas and projects with cities all over Europe. One of the fruits of these synergies is one of our solutions.
5	The biggest blockage to reach our objectives in the planned deadlines is obtaining funding and bureaucracy.

Reflections on city collaborations

Exchanging ideas, projects and discussing how things are done in different cities all over Europe is very enriching and also allows us to find common goals.

In our specific case, for example, it has helped us to gather ideas and nurture one of our ambition statements, Upskilling, reskilling and agile communication.

It has also helped us to add a new solution to those originally proposed. It has also led to a common social project between 2 ICC cities. We only need to obtain the funding.

The ICC marketplace is a showcase for projects. If all cities had added their projects, it would have been easier to find common goals.

Peer to Peer meetings are usually very productive. Unfortunately, in several of our Peer Reviews, not all cities attended.

Other cities have also shared with us their difficulties in obtaining funding to fulfil their roadmap. We need concrete and direct help in this aspect.

Commitments

Commitments to on-going resources

That the municipal corporation, whichever one it is, commits to having the human and financial resources to continue with our roadmap.

Review and align the ICC strategy with the other strategic plans of the city.

Commitments to on-going collaboration

Continue to hold workshops with ecosystem stakeholders to continue working on the city's vision, mission and ambitions.

Commitments to on-going KPIs

Track KPIs and review them regularly

3 Year plan - ambitions

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

Achieve commitments to have the human resources and financial resources to continue with our roadmap.

Follow up on the KPIs.

Align the ICC strategy with the other strategic plans of the city.

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

Seek funding to develop the solutions.

Provide the human and economic resources that the situation allows.

Continue to work with ecosystem actors to continue working on the vision, mission and ambitions of the city.

3 Year plan - targets

KPI	Category	What commitments will the city make to this end?
<p>1 Percentage of employment created due to the new strategy; “Resilient economy”</p>	<p>City Performance</p>	<p>A new job has been created due to the new Talent Center. According to the development of the rest of the projects, the city's commitment is to work on supporting the implementation of renewable energies in industrial areas, with the result of new jobs working on how to achieve better numbers in energy savings.</p>
<p>2 Reduction of the percentage of energy consumption in the city due to the greater knowledge acquired by the citizen thanks to the project - % Kwh</p>	<p>Solution maturity</p>	<p>Extend the concept of resilience and reduction of energy consumption through the dissemination of good practices of implemented solutions</p>
<p>3 Framework to better communicate local needs and challenges</p>	<p>Ecosystem and Activities</p>	<p>Manage the new form of communication between the private sector and the local administration through the Talent Center Agent who works on the construction of a new way of adapting needs and solutions</p>
<p>4 Number of assisted users – Home Assistance - UNIT</p>	<p>Solution maturity</p>	<p>Obtain financing for the implementation of the project and be able to measure the improvement of the quality of life of the elderly who use the product developed</p>

Appendix

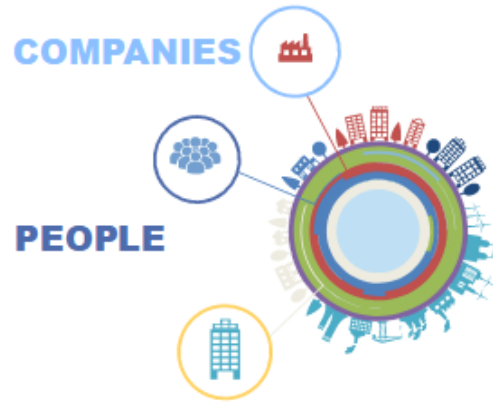
Alcoy: Additional information

ICC Transformation

September 2020 to September
2022



City Ecosystem



INFRASTRUCTURES

Promote talent and human capital as a driving force for digital transformation in local companies and in the city, strengthening constant communication between the economic, educational and public sectors.

To become a region with a resilient economy that supports businesses and entrepreneurs to facilitate their integration into the global economy.

Industry Transformation

Promoting sustainability, resilience and efficiency of productive sectors



Upgrading, retraining and agile communication

Fostering transformation and promoting a fluid and agile communication network

Intelligent and sustainable mobility

Developing a decarbonised mobility model in industrial areas



City Ecosystem

Phase 0. First and foremost, our team identified and analyzed the different agents of the local ecosystem to select the main ones who were invited to participate.

Phase 1. Secondly, we did some interesting interviews with different agents and enterprises such as:

Agents: JOVEMPA, Innovall, AITEX, UPV, CEEI, FEDAC, Distrito Digital, UA-Fundeun, Cámara de Comercio.

- **Enterprises:** ADSALSA, MultiScan, IPyC, Foradia, Tadeo Juan, Inprofit.



City Ecosystem

Phase 2. We developed a personalized survey for professionals in which 18 different agents and professionals have participated.

Phase 3. Our team organized the "Working day: Needs Workshop", on 4 February 2021. We organized 3 focus groups in which 13 professionals and agents participated.



City Ecosystem

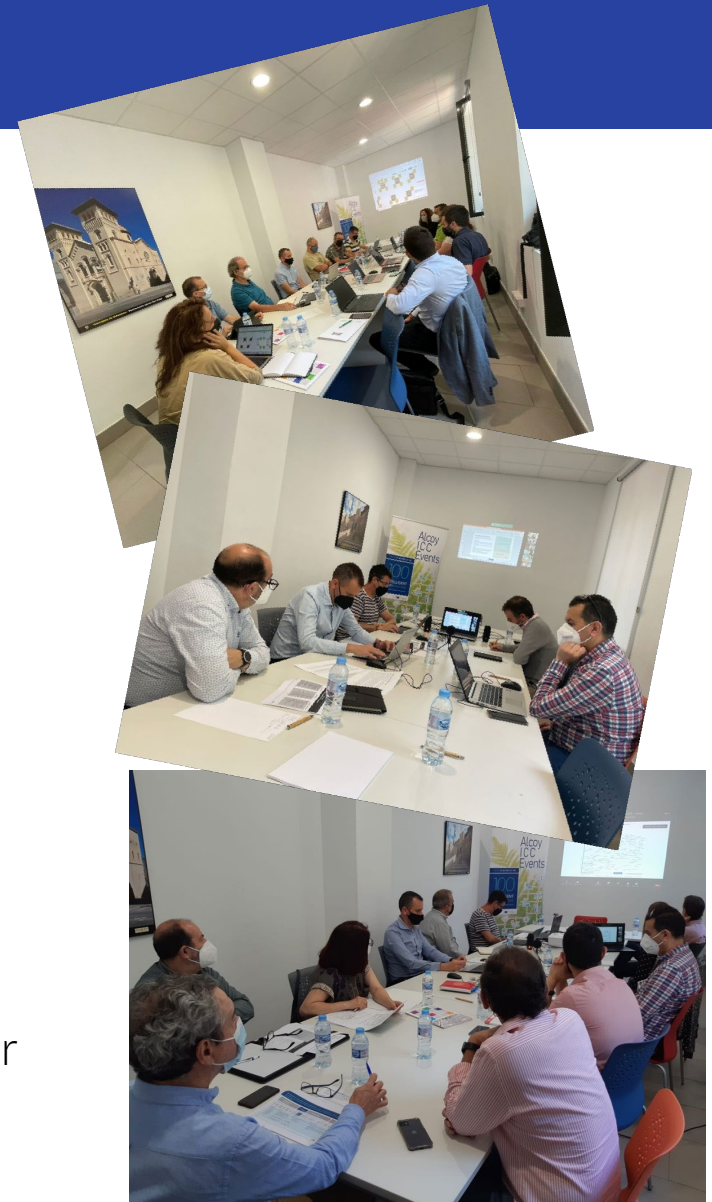
Phase 4. Our team organized the "Working day: Solution maturity and strategy workshop, on March 10. We organized 3 focus groups in which 15 professionals and agents participated.

JOVEMPA, IPYC, INNOVALL, 2 Thematic Experts, UPV-EPESA, Alcoy City Council (3), CEEI, FEDAC and Cotes Baixes Industrial Park.

Workshops phase 2: during the month of June 2021, we held 3 thematic workshops (online and face-to-face) with local ecosystem actors and specialised companies on mobility, local energy communities and the Talent Centre.

In addition, with the Torrent ICC team, we are also working on our common project to combat loneliness among the elderly.

City Labs: Members of the local ecosystem have participated in peer reviews of the city labs.



City Ecosystem

Local Launch: On 30 March 2021, the Mayor of Alcoy, Antonio Francés and the Local Expert, Inma Bordera, held a press conference for the local launch of the ICC.

In addition, a video was presented where local agents talked about the importance of Alcoy's objectives in the ICC.

<https://www.youtube.com/watch?v=cvT5QzKA1XU&t=1s>

Presentation of conclusions to local stakeholders: The Àgora conference room in Alcoy hosted on Friday 8th April 2022, a presentation of the conclusions of the European project Intelligent Cities Challenge, with the attendance of representatives of the entrepreneurial and innovative ecosystem that have participated in the meetings and workshops to find technological and sustainable solutions to a series of urban challenges.

Other: Radio interview about ICC to the Innovation Councillor of Alcoy City Council and the ICC City Project Manager of Alcoy. <https://cadenaser.com/comunitat-valenciana/2022/06/01/el-reto-de-las-ciudades-inteligentes-es-ser-motor-economico-con-soluciones-tecnologicas-y-sostenibles-radio-alcoy/>

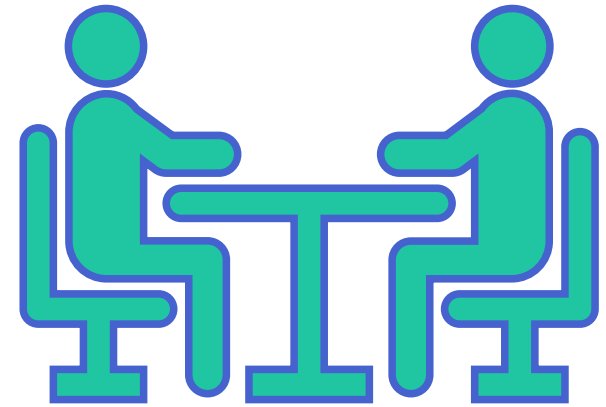


City Ecosystem

Main conclusions and suggestions made by agents and enterprises

"We must be able to develop a new local and competitive economy through digitization and sustainability, considering the ODS"

"It is necessary to open the concept of the project to citizens in order to make them to understand the opportunities this project offers them to solve their problems and live in a more sustainable society"



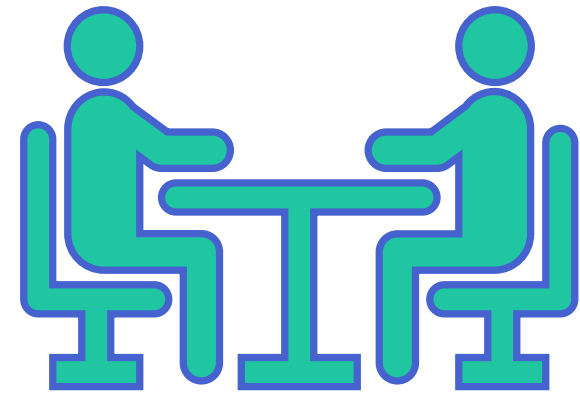
City Ecosystem

Main conclusions and suggestions made by agents and enterprises

"Alcoy has to become a smart city in order to attract new companies, projects and people who want to live here"

"It is necessary to launch projects from the municipal level, collaborating with the ecosystem and promoting the participation of companies to solve their problems"

"Renewable and alternative energies are an opportunity for citizens and companies"



City Ecosystem

Agents and companies that have participated in the project until now



City Needs: State of the city – detailed analysis

Lower performance areas

Key insight

Difficulty retaining talent.
Need for a more agile
and **digital administration**.

Despite the fact that the city
generates talent at university and
vocational training centres, young
people find it difficult to find jobs
in line with their studies.

More agile and digital public
administrations are needed to
contribute to growth and meet
the needs of businesses.

Data points

In terms of talent
retention, the observation
is supported by the
university.

Interpretation

The problem of talent
retention is largely related
to the need to achieve
digitally transformed
companies, companies
with a technological
profile and the need to
provide the professional
profiles that companies
demand.

So what?

This is a key issue within
the ICC

City Needs: State of the city – detailed analysis

Lower performance areas

Key insight

Very **small company size** and little digitized.

Few companies in the **consulting sector** to help the transformation.

Low trust between digital and non-digital companies. The lack of trust and active communication between digital and non-digital companies makes it difficult, among other things, for the success stories of some to be carried out in others, and for those companies in the territory that can provide services to others to do so.

Data points

Analyses of the type of companies in the city and its surroundings corroborate these assertions.

Interpretation

The type and size of our businesses is largely conditioned by the history and size of our city.

The lack of digitalisation is also a consequence of the failure to communicate the need for it.

The city generates talent capable of providing the digitalisation services that companies need.

So what?

The city and its stakeholders are aware of this problem and for some time now there has been a growing awareness and intention to change. It is aligned with "Solution 1" described above. ICC could help us to implement it.

City Needs: State of the city – detailed analysis

Lower performance areas

Key insight

Need for **training digital resources and ecological transition** of company employees and citizens in general

Data points

Companies and business associations communicate these needs to us with regard to their employees. This need can be extended to citizens in general.

Interpretation

We consider this to be a general need in the region and even in the country.

So what?

The city and its stakeholders are aware of this problem. It is aligned with "Solution 2" described above. ICC could help us to implement it.

City Needs: State of the city – detailed analysis

Higher performance areas

Key insight

Presence of **technological universities and research institutes**, which generate more than 400 new students in degrees related to business management, industry and technology.

Presence of digital companies that can act as a focus of transformation.

Data points

We have 2 prestigious universities in the city. One of them has degrees in engineering, tourism and business administration. And with master's degrees in engineering.

On the other hand, we have important digital companies that we can use as a tractor and make up for some of the shortcomings mentioned in the "Lower performance areas".

Interpretation

The city's university and vocational training tradition goes back many years.

The entrepreneurial and innovative nature of the industry has enabled the creation of these digital companies that can act as a catalyst.

So what?

ICC can help us to harness this potential to meet the needs identified.

City Needs: State of the city – detailed analysis

Higher performance areas

Key insight

Awareness of the need for change and the will of the city council to lead it, although with little participation from the social agents.

Innovative character of citizens and companies.

Diversity of industrial sectors, not dependence on a single sector.

Data points

Most companies are aware of the need for change. The local administration and the social partners are also convinced and actions are being implemented along these lines.

Moreover, the territory has a long history of innovation.

The territory has been able to reinvent itself and we have different industrial sectors.

Interpretation

The different economic crises, together with the innovative nature of the territory, have led to a diversity of industrial sectors and an awareness of the need for change.

So what?

ICC can help us to harness this potential to meet the needs identified.

Recap on previous guidance given for solution strategy



Solution #1

Local energy communities in industrial areas



Description



Implementation of a smart sustainable grid solution to monitor the consumption and efficiency of industrial areas. Furthermore, energy consumption information should be available through a public dashboard.

Relevant to which city ambition statement



Transforming industry, green manufacturing and clean production.

Benefit to city



Increase in companies in the city, decrease in energy consumption and increase in the transformation towards decarbonization

Parties interacting



Alcoy City Council and companies; Engineers, lawyers, companies based in the industrial area, owners of electric vehicles working in the area, workers from industrial estate companies and visitors to the area who could benefit from the area's new energy management strategy

Business model

Implementation of a new energy management model whose main social objective will be to offer energy benefits, from which environmental, economic or social benefits are also derived to its members or to the locality in which it develops its activity, instead of generating a financial return. To this end, the activities to be carried out will be, inter alia: the generation of energy mainly from renewable sources, distribution, supply, consumption, aggregation, energy storage, the provision of energy efficiency services, the provision of charging services for electric vehicles or other energy services. In addition, a smart platform will be established to improve the consumption efficiency of companies through the incorporation of sensors. These sensors will allow monitoring, analyzing, monitoring and communicating within the power supply chain to help companies implement preventive actions to improve efficiency, reduce consumption and costs, and maximize system transparency and reliability.

Blockers and risks



The big setback may be the current legislation and bureaucracy and exhausting the private business sector to co-create and not being able to end up with a real project. Other problem is to build trust between companies to create an energy community.

Pending uncertainties



Lack of information from companies, lack of specialized human resources in this area, technical, uncertainty in regulations, complexity to establish private public collaborations, long deadlines for bureaucracy, complexity in bringing all parties into agreement and establishing the win-win of each

Recap on previous guidance given for solution strategy



Solution #2

Green Mobility in industrial areas

Description



It is necessary to promote the transition towards more sustainable vehicles..
Analyze the ecological alternatives that may exist to move citizens and workers between the different work areas of the territory

Relevant to which city ambition statement



Intelligent and ecological mobility and transport for industrial and economic sector

Benefit to city



Decrease in CO2 emissions, decrease the use of private vehicles, improve the mobility of citizens

Parties interacting



Alcoy City Council, citizens and traders, delivery companies, workers, company managers, transport companies.



Business model

Develop a **MaaS**-based mobility-as-a-service strategy; reduce CO2 emissions, introduce new models of public or shared transport. In order to make citizens more autonomous and profit by saving money. To achieve success it is necessary to bet on new forms of vehicles, electric, self-driving, scooters, etc. and, of course, hardware and software, big data and professionals such as architects, mobility specialist and the automotive industry, as well as local administration.



Blockers and risks

The bureaucracy of administrations and the lack of economical resources coming from private and public administration. Other big setback can be that companies are not sufficiently committed to sustainability versus investment.



Pending uncertainties

Find a similar solution in some city with similar geographical conditions, including population, etc.

Recap on previous guidance given for solution strategy



Solution #3

Talent Center / Upskilling and Reskilling / Pool of Experts

Description



Design the training model that companies in the territory need and demand, focusing on skills.

To short the distance between the skills requested by the job market and the real capability of workers, in terms of digital transition and new skills requested by corporates and SMEs.



Relevant to which city ambition statement

Local green deal, green economy. Retain talent. Upskilling, reskilling and agile communication

Benefit to city



Spread the culture of Innovation and support skill-based job creation as a source of social and economic wealth in our city.

Promote digitization and the green economy among companies as open, citizen, collaborative, social and economic innovation.



Parties interacting

Alcoy City Council, unemployed worker, people looking for a change in their jobs based on their skills, companies that need workers with specific knowledge in specific software or digital skills, companies that need advice for their digital transition, vocational training centers, universities



Business model

Create an ECOSYSTEM to support companies in their digital transition and also companies that need advice for a business model change. A pool of experts in digitization and the green economy to provide solutions to companies in the territory based on trust in the Ecosystem with the support of Local Administration. It will promote actions to favor applied and results-oriented research, the transfer of knowledge to companies in the territory, advising on the search for grants and subsidies and promoting collaboration and business alliances in innovative projects



Blockers and risks

The main problem is whether we will be able to generate the necessary trust so that companies and industries in the territory want to participate in it.

The bureaucracy so that vocational training centers and universities can adapt their training plan to demand.



Pending uncertainties

Be agile in the creation of training itineraries and in the development of skills.

Inspirational example from Amsterdam (House of skills) and Porto



Recap on previous guidance given for solution strategy



Solution #4

Home assistance system (a common project between Alcoy and Torrent)



Description

The solution provides a comprehensive home assistance system to elderly people, which delays medical intervention and reduces physical, cognitive and social fragility. It works by voice and video and allows you to interact with the user, monitor their behavior, activate reminders and propose social, physical and mental activities.



Relevant to which city ambition statement

Promote health and active ageing.



Benefit to city

Increase the quality of life of elders.
Reduce medical intervention.



Business model

Public resources. Reduces the medical bill.
To be explored- Possibility of co-payment by users



Parties interacting

Municipal Department of Social Welfare
The Red Cross
Provincial Council of Valencia
Universities
Healthcare Regional Ministry



Blockers and risks

The digital gap.
Coordination between public administrations and companies providing services.
Funding.
Technology in constant evolution;



Pending uncertainties

Filled with specialized content.
Integration with public healthcare system.