



MADRID

Recovery, Transformation and
Resilience Plan for the City of Madrid

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Executive Summary

The health crisis caused by COVID-19 has led to an intense loss of global economic activity along with a strong social impact. As yet, no clear horizon exists regarding its evolution.

In the case of Spain, following the 11% contraction in GDP last year, forecasts for the behaviour of the economy for 2021 place GDP growth at around 6%, according to various estimates¹. Likewise, the Spanish labour market registered a rise in unemployment of 527,900 people between 2019 and 2020.

In the city of Madrid, economic activity suffered a strong setback of 9.6% in 2020, bringing its powerful growth of 3.6% in 2019 to a halt. The unemployment rate reached 14.03 percentage points, an increase of 3.83 points compared to the previous year. This slump in economic activity has caused income to fall in 37% of Madrid households to at least some extent.

To cushion the impact of such an unprecedented situation, the European Union has agreed on a Recovery Plan, called **Next Generation EU** and endowed with **750,000 million euros**, which will make it easier for Member States to start on their journey out of the crisis, and which will lay the foundations for a modern and more sustainable Europe.

Specifically, the **Recovery and Resilience Mechanism** is the instrument of the *Next Generation EU* Recovery Plan that will provide financial support to strengthen recovery and avoid structural impacts on the productive fabric.

The Mechanism will be articulated through National Plans in each Member State. Together, these will boost investment and demand for goods and services in the internal market, while accelerating the ecological and digital transition and ensuring social cohesion. In the case of Spain, **the National Recovery, Transformation and Resilience Plan** (España Puede, or "Spain Can Do It") was approved by the Council of Ministers on April 27, 2021, thus initiating formal processing at the European level. This plan establishes the guidelines for the first phase of mobilisation of the nearly 70,000 million euros coming from the European

Madrid City Council has drawn up an ambitious Recovery, Transformation and Resilience Plan that seeks to make Madrid the best place to live and work by 2030.

million euros coming from the European

Recovery and Resilience Mechanism that will correspond to our country.

The Madrid City Council has drawn up a **Recovery, Transformation and Resilience Plan** in order to position itself for the opportunities presented by these funds, establish the axes and priority projects that will allow funding to be obtained, and enhance the transformation strategy for the City of Madrid through the funding offered by the Recovery and Resilience Mechanism for the coming years.

¹ European Commission macroeconomic projections for Spain, https://ec.europa.eu/info/business-economy-euro/economic-performance-and-forecasts/economic-performance-country/spain/economic-forecast-spain_es. And the Bank of Spain https://www.bde.es/bde/es/areas/analisis-economi/analisis-economi/proyecciones-mac/Proyecciones_macroeconomicas.html

This strategy seeks to **make Madrid the best city to live and work in 2030**, within the framework of the changes and transformations associated with the commitment to the Sustainable Development Goals (SDG) of the 2030 Agenda, reflected in the recent approval of the Localisation Strategy for the SDGs in the City of Madrid, and the alignment with the European and national reference framework that pursues a **more sustainable, more digital and more inclusive city** for citizens.

The Plan includes 105 projects, with a direct investment of 3,900 million euros, aimed at promoting ecological transition, digital transformation and social cohesion, in line with the European and national strategies of the Recovery and Resilience Mechanism.

The strategy has been developed, since its inception, in coordination with the 2019-2023 Government Operational

Program and the Villa Agreements, whose objective is to advance the social protection of the most vulnerable people, who have been especially impacted by the crisis caused by the pandemic, as well as to recover and stimulate the city's economic activity.

The design of the Recovery, Transformation and Resilience Plan of the City of Madrid is based on the need to respond to the **26 transformation challenges** facing the city, identified in each of the six pillars that make up the area of the Recovery and Resilience Mechanism.

The strengths of the city to face these challenges, among which are its **economic dynamism, quality of life, security, work opportunities** and **rich cultural**

Twelve large-scale projects have been identified, characterised by their significant ripple effect on the economy, employment, quality of life and social cohesion of the city.

activity, together with a solid commitment from the municipal corporation **to transform of the city** into a more sustainable, more digital and more inclusive and egalitarian model. These factors place the city in a privileged starting position to overcome said challenges.

The Recovery, Transformation and Resilience Plan of the city of Madrid includes a total of **105 investments** with an estimated budget of **3,900 million euros**. These measures, which are structured into **10 lines of action**, constitute a catalogue of high-impact actions, in strategic areas, aligned with the 10 leveraging policies of the National Plan.

10 lines of action of the Municipal Investment Plan		Investment (€ millions)
CITY RENATURALISATION		
1	Increase in the quantity and connection of urban green areas, creating a natural Madrid .	213
WASTE MANAGEMENT AND CIRCULAR ECONOMY		
2	Will launch a Plan to promote the circular economy and promote the Strategy for waste transformation .	204

10 lines of action of the Municipal Investment Plan		Investment (€ millions)
EFFICIENT AND RENEWABLE ENERGY		
3	Will improve the energy efficiency of the building stock and the provision of municipal services and increase Renewable and Distributed Generation .	335
DIGITAL, INTELLIGENT AND TRANSFORMATIVE MADRID		
4	Will turn Madrid into a City with the best digital infrastructure, with inclusive digital capabilities , oriented towards the electronic public services of city council and society , and ethically, smartly and safety data-driven.	383
SUSTAINABLE MOBILITY AND AIR QUALITY		
5	Will promote low-emission Mobility and will involve the progressive adaptation of Infrastructures for sustainable and connected mobility .	1,275
INNOVATIVE EMPLOYMENT AND ENTREPRENEURSHIP		
6	Will promote the attraction and improvement of Talent and skills , combining the Boost for sectors with projection with the Modernization of the productive fabric and support for SMEs .	202
SOCIAL COHESION AND TERRITORIAL BALANCE		
7	Will strengthen social cohesion and reduce gender gaps and facilitate territorial balance and access to housing in the city .	263
URBAN REGENERATION		
8	Will carry out the Urban Rehabilitation of neighbourhoods and degraded or aged areas, incorporating sustainability criteria, seeking to recover urban spaces and buildings.	732
RESILIENT MUNICIPAL INFRASTRUCTURES AND SERVICES		
9	Will promote the Modernization of the public supply service and strengthen the emergency response capacity to make Madrid a resilient city.	188
RESILIENT AND CAPACITATED CHILDREN, ADOLESCENTS AND YOUTH		
10	Will support families and their most vulnerable members through education and training for employment , improving conciliation and equal opportunities between men and women.	115

To facilitate coordinated implementation and amplify impact, more than half of the actions are concentrated around **12 large-scale projects** characterized by a powerful **long-term transformative effect**, which constitute the main vectors for boosting the economy, employment, the environment and social cohesion of the Plan.

Large-Scale Plan	Amount (€ million)
1 Madrid Metropolitan Forest	149
2 Circular Madrid	170
3 Madrid Rehabilitates Energy	118
4 Renewable and Efficient Madrid	215
5 5G Smart Madrid	77
6 Madrid Clean Public Transport	840
7 Madrid Electric Mobility	71
8 Audiovisual and Video Game Madrid	77
9 Madrid Fashion Capital	20
10 Madrid Social Rental	201
11 Madrid Integra Cañada Real	32
12 Madrid Renewing Neighbourhoods	136

Finally, the Recovery, Transformation and Resilience Plan of the City of Madrid identifies a series of actions that include different formulas for **public-private collaboration**, with the goal of increasing the capacity and efficiency of investment in projects due to the **multiplier effect** of mobilizing public resources jointly with the business and productive sector and the involvement of social agents, to achieve the challenges we face.

These formulas include both models of conventional collaboration as well as other more innovative methods, in which the private sector intervenes in the creation of ideas and business projects that require some type of public support to materialise. Under this **framework of joint work, and of close collaboration between the private sector and the City Council**, the initiatives of Madrid Futuro, Madrid Business Forum, business clusters and the Madrid Deep Demonstration program of the Climate-KIC are particularly noteworthy.

A plan for the city and its citizens, based on public-private collaboration, which has the involvement of the private sector and civil society and places the people of Madrid at the centre of the transformation.

The global contribution of the actions envisaged in the plan to the **ecological transition is 57%**, illustrating Madrid's commitment to sustainability, while **29% of the investments respond to the digital objective**. The measures related to social cohesion, equal opportunities and territorial balance and urban renewal, together with the extensive commitment and collaboration of civil society make up **a Plan at the service of a global challenge and a transformative impulse born out of and moving towards a city for everyone**.

1. Starting Economic and Social Situation

An unprecedented crisis

Since last March 11, 2020, when the World Health Organization (WHO) declared the coronavirus outbreak a pandemic, many countries have experienced the effects of an unprecedented health crisis, which has had a massive impact in Madrid.

In addition to the health crisis, the measures taken to stop the spread of the virus, limiting the mobility of people and with it part of the country's social and economic activities, especially in the first half of last year, triggered a collapse of the economic activity of unknown proportions with very serious social repercussions, whose duration will foreseeably be prolonged.

The data advanced by the European Commission show that the European Union (EU) experienced a 6.8% recession in 2020, the biggest collapse since the founding of the community project.

Spain was the country that suffered the biggest economic setback in the EU, with a fall in its Gross Domestic Product (GDP) of 11%, the second biggest setback for the economy since 1936, when it plummeted by 26%.

At the regional level, the Community of Madrid registered a 10.3% drop in its Gross Domestic Product in 2020, showing significantly better recovery trends than the rest of Spain in the second half of the year.

By sectors, the GDP of agriculture fell by 3% in 2020 compared to 2019, that of industry by 6.5%, that of construction by 14% and that of services by 10.2%. Within the latter sector, the drop was especially marked in distribution and hospitality services (22.2%).

At the city level, before this crisis, Madrid enjoyed a phase of economic growth that had left an increase of 3.6% of GDP in 2019, compared to 2018. At that time, Madrid's GDP reached 152,581 million euros, which represents 63.5% of that of the Community of Madrid and 12.3% of Spain's GDP².

In 2020, the GDP in the city of Madrid contracted sharply by 9.6%, compared to the previous year, according to the latest available data². Particularly noteworthy in this decline in economic activity was the 25.2% decrease in activities related to the group "retail, transport and hospitality" within the services sector.

² Source: prepared by the Madrid City Council.

Annual GDP variation rate 2019-2020 City of Madrid

Moderate rise or fall	Pronounced fall
Financial and insurance activities (6.9%)	Commerce, transport and hospitality (-25.2%)
AP, education, health (3.0%)	Artistic, recreational and other activities (-17.1%)
Real estate activities (-3.8%)	Construction (-11.2%)
Information and communication (-3.9%).	Manufacturing industry (-10.3%)
	Professionals, scientific and technical activities (-9.3%)

Source: Elaborated by authors

The job market has felt the ravages of the pandemic. During 2020, according to Eurostat data, the unemployment rate in the euro area increased 0.7 points, reaching 8.4%, while, in the EU, the rise was also 0.7 points, reaching 7.6%.

The rise in unemployment in countries such as Lithuania stands out, where the unemployment rate rose 2.7 points, followed by that of Spain, which registered an increase in the unemployment rate of 2.2 points, from 14.2% to 16.4%.

The Spanish labour market registered a rise in unemployment of 527,900 people, which is 16.5% more than in 2019, and a decline in employment of 622,600 workers (-3.1%), reflecting the worst data in both cases of the Labour Force Survey since 2012.

The rise in unemployment in 2020 ends a seven-year streak of declines and also cuts six consecutive years of net job creation.

At the regional level, according to the LFS, the Community of Madrid registered a rise in the number of unemployed of 127,700 people, while the unemployment rate at the end of 2020 stood at 13.53% (compared to 9.99% in the fourth quarter of 2019).

In the last quarter of 2020, the unemployment rate in the city reached 14.03%². This implies an increase of 3.83 points compared to the previous year, mainly due to the drop in employment in the services sector as a result of the measures adopted to stop the health crisis.

At the end of 2019, Madrid had 2,054,635 people enrolled in Social Security with the following distribution: 92.3% in the services sector; 4.1% in construction; and 3.7% in industry². One in four people affiliated with Social Security in the city of Madrid in 2019 carried out their activity in commerce³, hospitality or transport². Until the start of the pandemic, the evolution of unemployment showed a decreasing trend¹².

³ Including vehicle repair activity.

This slump in economic activity has had serious negative consequences on the well-being of Madrid⁴. In this sense, it is estimated

The pandemic has interrupted the path of growth for the Madrid economy, causing 37% of households to experience a reduction in income to at least some extent.

that, in Madrid, 37% of households have experienced a reduction in income to at least some extent. This figure rises to 42% in the case of families with children and almost 47% in the case of single-parent families. In addition, there has been a reduction in subjective

and familial well-being for many of the remaining households that have managed to maintain their income. The measures taken to contain or try to contain the pandemic have hindered work-life balance, the caregiving role of families, and the individual well-being of their members as a result of social isolation and economic uncertainty.

The social services provided by the Madrid City Council received thousands of requests between March and June 2020, in which the dominant profile was that of households with dependent minors⁴ while prior to that the most common profile was people over 65 years of age. A total of 28.6 percent of the people who got in touch with municipal social services in the first stage of the crisis were “new users”, that is, people who were not previously registered. Likewise, the emergency was unevenly concentrated within the municipality, affecting the southern and south-eastern districts to a greater extent (districts of Latina, Carabanchel, Usera, Puente and Villa de Vallecas, and Vicálvaro). We can say that the new vulnerable people are neighbours of those who already had contact with social services, but along with the traditional areas, new pockets of vulnerability have also emerged, especially within the M-30 in Centro, Tetuán, Ciudad Lineal and San Blas-Canillejas.

The economic perspectives of the main institutions foresee that the recovery path of the Spanish economy will be delayed at least until the second half of the year, due to the continuance of restrictions on activity and mobility and the moderate progress of the vaccination campaign.

On the other hand, the increase in public investment during the second semester, as the projects of the national recovery plan receive the endorsement of the European Commission, will contribute to the change in trends. The external context will also improve, especially in the US, hand in hand with expansionary fiscal policy.

Thus, the growth forecast for Spain in 2021 according to the European Commission stands at 5.9%⁵. Along the same lines, the Bank of Spain⁶ has lowered its GDP growth estimates, as a result of the outbreaks of COVID-19, the new measures adopted and the delay in European funds. A growth of 6% in 2021 is estimated for the central stage, eight tenths less than in December. For 2022, the forecast improves by more than one point (+5.3%) and 2023 continues the trend (+1.7%).

⁴ Madrid 2020: Social Diagnosis of the COVID-19 crisis.

⁵ https://ec.europa.eu/info/business-economy-euro/economic-performance-and-forecasts/economic-performance-country/spain/economic-forecast-spain_es

⁶ https://www.bde.es/bde/es/areas/analisis-economi/analisis-economi/proyecciones-mac/Proyecciones_macroeconomicas.html

For its part, the International Monetary Fund (IMF) considers that Spain, together with the US, will lead all advanced economies in recovering from the crisis, estimating GDP growth of 6.4% for both countries in 2021. Despite this, the Fund assumes that Spain will take longer than its neighbours to recover to pre-crisis economic levels, which it will not reach until 2023, and with an excessive deficit.

In this scenario, the European Recovery Plan is a decisive opportunity to return the city of Madrid to the path of economic growth and improve the well-being and quality of life of the people of Madrid. The funds from the European Union will mobilize more than 2 trillion euros and are integrated into three instruments: Multiannual Financial Framework 2021-2027, Next Generation EU and the Guarantee Fund of the European Investment Bank.

2. The financial package of the European Union.

The EU has drawn up a global financial package of €1.8 trillion for the coming years to tackle the socio-economic consequences of the COVID-19 pandemic and address the EU's long-term priorities. The financial package combines:

- The extraordinary Recovery Instrument, "Next Generation EU" (NGEU) of 750 billion euros.
- The multiannual financial framework (MFF) of 1.0743 trillion euros.

The package will help transform the EU by supporting the European Green Deal and digital transformation and increasing resilience.

2.1. The «Next Generation EU» Recovery Instrument

The Recovery Plan for Europe represents huge public and private investments, at the European level, to create jobs and repair the immediate damages caused by the COVID-19 pandemic, while supporting the EU's digital and ecological priorities.

Two financial instruments are created under the NextGenerationEU initiative:

- **Mechanism of Recovery and Resilience (MRR)**

It has four main objectives: to promote the economic, social and territorial cohesion of the EU; strengthen the resilience and adjustment capacity of member states; mitigate the social and economic repercussions of the COVID-19 crisis; and support green and digital transitions. All of them are aimed at restoring the growth potential of the Union's economies, fostering post-crisis job creation and promoting sustainable development.

It is endowed with **672,500 million euros** to support the reforms and investments undertaken by the EU countries since February 2020, of which 360,000 million will be used for loans and 312,500 million euros will be constituted as non-reimbursable transfers.

A total of 70% of the non-refundable transfers granted by the MRR must be committed by the European Commission in 2021 and 2022. The remaining 30% will be fully committed by the end of 2023 and can be executed until 2026.

To qualify for the MRR, Member States must submit National Recovery and Resilience Plans that must meet the following conditions:

- Dedicate at least 37% of total spending to investments and reforms that support climate action goals.
- Dedicate a minimum of 20% of spending to support the digital transition.
- All investments and renovations will respect the principle of not causing significant damage to the environment.
- Propose strong measures to protect the financial interests of the Union, especially to prevent fraud, corruption and conflicts of interest.

Through this mechanism, Spain hopes to access a total of 140,000 million euros between 2021 and 2026, of which about 70,000 million will be in the form of transfers.

With this objective, the Council of Ministers approved on April 27, 2021 the “Plan for the Recovery, Transformation and Resilience of the Spanish Economy”. It details the investments and reforms in the 2021-2023 period around four axes of transformation: the ecological transition, the digital transformation, social and territorial cohesion and gender equality.

These four lines of work will be developed through ten leverage policies that determine the future evolution of the country:

- Urban and rural agenda, and fight against depopulation and the development of agriculture;
- Resilient infrastructures and ecosystems;
- Just and inclusive energy transition; An
- Administration for the XXI century;
- Modernization and digitization of the industrial and SME fabric, recovery of tourism and promotion of an entrepreneurial nation Spain;
- Pact for science and innovation. Strengthening of the capacities of the National Health System, Education and knowledge, on-going training and capacity building;
- Education and knowledge, on-going training and capacity building; New
- economics of care and employment policies;
- Promotion of the culture and sports industry;
- Modernization of the tax system for inclusive and sustainable growth.

In coherence with this national and European framework, the Madrid City Council has prepared this Recovery, Transformation and Resilience Plan for the City of Madrid, with the same objectives of ecological and digital transformation and social and territorial cohesion, guaranteeing gender equality and collecting a catalogue of actions linked to the aforementioned ten leverage policies.

▪ **Recovery Aid for Cohesion and Territories of Europe (REACT-EU)**

A new initiative endowed with 47,500 million euros, which continues and expands the crisis response and repair measures applied through the Investment Initiative in Response to Coronavirus and the Investment Initiative in Response to Coronavirus Plus. These resources will be implemented through the European Regional Development Fund (ERDF), the European Social Fund (ESF) and the European Aid Fund for the Most Deprived (FEAD).

From this REACT EU fund, **Spain has received 12,436 million euros** for execution in the 2021-22 period.

NextGeneration EU will also contribute additional funds to other European programs or funds, such as Horizon 2020, InvestEU, the European Agricultural Fund for Rural Development (EAFRD) or the Just Transition Fund (FTJ).

2.2. The Multiannual Financial Framework 2021-2027

The EU budget for the 2021-2027 period will be allocated to new and reinforced priorities in all areas of action, as well as to the ecological and digital transitions, and is endowed with 1.0743 billion euros.

The total contribution of funds, for the 2021-2027 period, worth 1.8 trillion euros, will be the largest ever financed from the EU budget

Cohesion policy and agricultural policy will continue to receive significant funding and will be updated to ensure that they contribute in the best possible way to Europe's economic recovery and the EU's green and digital goals.

In total, around a third of EU spending from the long-term budget will contribute to new and

strengthened fields of action. Funding under the new recovery instrument will help EU Member States address the consequences of the COVID-19 crisis, thereby stimulating their modernization and resilience.

All this is added to the 540,000 million euros in liquidity provision launched in spring 2020 through three instruments:

- SURE, whose objective is the protection of workers and from which Spain will receive 21,000 million euros to finance the ERTes, the extraordinary benefit for the self-employed and the work disabilities derived from the pandemic.
- Pan-European Guarantee Fund of the European Investment Bank (EIB) aimed at strengthening the solvency of companies.
- European Stability Mechanism (ESM) through the line of credit for Member States for expenses associated with the pandemic.

3. Madrid, European capital committed to sustainable growth

The city for everyone at the service of a global challenge

The strategy of the Madrid City Council seeks to make Madrid **the best city to live and work**, providing an integrated vision of the main transformations to be carried out in the city through the year 2030.

The orientations of the changes to be achieved are part of the commitment to the challenges posed by the Sustainable Development Goals (SDGs) of the 2030 Agenda, with the recently approved Strategy for the localization of the SDGs in the city of Madrid,

The goal for 2030 is to make Madrid the best city to live and work.

and its alignment with the European and national reference framework that pursues the achievement of a **more sustainable, more digital and more inclusive city** for citizens.

Betting on an approach of coherence of public policies, the Recovery, Transformation and Resilience Plan of the city of Madrid has been developed, from its inception, in coordination with the Government Operational Program 2019-2023, the Strategy for the location of the SDGs and the Villa Agreements, whose objective is to advance the social rights of the most vulnerable people, who have suffered with particular intensity the impact of the crisis caused by the COVID-19 pandemic, as well as to encourage economic activity in the city.

The strategic map of municipal action for the coming years establishes the principles that

The Town Hall Plan is aligned with the axes of the European framework and the Spain Can National Plan and aims to respond to the 26 challenges identified for the city.

should guide the roadmap towards the aforementioned objective and that is deployed in three areas: **sustainability, digitization** and **social** and territorial cohesion, in a broad sense.

quality, progress towards Climate neutrality, promoting sustainable mobility and clean energy and making Madrid a green and healthy city, while seeking territorial rebalancing, through urban rehabilitation, regeneration and renewal.

Within the framework of **sustainability**, the objectives are the improvement of air

On the other hand, this strategy aims to move towards a **digitized economy**, deepening the digitization of the City Council, with the aim that the local administration develops its activity efficiently and offers new services adapted to each citizen, enabling new business opportunities for companies and the self-employed and the digital training of people is promoted, as an essential step to advance in an inclusive way as a society in this challenge.

Finally, Madrid aspires to become a city of **opportunities for all**, capable of generating economic growth and employment, making education and housing vectors of personal and social development, providing support to families and their most vulnerable members, such as people. elderly, dependents and childhood, and guaranteeing equal

opportunities between women and men.

These aspirations, together with the **six pillars** on which **the EU Recovery and Resilience Mechanism** is structured, constitute the basis for the **26 transformative challenges** that form part of the Plan for the Recovery, Transformation and Resilience of Madrid.

EU Pillar	26 Transformation challenges for the city of Madrid
Ecological Transition	R.1 Increase the green areas of the city and ensure their conservation and connection.
	R.2 Create new strategies to promote waste management, the circular economy and promote the commercialization of recovered materials and proximity and ecological products.
	R.3 Improve energy efficiency, increasing the percentage of municipal buildings and facilities with energy rating A or B.
	R.4 Accelerate the decarbonization of the energy model.
Digital Transformation	R.5. Incorporate the technological infrastructures necessary to allow for the innovation of supported services, facilitating the reduction of environmental impact and its sustainability.
	R.6. Promote and increase digital training for citizens, companies, SMEs and internal staff, guaranteeing digital inclusion.
	R.7. Develop digital services for everyone, adapted to the needs of each group, simpler and more proactive that increase productivity, and that are inclusive and accessible.
Smart, Sustainable and Inclusive Growth	R.8. Increase and improve the management, use and openness of data efficiently, ethically and with quality, generating reliability, trust and cybersecurity in society as a whole.
	R. 9 Reduce motorized traffic congestion and improve air quality, promoting the use of public transport, intermodality and active mobility, through a sustainable urban mobility policy.
	R. 10 Accelerate the transition towards a "green" or "clean" circulating park.
	R.11 Progressively increase the city's cycling infrastructure, shared-use vehicles and electric charging infrastructures.
	R.12 Progressively adapt mobility infrastructures towards models that favour intermodality and increased speed of public transport, moving towards intelligent transport systems.
	R13. Improve the labour insertion process, through the personalization of the service and the reorientation of the job skills of the unemployed towards new employment niches and the needs of the labour market.
R.14 Promote specialisation in advanced services, due to its undeniable dragging effect on the most modern and dynamic sectors of the economy.	
R.15 Promote the local and regional innovation system, fostering a greater interrelation between institutional agents, companies and researchers.	
R.16 Develop the digital economy to drive the emergence of new business opportunities.	

EU Pillar	26 Transformation challenges for the city of Madrid
Social and Territorial Cohesion	R.17 Improve the competitiveness of SMEs using new technologies as a leverage for transformation.
	R.18 Redesign a new municipal model of Social Services.
	R.19 Improve the levels of social care for the most disadvantaged groups, through higher levels of benefits provided by public services, greater efficiency in their provision through greater coordination and improving information to increase access to services.
	R.20 Promote the autonomy of the elderly so that they continue to live at home and in their environment (if they so wish) through supports adapted to their different needs.
	R.21 Increase the public housing stock and protection of citizens' right to housing. Significant increase in the public equity of social rental housing and mobilize the existing vacant housing stock.
Health, and Economic, Social and Institutional Resilience	R.22 Promote the recovery of vulnerable areas to avoid risks of degradation and exclusion, applying recovery, rehabilitation, accessibility and urban regeneration policies, correcting territorial imbalances.
	R.23 Improve crisis response capacity. Provide faster and more effective response to the population in the event of future pandemics or epidemics.
Next-Generation Policies	R.24 Promote measures to reduce school dropouts and reduce the youth unemployment rate.
	R.25 Encourage adolescents and young people in vulnerable situations to access socio-educational programs and their job placement.
	R.26 Promote measures that compensate for inequalities and deficits in families with boys and girls and contribute to reducing the generation gap.

To meet these challenges, the city of Madrid is credited with a range of strengths, among which are its **economic dynamism**, its **quality of life**, **safety**, the **work environment** and **rich cultural activity**. Not surprisingly, Madrid is the 13th city in the world and the 5th in Europe with the greatest power to attract people, capital and companies from around the world⁷.

In addition, Madrid is strongly committed to the decarbonization of the economy. The city has the Madrid 360 environmental sustainability strategy and a roadmap towards climate neutrality with the aim of reducing greenhouse gas emissions by 65% by 2030 compared to 1990 levels.

Within the European Union, Madrid has been chosen as a demonstration city to be carbon neutral in 2030, within the framework of the *Deep Demonstration program for Sustainable and Healthy Cities* of EIT Climate-KIC, the European innovation community to accelerate the transition towards a zero-carbon economy and a society that is

⁷ According to the Global Power Cities Index 2019 ranking of the Institute of Urban Strategies of the Japanese Mori Foundation.

climate resilient. This represents an opportunity for the design and development of innovative initiatives in the city in terms of adaptation, mitigation and monitoring of climate change.

Along the same lines, but on a global scale, Madrid is part of C40 Cities, a climate leadership group made up of large cities for collaboration and promotion of actions aimed at reducing greenhouse gases and adapting to the effects of change. climate.

On the other hand, Madrid, like other large cities, has been a protagonist in the fight against the effects of the pandemic and must also be a key player in the recovery process. The need to respond urgently to the serious problems caused by the COVID-19 pandemic, has forced acceleration of the process of digital transformation of public administrations, as well as those at the local level, and of society as a whole (a process which had already been taking place, albeit at a slower pace, in recent years).

In short, these **strengths** -economic dynamism, quality of life, security, rich cultural activity-, **together with a solid commitment** of the municipal corporation **with**

Madrid's strengths - economic dynamism, quality of life, safety and cultural activity - together with a commitment by the Madrid City Council to the transformation of the city, place Madrid in a privileged position to face the challenges identified in the plan.

the transformation of the city towards a more sustainable, more digital and more inclusive and egalitarian model, place Madrid in a privileged position to face the challenges identified in the plan.

The Recovery, Transformation and Resilience Plan of the City of Madrid includes a **catalogue of high-impact and transformative actions in key areas of urban action such** as mobility, power generation, both renewable and,

distributed the digital transformation of municipal services and companies, the increase of green areas and the improvement of their conservation and ecological connectivity, the regeneration of neighbourhoods and housing, without leaving behind social cohesion, territorial rebalancing, care for children and gender equality.

A plan that aims to respond to global challenges, from the city for everyone.

4. Investments for Recovery and Resilience

4.1. Ten Major Lines of Action to Meet Madrid's Challenges

The Recovery, Transformation and Resilience Plan of the City of Madrid is structured into **ten lines of action**, comprising one **hundred and five investments**, with a total budget of **3,900 million euros**.

The design of the actions is based on the need to respond to the **26 transformation challenges** facing the city, in each of the six pillars that make up the area of the Recovery and Resilience Mechanism. For each of the measures, their **contribution to the ecological and digital transition** or to face the challenges derived from them has been evaluated, in accordance with the provisions of the methodology of Regulation (EU) 2021/241 of the European Parliament and of the Council of February 12, 2021, establishing the Recovery and Resilience Mechanism.

It also ensures its alignment with the **lever policies of the Recovery, Transformation and Resilience Plan of Spain**, and **with the seven flagship initiatives of the 2021 Annual Sustainable Growth Strategy for the European Union**⁸, following the recommendations of the guide of the European Commission for the elaboration of recovery and resilience plans.

Likewise, the impact on the 17 Sustainable Development Goals (SDGs) established by the 2030 Agenda for Sustainable Development has been evaluated for each line of action, ensuring their coherence with the **Localization Strategy of the SDGs in the City of Madrid**.

Ten Major Lines of Action to Meet Madrid's Challenges



1.-City Renaturalization

Increase in the quantity and connection of urban green areas, creating a **natural Madrid**.



2.-Waste Management and Circular Economy

Will launch a **Plan to promote the circular economy** and promote the **Strategy for waste transformation**.



3.-Efficient and Renewable Energy

Will improve the **energy efficiency** of the building stock and the provision of municipal services and increase **renewable and distributed energy generation**.

⁸ <https://eur-lex.europa.eu/legal-content/ES/TXT/PDF/?uri=CELEX:52020DC0575&from=es>



4.- Digital, Intelligent and Transformative Madrid

Will turn Madrid into a **City with the best digital infrastructures**, with **inclusive digital capabilities**, oriented towards the **electronic public services** of the city council and society and **ethically, intelligently and safely data-driven**.



5.- Sustainable Mobility and Air Quality

Will promote **low-emission Mobility** and will involve the progressive adaptation of **Infrastructures for sustainable and connected mobility**.



6.- Innovative Employment and Entrepreneurship

Will promote the attraction and improvement of **Talent and skills**, combining the **Promotion of sectors with projection**, with the **Modernisation of the productive fabric and support for SMEs**.



7.- Social Cohesion and Territorial Balance

Will strengthen **social cohesion and reduce gender gaps** and facilitate **territorial balance and access to housing in the city**.



8.- Urban Regeneration.

Will carry out the **Urban Rehabilitation** of degraded or aged neighbourhoods and areas, incorporating sustainability criteria, seeking the recovery of urban spaces and buildings.



9.- Resilient Municipal Infrastructures and Services

Will promote the **Modernization of the public supply service** and strengthen the **emergency response capacity** to make Madrid a resilient city.



10.- Resilient and Capacitated Children, Adolescents and Youth.

Will support a **Madrid, a city for all families**, especially the most vulnerable, through education and training for employment, improving conciliation and equality between men and women.

4.2. The municipal strategy in figures

Digital goal out of the total

29%

Goal **20%** 

Green goal out of the total

57*%

Goal **37%** 

(*) Calculated using the highest climate ratio out of those defined in the Recovery and Resilience Mechanism



Direct investment

€3,900 M



Investment mobilized (*)

€4,000 M



Employment

60,000 jobs

(*) Estimation of direct, indirect and induced impact according to methodology based on Input-Output models from data from municipal accounting

City renaturalisation	5.4% €213 M
Waste management and circular economy	5.2% €204 M
Efficient and renewable energy	8.6% €335 M
Digital, intelligent and Transformative Madrid	9.8% €383 M
Sustainable mobility and air quality	32.6% €1,275 M
Innovative employment and entrepreneurship	5.2% €202 M
Social cohesion and territorial balance	6.7% €263 M
Urban regeneration	18.7% €732 M
Resilient municipal infrastructure and services	4.8% €188 M
Resilient and capable children adolescents and youth	3% €115 M

4.3. Twelve Largescale Projects

A large part of the actions contemplated in the Plan have been grouped together to define **12 large-scales projects** that concentrate more than half of the investment, with the aim of facilitating their coordinated execution and amplifying their impact and **long-term transformative effects**.

These large-scale projects constitute the main vectors for boosting the economy, employment, the environment and social cohesion of the Plan **and the priority of the Madrid City Council** for the mobilisation of funds from the Recovery and Resilience Mechanism.

1. Madrid Metropolitan Forest

149 mill €

It will constitute a green infrastructure that will extend over 75 kilometres, contributing to the rebalancing of the city, the absorption of CO₂, the ecological and landscape restoration of degraded areas and increasing the offer of pedestrian and cycling routes. It will act as an ecological belt and bypass the city, acting as an effective barrier against desertification and improving air quality in Madrid. It will connect the protected natural areas of El Pardo, to the north, with the lower courses of the Manzanares and Jarama, to the southeast. The project covers 14,200 hectares and foresees the planting of up to 450,000 trees of native species.



2. Circular Madrid

170 mill €

Circular economy strategy chaired by a new Circular Economy Innovation Centre, which will favour the development of a circular economy cluster in the city. It will offer an ecosystem for the development of new business models, innovation and talent attraction. It will support the change towards a circular model of companies, and a Network of laboratories (industrial factories) will be created.

Madrid Circular's commitment is completed with an increase in the recycling capacity and recovery of waste from the Valdemingómez Technology Park, minimizing the impacts that these processes may cause, contributing to the improvement of the quality of the environment.



3. Madrid Rehabilitates Energy

118 mill €

Ambitious Subsidy Plan for energy rehabilitation, which contributes to improving air quality in the city, reducing energy consumption in the residential sector, while promoting the improvement of comfort in homes and helping to address the energy poverty, prioritizing health. The Plan will be accompanied by a network of rehabilitation offices, at the district level, in public-private collaboration, with the aim of accompanying citizens in the process of rehabilitating their homes, providing them with information and advice.

The action is completed with a pioneering Monitoring Plan in Madrid, which will identify good practices.

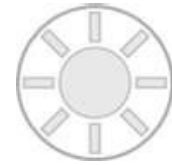


4. Renewable and Efficient Madrid

215 mill €

Energy transition in municipal public services through the integration of renewable energy, equipment and efficient energy management. The goal is to meet 30% of the electricity demand of municipal buildings with renewable self-consumption systems by 2030. Likewise, it is intended to increase solar thermal generation in those facilities with high demand.

The replacement of urban street lighting luminaires towards LED technology and intelligent lighting will be promoted, with the aim of reaching 75% by 2027, compared to the current 34%.



5. 5G Smart Madrid

77 mill €

It is committed to the intelligent and digital management of the city, focused on citizens, with special attention to aspects of cybersecurity, communications and 5G services, digital training, quality digital services and data governance.

A Municipal Strategy for the implementation of 5G will be developed, in collaboration with the agents of the sector, which will facilitate both the deployment of 5G infrastructures in significant municipal spaces and the development of standardized technological solutions, aligned with national and European strategies.



6. Madrid Clean Public Transport

840 mill €

The goal is to achieve 100% zero and low-emission urban buses by 2025, with a commitment towards the electrification of the fleet and the introduction of "green" hydrogen as a new sustainable energy vector.

The fleet will be renewed, two new operation centres for electric buses will be built, a third will be electrified and a pilot for the supply of H₂ will be developed.

Photovoltaic generation for self-consumption by the operation centres will be increased, estimating a total generation of 1,200 kWh/year, which will avoid the emission of 555 tons of CO₂ per year into the atmosphere, thereby reducing the carbon footprint caused.



7. Madrid Electric Mobility

71 mill €

It will increase the recharging infrastructure for public use, through the electrification of parking lots for residents, provision of recharging in dissuasive car parks and increasing points on public roads.

The spatial distribution of individual charging points is complemented with supply stations with multiple recharge options (recharge hubs or EV charging stations). These centres will constitute a circular corridor in the municipality of Madrid with fast or ultra-fast recharging infrastructure, which will allow structuring not only the urban roads of special relevance but also, due to their proximity, the interurban roads that connect Madrid with the rest of the metropolitan area.



8. Audiovisual and Video Game Madrid

77 mill €

Initiative that integrates the entire value chain of the sector: an audiovisual Hub that will offer the most advanced technological infrastructure at the service of audiovisual production, a Campus of the videogame industry, which will promote this sector with a commitment to the talent and competitiveness of companies and an e-sports Center to hold recurring and relevant activities in the sector.



This project aims to position Madrid as a centre of reference in the audiovisual and video game sector of southern Europe and of creation in the Spanish language.



9. Madrid Fashion Capital

20 mill €

Promotion of competitiveness in sectors intensely affected by the pandemic, fostering digitization. The "Gastronomic hub of Casa de Campo" will be created, which will turn Madrid into the centre of gastronomic tourism (restoration, study and promotion of gastronomy). The "Madrid neighbourhood hearts" initiative will extend the city's tourist activity to other potential visitor attraction areas other than the Central District. Finally, Madrid Fashion Capital will act as a facilitator of events within the world of fashion, design and gastronomy, among other areas, as engines of the economy, commerce and employment of our city.



10. Madrid Social Rental

201 mill €

It will involve the construction of more than 1,200 homes in 16 new promotions for rent classified as public protection, in municipal plots, to provide a housing service to a sector of the population that does not cover their residential needs in the free market.



11. Madrid Integra Cañada Real

32 mill €

Housing will be provided for the relocation of 150 families in situations of extreme vulnerability and severe exclusion. An accompaniment will be offered during the process of relocation of the neighbours and an intensive follow-up afterwards.



The intervention is completed with social and labour activation measures through the Cañada Real socio-community centre, favouring networked neighbourhood work and the culture of care.

12. Madrid Renovates Neighbourhoods

136 mill €

Degraded or aged homes and urban environments will be rehabilitated, using new models of public-private collaboration. New centralities will be generated following a polycentric city model to favour an urban balance and strengthen the quality of life in the neighbourhoods. Service centres will be promoted in the neighbourhoods, arising from the pandemic situation that are seen as new employment opportunities for the population and new sectors in the Madrid economy on Municipal Heritage land.



4.4. The importance of public-private collaboration

The transformative impact that is required of the projects contemplated in the Recovery, Transformation and Resilience Plan, with a significant drag potential for the rest of the economy, will require, in many cases, collaboration between administrations, companies and other entities.

In this scenario, the formulas of public-private collaboration become essential to **increase the investment capacity in projects due to the multiplier effect** that the mobilization of public resources supposes together with the **involvement of the business and productive sector and social agents in the challenges** to be faced. This formula is also considered in the National Recovery and Resilience Plan as a key aspect for the execution of the different tractor projects contemplated in it. Only in this way will the large strategic initiatives to be developed in the city contribute to achieving a knock-on effect in both large companies and SMEs and the self-employed.

At the municipal level, **public-private collaboration is common**, both through conventional models and other more innovative ones in which the private sector intervenes in the generation of ideas and business projects that require some kind of public support to materialise. Under this **joint framework, and in close collaboration between the private sector and the City Council**, as well as with universities and other entities, the following initiatives are especially noteworthy:

The Plan identifies a set of projects that will be developed through different formulas of public-private collaboration.

- **Madrid Futuro**, which acts as a shuttle to devise and develop impact projects that will shape the city in the next decade.
- **Foro Empresas por Madrid**, a collaborative platform for planning and developing projects that allows the business community to contribute and contribute their knowledge, experiences and technologies to advance the common good of all citizens.
- **Business clusters**, as a driving tool of the knowledge economy, in which the Madrid City Council participates (Big Data, Cybersecurity, Construction, Engineering and Architecture).
- **Madrid Deep Demonstration Program**, a public-private collaboration platform promoted by EIT Climate-KIC, the largest European initiative for innovation in climate action that seeks to co-design and promote projects that accelerate Madrid's progress towards decarbonization. Madrid is one of the 15 European cities demonstrating the Sustainable and Healthy Cities program of the Climate-KIC.

The Recovery, Transformation and Resilience Plan of the City of Madrid **identifies a set of projects that will be developed through different formulas of public-private collaboration**, although it is not an exhaustive or closed relationship but dynamic, and with the clear intention to increase these collaboration formulas based on the characteristics and demands of each of the calls that are published in relation to European funds and their best deployment to maximize the benefits and impact on the city.

Some **initiatives in public-private collaboration** included in the Recovery, Transformation and Resilience Plan of the City of Madrid



Energy rehabilitation of homes and monitoring of rehabilitated buildings.

Will offer solutions integrating the agents of the value chain of the rehabilitation activity.



Madrid audiovisual and video game hub.

Development, promotion, diffusion and attraction of talent in technologies of the audiovisual and video game



Urban renewal for degraded and/or aged neighbourhoods.

Neighbourhood-scale urbanization or redevelopment. New business models will be tested, promoting sustainability, in collaboration with the private sector.



Sandbox Madrid.

Ecosystem of development and validation of innovations in a real urban environment. Will have tools for attracting, coordinating, scaling and accelerating projects and companies.



New model for the improvement of professional skills (reskilling).

High efficiency worker training, based on online methodologies.



Infrastructures and development centre of 5G Madrid solutions.

In collaboration with telecommunications operators, Universities, Professional Associations and sector clusters.



Metropolitan Forest.

Forest crown that will connect the protected natural areas of El Pardo with the lower courses of the Manzanares and Jarama.



Circular Economy

Comprehensive strategy to promote new business models and innovation in the circular economy.

4.5. Detail of the Plan's Lines of Action

1. City Renaturalisation

Natural Madrid

€213 M

The presence of **nature in the urban environment** has recognized effects on the **physical and emotional well-being of its inhabitants**. The existence and accessibility of green areas are a determining factor in the quality of residential environments and are directly related to the prevalence of certain diseases.

In addition to these social and health benefits, urban nature has acquired a new meaning as an instrument **for adapting the city to the effects of climate change**. The local sphere is not exempt from the threats arising from this global problem. The increase in heat waves and extreme meteorological phenomena, the reduction in rainfall or the degradation of natural spaces are some of the risks that Madrid will have to face in the coming years. These risks have consequences for public health, economic activity, loss of biodiversity or infrastructure management.

In this context, the Madrid City Council is promoting an **urban renaturation strategy** with initiatives of different scope to reinforce the link between city and nature. The project catalogue includes three areas of action: **building, neighbourhood and city**, from the implementation of green roofs, the design of public space with criteria of climatic comfort or the renaturation and development of large urban green infrastructures. The breadth of scales and actions covered by this strategy implies municipal participation at different levels, from public-private collaboration, to support private sector initiatives, to direct municipal involvement in the comprehensive development of projects.

The most outstanding proposal in the line of action, due to its scope and expected impact, is a city-scale renaturation project with a wide time horizon, known as the **Metropolitan Forest project**. Other actions include from the **creation of new green areas** and the **expansion of existing parks** to **projects for the renaturation of public space, municipal facilities and infrastructures**.

Likewise, within this line of action, there is room for the innovative commitment of the Madrid City Council to **promote the green economy**, with initiatives that use the neighbourhood as a productive resource, activating unused plots and revegetating its open spaces and underused roofs.(proyecto "Barrios productores"). This initiative favours entrepreneurship linked to food fruit and vegetable production, marketing of organic products and hospitality.

The main objective of these initiatives is to **increase the green areas** of the city, while **improving conservation and ecological connectivity**. The new plant species that are planted will be indigenous and will be better adapted to the climatic conditions, both current and anticipated.

Featured project

The **Metropolitan Forest** consists of creating a **metropolitan green corridor that improves the environmental conditions of the city**, complies with the Sustainable Development Goals established in international agendas and incorporates new facilities that favour the introduction of new healthy lifestyle habits. It is a forest that will act as an **ecological belt** and will bypass the city, acting as an effective barrier against desertification and improving **air quality** in the city of Madrid. In addition, this new green infrastructure will act as a **tool for structuring and territorial rebalancing**.

The project has the capacity to contribute substantially to **reducing the heat island effect, increasing the capture of CO₂, favouring the sustainable management of runoff water and promoting biodiversity**.

On the other hand, the project includes **new facilities** such as children's areas or pedestrian and cycling routes, which promote social use, recreation and the health of the neighbours.

One of the key factors of the project is the **generation of spaces for dialogue and participation** with key actors that include civil society organizations and neighbourhood associations, experts, municipal technicians, architects, landscapers, engineers, urban planners, companies, universities and the set of citizens, where the main contents and proposals are proposed for consideration in public consultations, surveys, technical debate sessions, collaboration tables and public competitions.

Reforestation tasks are currently underway in various areas and the winning projects of the international ideas competition launched in 2020 are being developed to define the best interventions to carry out in each space.

Other investments and reforms

- Green infrastructures and biodiversity.
- Renaturalization of public space and urban facilities.
- Productive neighbourhoods.
- Ordinance for the Protection and Promotion of Green Zones and Urban Biodiversity.

Challenge/s addressed by the line of action

R.1. Increase the green areas of the city and ensure the conservation and connection of forests and other green areas

Linking with EU Flagships

Activation.

Linking with “España Puede” plan

Resilient infrastructures and ecosystems.

SDGs affected



EU Pillar

Ecological Transition



2. Waste management and circular economy

€204 M

This line of action seeks to comply with the objectives set by the Spanish Circular Economy Strategy (EEEC), "Spain Circular 2030", as the driving force behind a **new production and consumption model** in which the value of products, materials and resources stay in the economy for as long as possible; in which **the generation of waste** is minimized and those whose generation could not be avoided **are used to the maximum**; model that also makes it possible to place greenhouse gas emissions from the waste sector below 10 million tons in 2030. It is **aligned with the main international initiatives in environmental matters**, such as the 2030 Agenda or the Paris Agreement on climate change, as well as with the postulates of the European Green Pact and the two Action Plans of the European Commission in this matter.

The Madrid City Council is committed to advancing on the path of the circular economy, as a way in which the administration, private organizations and citizens coordinate their actions to achieve this paradigm shift. This circular economy approach has a direct impact on waste management, since it involves betting on the application of the principle of the waste hierarchy, the purpose of which is to **prioritize the forms of waste treatment based on the use** obtained from them. Following these priorities, the waste policy has to start from the prevention in the generation of waste, then the preparation for reuse that involves reusing the products already manufactured, when this is not possible through recycling, the waste is recovered. Product materials to manufacture new ones, and with respect to non-recyclable materials, energy is obtained from waste through energy recovery and these are eliminated. To finish the last step of the waste hierarchy is the dumping of these without use.

The Madrid City Council is working on a **Waste Management Strategy** to equip itself with a planning instrument for the management of the waste it generates, so that its management is analysed and adapted to state and community objectives and the principles are put into value. hierarchy of waste, with the essential objective that the landfill progressively diminishes and becomes the minority option. This is based on the increase in recycling, in quantity and quality, of the different materials that make up the waste.

Taking into account that the majority component of household waste is the organic fraction, in Madrid the **complete implementation of its separate collection** has been achieved, in order to progressively increase the quantity and quality of this separately collected material. Likewise, progress must be made in optimizing current systems for collecting recyclable materials, increasing their quantity and quality. Finally, the clean points and other authorized collection points will continue to be reinforced.

In terms of **public awareness**, it is essential to work to make known the environmental, economic and social benefits of properly separating and depositing waste to maximize the use of the resources contained in them: it is the first waste manager when it adequately separates the waste that generate.

Regarding the waste treatment carried out in the Valdemingómez Technology Park (PTV), this Strategy represents the opportunity to **rethink the PTV as a whole** following the aforementioned waste management guidelines. It can be anticipated that the axes in which it is going to work will be, on the one hand, the commitment to plants and technology that optimizes the recovery of materials and recycling, minimizing landfill, and limiting energy recovery for non-waste. recyclable, as well as improving the environmental quality of the environment.

2.1 Plan to promote the circular economy

€110 M

Madrid sets itself the objective of creating and reinforcing the attractiveness of the city's circular economy ecosystem. The main planned actions are training in circular economy; technological innovation; the transition to circular business models in SMEs; financial support to the business fabric of SMEs for digitization; and regulatory innovation towards circularity

Featured projects

Creation of new strategies to promote the circular economy in Madrid. Set of lines and actions focused on the challenges facing the city in this area, among which the following should be highlighted:

- Promote business models and green employment in the city of Madrid;
- Support a comprehensive transition in all sectors of the economy and public services;
- Coordination with national and political strategies at the regional level and favouring new regulatory frameworks;
- Promote the definition of consistent and complete methodologies and metrics to assign the carbon footprint to products and services, currently underdeveloped;
- Collaborate in the development of lines of work to rehabilitate and remodel the city in order to achieve greater sustainability;
- Promote culture and citizen awareness about the benefits of the Circular Economy.

The articulation of all of them aims to be carried out through the **creation of the Centre for Innovation in Circular Economy**. It is a municipal facility that aims to be the reference node of the circular economy and embryo of the cluster of companies for the Circular Economy of the city of Madrid.

Other investments and reforms

- Instituto de Economía Circular.
- Circular Mercamadrid.

Challenge/s addressed by the line of action

R.2. Creation of new strategies to promote the improvement of waste management, the circular economy and favour the commercialization of recovered materials and proximity and ecological products.

Linking with EU Flagships

Recycling and professional improvement

Linking with "España Puede" plan

Modernisation of SMEs, tourism and entrepreneurship.

Education and knowledge, continuous training and capacity building.

SDGs affected



EU Pillar

Ecological Transition



2.2 Waste transformation strategy

€94 M

The Madrid City Council proposes a set of investments to increase the selective collection of the various domestic waste streams; optimize the recovery of materials and recycling in waste treatment facilities; and improve the environmental quality of the surroundings of the Valdemingómez Technology Park (PTV).

Featured projects

Increase in the recycling capacity and recovery of domestic waste. It includes the following improvement investments in the PTV:

- **Construction of a new** organic matter composting plant to ensure the total treatment of domestic and commercial waste streams containing organic matter from selective collection.
- **Construction of a leachate treatment plant**, generated in different processes that are carried out in the PTV and that require a specific treatment.
- **Adaptation and improvement of the Las Dehesas and La Paloma plants** to redistribute waste flows and optimize the use of waste, through greater automation in the treatment lines to optimize the recovery of materials.
- **Construction of a Bulky Waste Management Plant** capable of submitting bulky waste to a management that facilitates both the reuse and the subsequent management of the recovered materials through the reclaimers and producers, putting certain materials back on the market and avoiding their shipment to dump.
- **Construction of a Textile Waste Treatment Plant**, to promote the recycling of clothing and textile items and thus reduce pollution and contribute to sustainable development, establishing measures to promote the reuse and recycling of textile products.

Other investments and reforms

- Reduction of the impact of waste management.
- Expansion of the non-recoverable waste treatment capacity.
- Promotion of the selective collection of the various streams of household waste.
- Ordinance on Cleaning of Public Spaces and Waste Management.

Challenge/s addressed by the line of action

R.2. Creation of new strategies to promote the improvement of waste management, the circular economy and favour the commercialization of recovered materials and proximity and ecological products.

Linking with EU Flagships

Not applicable.

Linking with "España Puede" plan

Modernisation of SMEs, tourism and entrepreneurship.

SDGs affected



EU Pillar

Ecological transition



3. Efficient and renewable energy

€335 M

Air quality, prevention of climate change and energy poverty make it essential to **transform the traditional energy model** towards a scenario in which urban production from renewable sources, smart management and efficiency take on an increasingly relevant role.

Madrid is highly dependent on external energy resources. From the perspective of air quality and climate change, it is essential to make a transition of the energy model with the goal of progressively reducing emissions by incorporating less polluting technologies, **reducing demand through energy efficiency, electrification of demand** and **increased self-sufficiency through distributed generation** that brings energy production from renewable sources closer to consumption centres.

This line of action has the greatest potential to reduce greenhouse gas emissions from all the decarbonisation levers identified in the city of Madrid⁹. The benefits associated with the significant reduction of atmospheric pollutants such as particulate matter and nitrogen oxides should also be highlighted.

It comprises the following initiatives aimed primarily at the **rehabilitation and energy improvement of the built stock** as the main energy consuming sector (55%¹⁰) and with the greatest contribution to greenhouse gas emissions (50.1%¹¹), with **emblematic actions in Municipal public facilities and services** where capacity for action and exemplary character offer opportunities to maximize impacts.

Regarding the actions in the built-up park, 70% of the almost 1.4 million houses in the city are prior to 1980, since they were built precisely during the developmentalism of the 60-70s, when there were no regulatory requirements energy efficiency. As for the rest, most of the houses were built during the real estate bubble of the 90s and the first decade of the 21st century, where the demand for energy efficiency was very low. Madrid's average energy rating is estimated to be level F (in a range between A and G), so the room for improvement is enormous. The establishment of help lines, innovation in public-private collaboration formulas, technical advice and the elimination of administrative barriers are key factors in this line of energy rehabilitation of homes.

On the other hand, it is proposed to develop an ambitious action program in municipal offices including different actions (isolation, renovation of facilities with high-efficiency and low-emission equipment, integration of renewables, monitoring and efficient energy management). This program integrates various municipal areas and services that will deploy different tools and administrative procedures for the execution of actions, such as the Framework Agreement for Energy Services, centralized energy supply contracts or contracts for the maintenance and conservation of buildings.

Finally, it should be noted that the execution of investments in energy efficiency and renewable generation can play a main role in the **economic reactivation of the city**, generating new jobs and stimulating investments in capacity, infrastructure and research and development (R&D).). It will also help develop competitive and solid value chains and contribute to generating new scenarios for public-private collaboration.

⁹ Roadmap towards climate neutrality in the city of Madrid.

¹⁰ Energy Balance of the City of Madrid 2018.

¹¹ Inventory of Greenhouse Gas Emissions of the city of Madrid 2018.

3.1. Energy efficiency

€278 M

The objective is to develop investments aimed at promoting the rehabilitation and energy improvement of both the housing stock and the municipal buildings and infrastructures. This is a critical line of action to achieve the objectives of climate neutrality by 2050 and a 65% reduction in greenhouse gas (GHG) emissions from the city of Madrid by 2030.

Featured projects

Plan of energy rehabilitation of houses and of monitoring of rehabilitated buildings. The promotion of energy rehabilitation in the city of Madrid represents an important contribution to compliance with European directives and the National Integrated Energy and Climate Plan. For this, an **ambitious Subsidy Plan** is proposed to help improve air quality in the city, reducing energy consumption in the residential sector, as well as polluting emissions into the atmosphere, while promoting the improvement of comfort in households and help tackle energy poverty.

The Plan will be accompanied by a **network of rehabilitation offices**, at the district level, in public-private collaboration, with the aim of accompanying citizens in the process of rehabilitating their homes, providing them with information and advice. The action is completed with a **pioneering Monitoring Plan** in Madrid, whose purpose is to measure, on data reales, las mejoras en los indicadores de consumo, ahorro y confort “antes y después” de las energy rehabilitation actions. This will give citizens the possibility of accessing valuable information about their energy consumption habits and effective recommendations for saving, which will surely contribute to the collective awareness of energy efficiency.

Energy rehabilitation plan in municipal departments and services and companies. Action that encompasses all the energy rehabilitation projects of the Madrid City Council and its municipal companies. It aims to reduce energy demand by 50% compared to 2015 values and gradually replace the use of fossil fuels with renewable sources.

More efficient public lighting through the implementation of LED technology. Investment that consists of completing the replacement of public lighting luminaires with LED technology, reducing the installed power with the consequent energy savings.

Other investments and reforms

- Creation of a new digital green HUB in the Ciudad Lineal district.

Challenge/s addressed by the line of action

R.3. Improve energy efficiency, increasing the percentage of municipal buildings and facilities with energy rating A or B.

Linking with EU Flagships

Renewal.

Linking with plan “España Puede”

Urban and rural agenda

SDGs affected



EU Pillar

Ecological transition



3.2. Renewable and distributed generation

€57 M

This line of action is key to completing the transition of the energy model and includes investments to increase self-sufficiency through distributed generation. The actions to be led by the Madrid City Council will fundamentally be carried out in buildings and centres where municipal services are carried out, both new and existing construction.

Featured projects

Self-consumption of renewable energy in municipal facilities. Action that encompasses all the investments and projects of the different Government Areas of the Madrid City Council and the municipal companies in solar energy generation systems (thermal and photovoltaic). The goal is **to meet 30% of the electricity demand of municipal buildings with renewable self-consumption systems by 2030**, guaranteeing that the rest of the electricity supplied by the network has a certificate of renewable origin.

Likewise, it is intended to **increase solar thermal generation in those facilities with high demand** (sports facilities). In this way, it contributes to the climate objectives of the city of Madrid and increases its energy self-sufficiency.

It seeks to increase the current photovoltaic energy production by installing solar panels that allow the **generation of electricity in a self-consumption mode**, with the possibility of compensating or not of surpluses to improve our contribution of renewables and provide a contribution to the necessary energy demand for the use and operation of our municipal buildings, thereby reducing emissions and total electricity consumption.

Other investments and reforms

- Collaborative environment for the development of the roadmap towards climate neutrality 2030.

Challenge/s addressed by the line of action

R.4. Accelerate the decarbonization of the energy model.

Linking with EU Flagships

Activation.

Linking with plan “España Puede”

Urban and rural agenda.

Fair and inclusive energy transformation

SDGs affected



EU Pillar

Ecological Transition



4. Digital, intelligent and transformative Madrid

€383 M

The **digital transformation** of Madrid, the city and its administration, aims to make Madrid a benchmark for the use of technology to improve the lives of citizens and contribute to sustainable and inclusive development, with a competitive economy focused on strategic sectors. The Madrid City Council plan regarding digital transformation, with these objectives, is structured in four lines:

- 4.1. City with the best general digital infrastructures
- 4.2. City with inclusive digital capabilities
- 4.3. City oriented to electronic public services of city council and society
- 4.4. Data-driven city in an ethical, smart and safe way

Secure digital infrastructures are the pillar on which the city's transformation strategy rests. In this way, the development of the plan will mean providing the city of Madrid with **communications and 5G infrastructures that facilitate innovation and the development of advanced digital services** that make use of this technology. The creation of a **Security Operations Centre** will ensure that municipal services and collaborating companies that make use of infrastructures have a high level of protection against security incidents, and will allow their detection, mitigation and resolution.

The development of an advanced technological infrastructure for the Madrid City Council will allow, on the other hand, the empowerment of the role of citizens and public employees and the transformation of the way of working, with flexible and advanced tools that facilitate collaborative work in remote. A change of tools is not enough, but requires a process of education and training to ensure that people contribute their full potential to the service of the administration and the city.

Regarding citizens, the necessary actions will be developed to **eliminate the digital divide** and increase their digital capabilities, which will result in an increase in employability and preparation for electronic commerce, strategic for the self-employed and SMEs.

The digital transformation must also facilitate a new form of relationship between the administration and citizens. With this objective, a series of projects will be developed to transform administrative processes to achieve a totally digital, simple, proactive, accessible administration, adapted to each profile of citizen or companies.

The creation of the **Data Office**, a key project for Madrid, represents a firm commitment to managing the data generated by the city, using **big data techniques and artificial intelligence**, to advance evidence-supported management. The data becomes the centre of activity of the Madrid City Council, both for internal use and for its open service to businesses and citizens. In this context, the current open data publication service will be promoted to contribute to transparency and participation and the creation of wealth by companies and entrepreneurs, as well as to improve the quality of life of citizens.

In short, it will allow the development of a technological infrastructure of the city, open to the private sector, to promote innovation and internal transformation of the administration, which must become a provider of quality services. A society ready for the future with trained and empowered citizens and employees to work collaboratively. With an open strategy that places data at the centre of municipal operations with a final objective: to improve the quality of life and the framework of an increasingly digital economy and society.

4.1. City with the best digital infrastructures

€21 M

The objective is to carry out actions in providing robust, reliable, innovative and quality technical infrastructures that allow the development of digital services. In addition, it aims to promote the deployment of 5G technology. Finally, it seeks to ensure the essential cybersecurity of all the elements involved in the digital transformation: assets, infrastructures, communications, services and citizens.

Featured projects

Infrastructures and development centre of 5G Madrid solutions. Implement 5G infrastructures in the city and become a developer and innovator of 5G city solutions (operational, not pilot), in collaboration with the three multinational operators in Madrid (Telefónica, Vodafone and Orange), the School and College of Telecommunications, and the specific clusters, for the implementation of 5G-based services in all municipal areas.

Madrid Cybersecurity Operational Centre. Development of a Cybersecurity Operational Centre that completes the communications contract, the purpose of which is to define security policies, early detection, issuance of alerts and immediate response actions and the provision of cybersecurity services.

Other investments and reforms

- Transformation of technological infrastructures - Madrid multicloud.

Challenge/s addressed by the line of action

R.5. Incorporate the technological infrastructures necessary to allow for the innovation of supported services, facilitating the reduction of environmental impact and its sustainability.

Linking with EU Flagships

Connection.

Extension.

Linking with "España Puede" plan

Pact for science and innovation.

An administration for the 21st century

SDGs affected



EU Pillar

Digital Transformation



4.2. City with inclusive digital capabilities

€70 M

Line of action that includes actions to promote and facilitate digital training for citizens and companies to face an economic and social context marked by digital transformation where the ways of relating to each other have changed, both in the personal and work environment and in the interrelation with the City Council. Digital competences constitute the necessary reference framework for the knowledge society promoted by the European Digital Agenda.

Featured projects

Digitization of the work model. Complete implementation of the work and workplace model, which includes the potential possibility for all public employees of the City Council who need it to use teleworking, videoconferencing and collaborative productivity tools. It includes equipment, communications, telework regulations *and* must be related to the necessary training, skills and knowledge projects (tools, common systems, cybersecurity, data protection, analytical skills, etc.) under e-learning and blended-learning techniques. Likewise, a **comprehensive digital training plan will** be developed for municipal employees, to train municipal staff in the use of corporate technological tools, in order to advance the digital transformation of the municipal Administration.

Other investments and reforms

- Madrid digital talent.
- Reduction of the digital divide in citizenship

Challenge/s addressed by the line of action

R.6. Promote and increase digital training for citizens, companies, SMEs and internal staff, guaranteeing digital inclusion.

Linking with EU Flagships

Recycling and professional improvement.

Linking with “España Puede” plan

An administration for the 21st century.

Education and knowledge, continuous training and capacity building

SDGs affected



EU Pillar

Digital transformation



4.3. City oriented to electronic public services of city council and society

€255 M

The objective is to develop and make available to the public the best proactive, simple and quality digital public services, in a generalized way, and adapted to all groups and devices that citizens use. This process includes the transformation of the municipal internal services themselves.

Featured projects

Madrid digital city. Promotion of the MINT project (Madrid Inteligente, Smart City of Madrid) to extend it to all areas of action and districts of the city, increasing the sensorisation and digitization of all urban assets to achieve a more efficient, sustainable, competitive and inclusive city and with better public services for citizens and companies.

Madrid on your mobile. Madrid management on mobile (IOS or Android), to integrate the most demanded procedures and enable proactivity with citizens and the storage of certificates and other administrative documentation. It will be implemented under the framework of a Municipal Strategy for the development of Apps, in such a way that the development will be standardized under a specific platform, a general data management and cybersecurity policy, an own electronic identity, in the context of the corporate identity look & feel.

Madrid open and digital. It will promote the administration in Madrid and the totally digital relationship with citizens and companies, including digital identity. It will make it possible to reduce administrative burdens, market fragmentation, complete interoperability with other Public Administrations to reduce the effects of administrative decentralization and meet the commitments acquired with the European Digital Compass 2021 plans. It includes the digitization of the Plenary of the City Council and municipal district boards and the digital transformation of procedures.

Other investments and reforms

- Digitization of the Municipal Consumer Information Office (OMIC).
- Govtechlab Madrid.
- Digital transformation plan of the Madrid Tax Agency. Digital transformation of Tourism.
- Digital transformation of municipal sports.
- Multichannel platform for comprehensive attention to citizens. Madrid helps you.
- Smart Home. Advanced telecare for the elderly and disabled.

Challenge/s addressed by the line of action

R.7. Develop digital services for everyone, adapted to the needs of each group, simpler and more proactive that increase productivity, and that are inclusive and accessible.

Linking with EU Flagships

Modernisation.

Connection.

Linking with "España Puede" plan

An administration for the 21st century. Pact for science and innovation. Boost culture and sport. Modernisation of the tax system

SDGs affected



EU Pillar

Digital transformation



4.4. Data-driven city in an ethical, smart and safe way

€37 M

It aims to place data at the centre of municipal management, so that it evolves towards an administration guided by data for the design, provision and evaluation of municipal services aligned with the social and economic reality of Madrid, providing tools and technological solutions that allow data management and analytics

Featured projects

Madrid data office. Comprehensive development of the Data Office and **construction of the Madrid DataLake**, as an open platform for the city, with the development of all associated activities to promote the culture of management based on data and evidence (catalogue, governance and responsibilities, quality, life cycle, protection, open data, uniqueness, graphic representation, traceability, national and international exchanges, etc.). Development of management and operational dashboards and dashboards open to citizens on the transparency portal.

It will also include a horizontal platform for graphic representation and geo-referenced maps.

Other investments and reforms

- Advanced analytics for digital urban development.
- Tax laboratory.
- Offer and cultural heritage directed by data (cultural, social, tourist, landscape, public art, sports, architectural digitization, digitization of Villa Archive collections, digitization of Municipal Museums).
- Data-based mobility and environmental management (air quality, mobility and waste).

Challenge/s addressed by the line of action

R.8. Increase and improve the management and use of data efficiently, ethically and with quality, generating reliability, trust and cybersecurity in society as a whole and promoting its openness.

Linking with EU Flagships

Extension.

Activation.

Modernisation.

Linking with “España Puede” plan

An administration for the 21st century.

Modernisation of the tax system.

Boost culture and sport. Pact for

science and innovation. Just and

inclusive energy transition

SDGs affected



EU Pillar

Digital Transformation



5. Sustainable mobility and air quality

€1,275 M

The transformation of **urban mobility** towards a **low-emission model, diversified** in its energy sources, **reliable, robust, multimodal, digitized and efficient**, which allows to offer measures “customised” to the needs of the residents and visitors, is one of the fundamental axes of the Madrid 360 Environmental Sustainability Strategy.

The actions included will contribute to reaching the goal of reducing greenhouse gas emissions of 65% in Madrid by 2030 (compared to 1990) and of climate neutrality by 2050.

One of the great challenges to achieve this objective, and to improve air quality in large cities, is to achieve the progressive **electrification of urban road transport**, both public and private.

The line of action for sustainable mobility and air quality includes a series of measures aimed at accelerating the transition towards electromobility, through the **renewal of vehicle fleets** and the **increase of the recharging infrastructure for public use**, one of the main barriers to its development in the city environment.

The goal is that, **by 2030, 100% of the bus fleet of the Municipal Transport Company (EMT) will be clean** and that **20% of the routes of the circulating park in Madrid will be zero emissions**. In addition, the generation of renewable energy will be increased in the EMT operations centres for self-consumption, and a strong investment will be made to adapt these centres to the electrification of the fleet.

In addition, reforms will be adopted to progressively reduce the circulation space for the most polluting vehicles.

Likewise, various initiatives that seek to promote the **multimodal nature of mobility in Madrid** are part of this line of action, giving a leading role to **public transport** and **active mobility**. To do this, the provision of necessary infrastructures is incorporated to offer the citizen more sustainable and attractive transport alternatives, under the paradigm of **“Mobility as a service”**.

5.1. Low emission mobility

€1,035 M

Expand the charging infrastructure for electric vehicles, define new low-emission zones, transform urban public transport allowing it to operate at zero or low emissions and promote its use and intermodality. The network of zero-emission supply stations will be made up of supply centres for alternative energy vehicles, with fast and ultra-fast electric charging.

Featured projects

Renovation of the new La Elipa Operations Centre with the capacity to operate a 100% electric fleet. New Operations Centre located on the same plot where La Elipa is located, which will be a modern centre adapted to the current operating needs of the company and will be prepared to operate with a 100% electric bus fleet.

Creation of a new Las Tablas Operations Centre. New Operations Centre in Fuencarral from which service and services can be provided to the lines in the north of the city, with the aim that in the future there will only be low-emission buses.

Decarbonization of the municipal fleet. Acquisition of buses with low or zero levels of polluting emissions, such as compressed natural gas, hydrogen or electric.

Cyclist mobility master plan. New cycling infrastructures: such as the segregated bike lane and conditioning of sidewalks and pedestrian spaces on the Paseo de la Castellana between Plaza de Castilla and Plaza de Cibeles and global action in the mobility of public roads in the city of Madrid. In addition, it includes the territorial expansion and the number of BiciMAD stations.

Expansion of the charging infrastructure. Creation of zero-emission shared mobility stations and electrification of resident parking lots, electro-EMT. Network of stations on public land with a fast and ultra-fast charging electrical system and potential incorporation of hydrogen. Public electric vehicle recharging network.

Other investments and reforms

- Pedestrian itineraries project in Puerta del Sol and its surroundings.
- Low emission areas.
- Sustainable Mobility Ordinance.

Challenge/s addressed by the line of action

R.9. Reduce the intensity and congestion of motorized traffic and improve air quality, promoting the use of public transport, intermodality and active mobility, and improving infrastructure.

R.10. Acelerar la transición hacia un parque circulante 'verde' o 'limpio'.

R.11. Progressively increase the city's cycling infrastructure, shared-use vehicles and electric charging infrastructures.

Linking with EU Flagships

Charging and power supply.

Linking with "España Puede" plan

Urban and rural agenda

SDGs affected



EU Pillar

Smart, sustainable and integrated growth



5.2. Infrastructures for sustainable and connected mobility

€240 M

Construction of 10,000 new dissuasive parking spaces, creating micro-hubs for the urban distribution of goods, establishing rapid transit bus corridors (BRT) and increasing BUS-HOV lanes. Roads and vehicles will be provided with communication and data acquisition infrastructures.

Featured projects

Deterrent parking lots. Provision to the city of Madrid with more than 10,000 dissuasive parking spaces, the objectives of which are: to improve urban mobility by reducing the use of private vehicles in the city; reduce the levels of atmospheric pollution in the city of Madrid; improve the urban environment; and improve the sustainability of transport in the city.

For the execution of the project, part of the Dissuasive Parking Plan approved by the city of Madrid in 2016, with the inclusion of new locations where updated demand studies have been carried out. These new car parks have an intermodal vision, since the implementation of bicycle parking areas, areas with reservation of places for car sharing and motorcycle sharing, and on the other hand, the placement of lockers or lockers is also planned.

The use of these car parks will be free for all citizens who use public transport, as it will be included in the APARCA+T program of the Community of Madrid.

Other investments and reforms

- Construction of bus-HOV lanes on the entrance roads to Madrid. Green high-capacity bus corridors and BRT traffic light priority. Madrid Mobility 360
- Platform System (MaaS4All).
- Endowment of ITS to improve the connectivity and efficiency of the
- EMT. Urban distribution logistics from Mercamadrid to the city.
- Microhubs 4.0 Live facilitating the Urban Distribution of Connected, Interoperable, Collaborative and Sustainable Merchandise in the city of Madrid.
- Extension of the Regulated Parking Service Smart
- Loading and Unloading

Challenge/s addressed by the line of action

R.12. Progressively adapt mobility infrastructures towards models that favour intermodality and increased speed of public transport, moving towards intelligent transport systems.

Linking with EU Flagships

Activation.

Modernisation.

Charging and power supply.

Linking with “España Puede” plan

Resilient infrastructures and ecosystems

SDGs affected



EU Pillar

Smart, sustainable and inclusive growth



6. Innovative employment and entrepreneurship

€202 M

The main reason why human beings have been populating cities is the search for opportunities. It is the economic, work, social and leisure opportunities that produce this magnetism. Every time a person decides to live in a city, he adds an additional attraction by contributing his illusions, his energies and his abilities in a way that feeds back the attractiveness of the city as a whole and the accumulation of talent in it.

Madrid is an **open city** that aspires to continue being a **source of talent** and that presents **economic and employment opportunities**, so it is important to promote policies that are committed to professional development and social inclusion through work, covering all training needs, from the most basic to the most specialized and from the softest to the most technical skills.

Similarly, Madrid must bet on the **sectors with the greatest projection** for the future. It is important that the city anticipates and creates the conditions for the new employment niches to develop without abandoning the more consolidated economic activities. Madrid must bet on local **commerce, technological innovation, industry and services** and must create the conditions so that the economic agents who work here can develop their **creativity** and their **ability to innovate**.

The Madrid City Council plan is structured in three lines:

- 6.1. Talent and capabilities.**
- 6.2. Promotion of sectors with projection.**
- 6.3. Modernization of the productive fabric and support for SMEs.**

6.1. Talent and capabilities

€19 M

Encourage professional growth and social and labour inclusion of the citizens of Madrid that guarantees economic and social progress and human development in its fullness, offering opportunities for everyone in conditions of equality and, in particular, for those people in a situation or risk of exclusion. Create the conditions so that Madrid professionals can make the most of the opportunities that the technological revolution offers us and face the challenges of the future with greater success. Support entrepreneurs as promoters of exciting and innovative projects.

Featured projects

Comprehensive platform of employment services of the City of Madrid. Increase in the value generated through the improvement and integration of employment services and the development of a digital channel that enhances and facilitates interaction between people seeking employment, companies, collaborating entities and the staff of the Employment Agency. The platform includes a CRM, a Virtual Office that will be added to the network of face-to-face offices, as well as a Big Data solution that supports the definition of the Agency's policies and strategies.

Other investments and reforms

- New model for the improvement of professional skills (reskilling) in public-private collaboration.
- Talent in electric mobility.
- HUB Sustainable Mobility Training Centre.

Challenge/s addressed by the line of action

R.13 Improve the labour insertion process, through the personalization of the service and the reorientation of the job skills of the unemployed towards new employment niches and the needs of the labour market.

Linking with EU Flagships

Recycling and professional development
Modernization

Linking with "España Puede" plan

Education and knowledge, continuous training and capacity building.
New economics of care and employment policies.

SDGs affected



EU Pillar

Smart, Sustainable and Inclusive Growth



6.2. Promotion of sectors with projection

€97 M

Position Madrid as a pole of specialized knowledge in ICT, promoting the diversification of the business fabric towards knowledge-intensive sectors with a high technological component and highly qualified training needs for its workers, seeking synergies with more entrenched sectors such as traditional commerce or industry, essential for city life.

Featured projects

Madrid audiovisual and videogames hub. Initiative that integrates the entire value chain of the sector. It is made up of three projects: an **audiovisual hub**, which will offer the most advanced technological infrastructure at the service of audiovisual production, a **Campus for the video game industry**, which will promote this sector with a commitment to talent and the competitiveness of companies, and a **E-sports centre** for holding recurring and relevant activities in the sector. It is intended to position Madrid as a centre of reference in the audiovisual and video game sector of southern Europe and of creation in Spanish.

Artificial Intelligence Centre. Physical and virtual centre whose objectives are the approach of Artificial Intelligence to all citizens in an inclusive and sustainable way, the transformation of the productive fabric of the city and the creation of qualified employment, positioning Madrid as a geographic area of reference in the field of Artificial Intelligence.

Sandbox Madrid. Controlled test space to test in a real urban environment, innovations in products, services and business models. Its objective is to promote innovation in the city, attracting investment and talent from those companies or organizations that need an urban environment in which to test their innovations. It will have specific tools including a flexible regulatory space, teams for attracting, coordinating, scaling and accelerating companies and projects.

Other investments and reforms

- Ordinance regulating the controlled environment for mobility tests in the city of Madrid

Challenge/s addressed by the line of action

R.14 Promote specialization in advanced services, due to its undoubted dragging effect on the most modern and dynamic sectors of the economy.

R.15 Promote the local and regional innovation system, fostering a greater interrelation between institutional agents, companies and researchers

Linking with EU Flagships

Expansion

Modernization

Charging and power supply

Linking with "España Puede" plan

Recycling and professional improvement

Pact for science and innovation.

Boost culture and sport.

SDGs affected



EU Pillar

Smart, sustainable and inclusive growth



6.3. Modernisation of the productive fabric and support for SMEs.

SMEs

€86 M

Digitisation of small businesses, entrepreneurs, freelancers and SMEs in all sectors, especially traditional ones, with the aim of increasing their efficiency and productivity, favouring the conditions for their internationalization, introducing a culture of creativity and innovation, promoting the development of new business models based on technological capabilities and resources, increase their sustainability and improve their online positioning.

Featured projects

Digital and sustainable transformation of the commercial, hotel and hospitality sectors.

Construction of an ecosystem for the traditional sectors of Madrid, with the collaboration of the main stakeholders, establishing a single point of access for SMEs and offering technological solutions adapted to the characteristics and needs of companies. Support for sustainable fashion is part of this project: Madrid "Fashion Capital."

Other investments and reforms

- Contribution of liquidity to SMEs and the self-employed due to COVID crisis.
- Ecosystem of innovation, knowledge and social economy to transform the food and distribution sector.
- Development and implementation of a digital training platform for commerce.
- Casa de Campo Gastronomic Hub. Madrid as the centre of gastronomic tourism.
- Eco-efficient, multidisciplinary and opportunity space for plastic and audiovisual creation.
- Madrid Turismo y Vida - Corazones de Barrio. Urban improvement and transformation through incorporation into tourism activity

Challenge/s addressed by the line of action

R.16 Develop the digital economy to drive the emergence of new business opportunities.

R.17 Improve the competitiveness of SMEs using new technologies as a leverage for transformation. The challenge is to respond to the main needs of SMEs, especially the smaller ones.

Linking with EU Flagships

Recycling and professional improvement.

Linking with "España Puede" plan

Modernization and digitization of the industrial fabric and SME, recovery of tourism and promotion of entrepreneurship.

Boost culture and sport.

SDGs affected



EU Pillar

Smart, sustainable and inclusive growth



7. Social cohesion and territorial balance

€263 M

The objective is to restructure and coordinate efforts to make the social care of the city of Madrid favour **functional autonomy** and the **relational integration of citizens**, highlighting some important issues:

- **“proportional universalism”** focus: universal care for the entire population with proportional intensity and prioritizing according to the social needs of the different groups and territories;
- promote a **new approach and model of social services** that responds to the new challenges and social realities and the evolution of the profiles served. The services, resources and benefits, whose purpose is development and family and community integration, will promote training and functional autonomy; active participation in community life; the promotion and protection of people in vulnerable situations; and the prevention and treatment of individual and group processes of relational exclusion.

Likewise, the importance of continuing to strengthen an integrated gender approach in municipal management and in the programs and services implemented is considered. **Gender equality** is a fundamental factor for growth, not only as an element of social justice and balance, but also as a factor of productivity and potential GDP. For this reason, it is important to **promote the reduction of the gap between men and women**, while eliminating gender violence, through initiatives such as the following: equalizing the remuneration of men and women; increase of women in managerial positions; implement gender equality plans; and promote co-responsibility in the care of children.

With the aim of providing social cohesion to all the city's territories and facilitating access to housing, as a vector of personal and social development, the **new housing developments for rent** of the Municipal Company of the Housing and Land of Madrid (EMVS) and the fight against homelessness.

Lastly, the aim is to promote the relocation of families in situations of extreme vulnerability and severe exclusion from the **Cañada Real Galiana**.

7.1. Social cohesion and reduction of gender gaps

€31 M

The Madrid City Council proposes a set of actions whose main objectives are to develop a new model of social services, reinforcing it and facilitating access to this service by citizens. These actions will result in the improvement of the levels of social care for the most disadvantaged groups. In this context, it is especially important to reduce barriers and strengthen an integrated gender approach.

Featured projects

Design, approval and implementation of a new municipal Social Services model.

Municipal model of Social Services more accessible, universal, proactive, agile and that deepen their capacity to intervene with the most vulnerable people.

Madrid co-responsible. It is a transversal project that is configured as a common framework for municipal action in matters of co-responsibility that coordinates the actions of all social agents (administration, business, households, entities, citizens) involved to establish and consolidate a model of coexistence compatible with a fair and equitable social organization of care in the city of Madrid from the point of view of gender and other social inequalities.

New care centre for homeless women, "Matapozuelo". New resource for homeless women who are victims of gender violence, to cover the need to create an accommodation space in adequate conditions.

Other investments and reforms

- Integrated Information System and Artificial Intelligence Plan for Social Services.
- "Madrid te acompaña" programme.
- Strengthening the network of District Social Services.

Challenge/s addressed by the line of action

R.18 Redesign of a new municipal Social Services model.

R.19 Improve the levels of social care for the most disadvantaged groups, through higher levels of benefits from public services, greater efficiency in the provision of these and improving information to increase access to them.

R.20 Promote the autonomy of the elderly so that they continue to live at home and in their environment (if they so wish) through supports adapted to their different needs.

Linking with EU Flagships

Modernisation

Recycling and professional improvement

Linking with "España Puede" plan

An administration for the 21st century.

Urban and rural agenda.

New economics of care and employment policies

SDGs affected



EU Pillar

Social and territorial cohesion



7.2. Territorial balance and access to housing

€232 M

It includes the investments that the Madrid City Council projects in terms of territorial rebalancing and housing. The public housing policy developed by the Madrid City Council is noteworthy, which is largely located in the south-eastern arc of the city.

Featured projects

New housing developments for rent. Policy aimed at providing **decent housing to citizens with a lower level of income**, so that the income they pay for rent is adapted to their income level and does not exceed 30% of the income of the family unit. The time frame in which they can be developed extends between the years 2021 and 2026, and would affect a total of 7 districts: Carabanchel, Fuencarral-El Pardo, Latina, Tetuán, Vicálvaro, Villa de Vallecas and Villaverde.

Project to promote rehousing in the Cañada Real Galiana. Comprehensive action that aims to promote the relocation of families in the field of sector 6, providing support in the process of relocation and subsequent intensive support. In addition, the social impact of the existing socio-community centre will be improved and a training program for employment will be developed.

Other investments and reforms

- Design and development of Iguala, an artificial intelligence system for the elaboration of the territorial vulnerability index of neighbourhoods and districts of Madrid and the vulnerability ranking.
- SURES Plan. The plan aims to reduce the historical imbalances that affect the south and east of Madrid, promote its development and equalize the quality of life and opportunities among the 9 districts (Carabanchel, Latina, Moratalaz, Puente de Vallecas, San Blas Canillejas, Usera, Vicálvaro, Villa de Vallecas and Villaverde) that compose it and the average of the city.

Challenge/s addressed by the line of action

R.21. Promote the recovery of vulnerable areas to avoid risks of degradation and exclusion, applying recovery, rehabilitation, accessibility and urban regeneration policies, correcting territorial imbalances.

R.22. Increase in the public housing stock and protection of citizens' right to housing.

Linking with EU Flagships

Urban and rural agenda modernization

Linking with "España Puede" plan

SDGs affected



EU Pillar

Social and Territorial Cohesion



8. Urban regeneration

Urban rehabilitation

€732 M

The *Urban Regeneration* line of action seeks to promote a process of sustainable, uniform and inclusive economic recovery, through intervention in the most disadvantaged areas that will allow **correcting territorial imbalances** within the city of Madrid by promoting the recovery of vulnerable areas to avoid risks of degradation and exclusion.

To this end, the proposal is aimed at developing a new way of intervening in the city, through **urban regeneration processes with an integral character** that, at the scale of the neighbourhood, comprehensively addresses its transformation and revitalization.

To this end, urban regeneration actions, neighbourhood rehabilitation and improved accessibility will be developed. These projects will generate positive impacts for the communities such as the **improvement of living conditions, the increase in the provision of green areas or the creation of new economic opportunities**. The intervention also aims to incorporate nature-based solutions that improve the permeability conditions of public spaces and advance in the transformation of these areas into climate-neutral places.

In parallel to the physical and technological interventions, it is intended to influence the **improvement of employment conditions, training, proximity services and revitalization of the neighbourhoods themselves**.

In this way, the development of the plan would mean starting a polycentric city model to favour an urban balance and strengthen the quality of life in the neighbourhoods, through the project of new centralities in eight districts, an urban renewal program on degraded or aging neighbourhoods, which involves jointly carrying out rehabilitation works in buildings and homes, as well as urbanization or redevelopment of public spaces, on a neighbourhood scale. Likewise, it will be equipped with new green infrastructures, such as the Paseo Verde del Sur, which will allow the environmental recovery of the Paseo de Extremadura and its connection with the green spaces in the area.

Featured projects

Urban renewal program on degraded or aging neighbourhoods. Joint undertaking of works both for the rehabilitation of buildings and homes, as well as for the urbanization or redevelopment of public spaces, on a neighbourhood scale. Implementation of Rehabilitation Offices.

New centralities in eight districts. Polycentric city model to promote an urban balance and strengthen the quality of life in the neighbourhoods.

Southwest Green Walk. Environmental recovery of the Paseo de Extremadura. Construction of a tunnel to transform the highway into an urban road and pedestrian routes and bike lanes.

Rehabilitation of the Vargas palace house, Felipe II gardens and Burlas gallery. Enhancement of this unique space and its link with the historical process.

Regeneration of the urban environment by eliminating overpasses (Joaquín Costa, Pedro Bosch, Puente de Vallecas).

Other investments and reforms

- Regeneration and transformation plan of the urban space making it accessible and inclusive with the removal of architectural barriers in free spaces.
- Covering the M-30 in front of the Mahou-Vicente Calderón development in the Madrid-Rio park.
- Pilot projects for urban re-densification in the districts of San Blas and Hortaleza. Reform and refurbishment projects for public buildings.
- Adaptation of basic sports facilities and new training circuits.
- Reform and conditioning of spaces for cultural use.
- Removal of certain non-structural asbestos elements in schools.

Challenge/s addressed by the line of action

R.21. Promote the recovery of vulnerable areas to avoid risks of degradation and exclusion, applying recovery, rehabilitation, accessibility and urban regeneration policies, correcting territorial imbalances.

Linking with EU Flagships

Renewal.

Linking with “España Puede” plan

Resilient infrastructures and ecosystems.
Urban and rural agenda.
Boost culture and sport.

SDGs affected



EU Pillar

Social and territorial cohesion



9. Resilient municipal infrastructure and services

€188 M

The COVID-19 crisis has highlighted the need to carry out reforms and investments in infrastructure and in the management of municipal services, with the aim of **increasing resources and the capacity to respond to future pandemics and epidemics**.

In the area of municipal planning, the Madrid City Council has provided itself with a **Municipal Plan for Contingencies and Resilience in Epidemics**, a document that, based on scientific knowledge and the experience accumulated during the months of the pandemic, will allow it to provide faster responses and effective for the population in the event of similar crises. It specifies, among other points, the elements necessary for the prevention of contagions, the lines of action in terms of community support, the guarantee in the supply of basic protection products and the coordination between the municipal health, safety and emergency services and social services.

The Madrid City Council collects the reforms and investments in essential services such as the **supply and distribution of food** or the **digital transformation of municipal emergency services**.

The stalls of the **municipal markets** for the sale of food products or basic necessities have remained open since the beginning of the declaration of the state of alarm, reinforcing their service by joining many of them to attend to orders online, by email or by telephone, thus guaranteeing the supply of fresh and quality products to all Madrilenians. In fact, municipal markets are among the municipal services best valued by Madrid residents. The Madrid City Council proposes to evolve towards a **"green market"**, supporting energy efficiency and clean energy. Likewise, processes and machinery leading to efficient and ecological waste management, treatment and collection will be implemented.

For its part, **Mercamadrid** is an infrastructure classified as critical, not only for Madrid but for the whole of Spain, providing an essential service in the supply of fresh food. The planned actions seek to achieve a complete transformation for the food chain, starting from Mercamadrid, the nexus of confluence of all the links, to achieve a model consistent with the needs that the environment and citizens' demand. On the one hand, generating a new and better business ecosystem, more sustainable in social, economic and environmental terms that, while guaranteeing the supply of healthy and healthy food to the entire population, promotes a more sustainable and friendly city for its inhabitants, with the reduction of road traffic and pedestrian access to a unique fresh product offer, due to its variety, quality and price. Likewise, its operation will be modernized under a **100% digital concept**, facilitated with a connectivity infrastructure based on fibre optics and 5G, which due to its capacity and transmission speed will allow the development of tools for improvement and optimization of processes, as well as a multitude of new services linked to the latest technologies, such as IoT, AI, "business intelligence" and Big Data to achieve the highest levels of digitization.

Finally, with regard to **municipal emergency services**, the planned investments are related to **digital transformation** and the **improvement of connectivity infrastructures**. Notable projects include the development of a risk and resource management, digitization and simulation system; the digitization of emergency operating procedures; and the implementation of the 5G communications system.

9.1. Modernisation of the public supply service

€154 M

The objective is to guarantee a solid infrastructure for the distribution, commercialization, transformation and logistics of food in the event of any crisis. The Madrid City Council has planned a series of actions in Mercamadrid and the city's network of municipal markets that will strengthen its resources and response capacities.

Featured projects

Promotion of the rehabilitation and re-equipment of the public endowments of the city of Madrid from the beginning of circular construction: municipal markets of Madrid. The program aims to adapt public facilities to the demands of the European Union and improve energy efficiency under the premise of "menos residuos, más valor" abandoning waste dumping when there are alternative sustainable technologies for waste management. It aims to reduce the carbon footprint with respect to materials and minimum requirements on resources and energy efficiency, and increase high-quality recycling.

Other investments and reforms

- Renovation and development of new infrastructures at the Mercamadrid facilities. Modernization of warehouses, construction of new and railway and customs infrastructures.
- Smart merca.

Challenge/s addressed by the line of action

R.23. Improve crisis response capacity. Provide faster and more effective response to the population in the event of future pandemics or epidemics.

Linking with EU Flagships

Renewal.
Activation.

Linking with "España Puede" plan

Urban and rural agenda.
SME modernization, tourism and entrepreneurship

SDGs affected



EU Pillar

Health, and Economic, Social and Institutional Resilience



9.2. Resilient City

€34 M

The Madrid City Council proposes to improve the provision of municipal emergency services in the event of future pandemics and epidemics, relying on technological innovation and the experience accumulated during the crisis. The ultimate goal is to provide faster and more effective responses for the population. These actions include the improvement of security facilities in municipal infrastructure critical for mobility, such as urban tunnels.

Featured projects

Management system and digitization and simulation of the risks and resources of the emergency service. The project consists of the development of a risk and resource management, digitization and simulation system that will allow the elaboration of Prevention Plans in the event of foreseeable risks and Intervention Plans in the event of an emergency situation. This system will be the management tool and decision aid that will integrate the set of risks and resources of the different services involved in cases of activation of the PEMAM (Madrid City Council Emergency Plan).

It will include an automatic alarm activation module to connect critical infrastructures, high-traffic centres and, in general, potentially high-risk spaces, with the Madrid Comprehensive Security and Emergency Centre (CISEM), in such a way that any risk situation will generate an automatic alarm in the CISEM. The system will include a "virtual simulator" module with the following capabilities: simulation of emergency situations; simulation of the effect of measures and resources used; helping decision making, making it easy to test the consequences of decisions before they are applied, and developing training programmes in "Command and Control in Emergency Management", which will be disseminated and implemented for the citizens.

Other investments and reforms

- Management automation and migration towards digital documentation of emergency services.
- Hermes Project. Emergencies and civil protection.
- Improvement of security facilities in urban tunnels in the face of extreme weather events and improvement of energy efficiency and road safety.

Challenge/s addressed by the line of action

R.23. Improve crisis response capacity. Provide faster and more effective response to the population in the event of future pandemics or epidemics.

Linking with EU Flagships

Modernisation

Renovation

Activation

Connection

Linking with "España Puede" plan

An administration for the 21st century.

Resilient infrastructures and ecosystems

SDGs



EU Pillar

Health, and Economic, Social and Institutional Resilience



10. Resilient and Capacitated Children, Adolescents and Youth

Madrid city of all families

€115 M

The objective of this line of action is to make Madrid a family- **friendly city**, which supports them in their functions of caring for children and adolescents, as well as favours work, family and personal conciliation, in accordance with the proposed strategy in the IV Local Plan for Children and Adolescents (2020-2023), Fighting Child Poverty Report EUROCIITIES and the Government Operational Plan 2019-2023

Cities play a key role in the fight against child poverty and in breaking the intergenerational cycle of poverty.

The existence of a context that enables the achievement of children's rights from birth as established by the UN Committee on the Rights of the Child is the responsibility of public policies. These must ensure equity for all families, guarantee equal opportunities and offer quality institutions that can complement and compensate for family work and commit to the well-being of children.

A committed and firm commitment is necessary from government structures, from the field of education professionals, from universities and from civil society organizations in defence of children's rights.

The Madrid City Council contributes to the objective of **universalizing early childhood education** through its own Network of Municipal Infant Schools and the annual call for Scholarships for Schooling in the first cycle of infant education in privately owned centres of the municipality of Madrid.

Adolescents and young people can access after- **school reinforcement programs, and socio-educational and pre-work support** that strengthen their capacities and prepare them for an adult and independent life. This is in these moments of the most necessary pandemic, when many young people are suffering the psychological, social and occupational impact of it. Likewise, the City Council attends to crisis situations and family conflicts, promoting social interrelationships and their community integration.

The COVID 19 context once again shows the need to adapt public action to the current context, adjusting it as far as possible to the management procedures of social services and benefits. Thus, a set of actions and measures in the social sphere are necessary, reinforcing the dignity of people who are in a situation of poverty, and who require **financial support to cover basic necessities** (food, hygiene and hygiene). For this reason, the Madrid City Council has decided to implement the payment of these financial aid through a prepaid card, for use in all establishments authorized to dispense these products.

Featured projects

Families House: A versatile and multipurpose space to offer Madrid families a single resource that integrates the many services that are scattered throughout the geography of our city.

Universalisation of access to the first cycle of early childhood education and quality improvement: Universalization of early childhood education through its own Network of Municipal Nursery Schools and the annual call for Scholarships for Schooling in the first cycle of early childhood education in privately owned centres in Madrid.

Other investments and reforms

- After-school support program and educational leisure. Child Care Centres.
- Socio-educational and Pre-employment Support Program for Adolescents (ASPA). Curricular Training Program for young people.
- Extension and improvement of the "Family Card": Instrumentation of the payment of financial aid through a prepaid card.
- Ordinance on the financial benefits of the public system of social services of the Madrid City Council.

Challenge/s addressed by the line of action

R.24. Promote measures that compensate for inequalities and deficits in families with boys and girls and contribute to reducing the generation gap.

R.25: Encourage children, adolescents and young people in vulnerable situations to access socio-educational programs and their job placement.

R.26: Promote measures that compensate for inequalities and deficits in families with boys and girls and contribute to reducing the generation gap.

Linking with EU Flagships

Recycling and professional improvement .

Linking with "España Puede" plan

Economics of care and employment policy.

Education and knowledge, continuous training and capacity building

SDGs affected



EU Pillar

Policies for the next generation

