

INVESTMENT PLAN – ALMERE

Taste of the city with the ingredients of the polder



TABLE OF CONTENTS

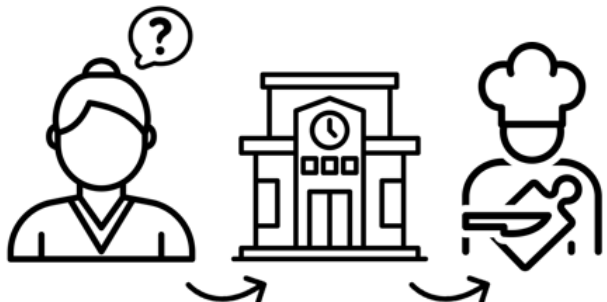
1. THE POLICY CONTEXT	5
1.1 Needs Analysis in the Territorial Context	5
1.2 The Policy Response – Strategic Vision	6
2. THE PROCESS TOWARDS THE INVESTMENT PROPOSAL.....	7
2.1 Background to the Proposal.....	7
2.2 The Adapted Version of the UIA Project	9
2.3 The Integrated Approach and the Participative Process.....	12
2.4 Urban Local Group (ULG) members.....	14
3. OUR INVESTMENT PROPOSAL	19
3.1 The Value Proposition	19
3.2 Investment Project 1 – Phase 1 Research.....	21
3.3 Investment Project 2 – Phase 2 Development	27
3.3 Investment Project 3 – Phase 3 Scale Up.....	31
3.5 Governance and Delivery Model.....	35
4. MATCH FUNDING	36
4.1 Our Asks	36
4.2 Funding Sources	39
5. MONITORING AND EVALUATION	44
5.1 The Monitoring and Evaluation Approach.....	44
5.2 The Monitoring and Evaluation Framework.....	45
5.3 Risk Analysis.....	46
6. COMMUNICATION STRATEGY AND PUBLIC CONSULTATION.....	47
7. ACKNOWLEDGEMENTS.....	49

THE INVESTMENT PLAN

NEXT AGRI Demand-driven Food System GENERAL PARTNERS: Gemeente Almere, Provincie Flevoland, FLEVO CAMPUS

Phase 1 Research

If phase 1 is successful, the process can be taken further into phase 2.



This project is about **ENTREPRENEURS WHO WISH TO DEVELOP LOCALLY SOURCED PRODUCTS.** Those can be either people who are already producing products such as chutney, spekkoek or gingerbeer, but want to broaden their assortment or people who want to start a business in food.

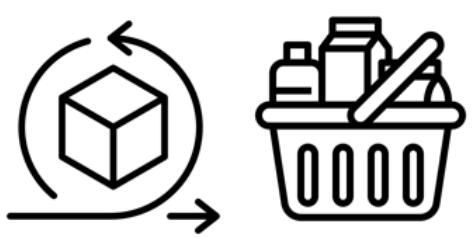
They will be facilitated with **RESEARCH ABOUT THE CONSUMER CULINARY DESIRES AND NEEDS.** This will help them to find out what the consumer prefers to eat and what the potential of their product is.

A COOK TRANSLATES THE RESEARCH DATA INTO RECIPES to actually let the entrepreneur taste what their new product can be. This will help the entrepreneur to taste the possibilities.

PARTNERS: **HORIZON»**, Provincie Flevoland, Reinwardt Academy Amsterdam University of the Arts, AERES University of Applied Sciences, FLEVO CAMPUS

Phase 2 Development

If phase 2 is successful, the process can be taken further into phase 3.



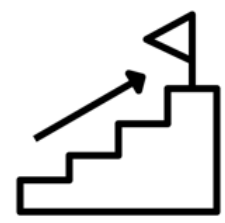
To translate the research into a concept with a developed product **CONCEPT- AND PRODUCT DEVELOPMENT** will be facilitated. A sales experiment with a first batch of their developed product can start by the end of this step.

In a **TEST**, where the product is put on the shelves of the local supermarket, the entrepreneur can determine if the product does fit the consumer needs or whether it needs improvement. With this data the entrepreneur can measure the potential sales and develop their business.

PARTNERS: Local supermarkets like Albert Heijn, Plus, Odin but also small international supermarkets like toko's or Surinam supermarkets. Depending on the target group.

Phase 3 Scale up

The last phase



In the last phase the entrepreneur will be facilitated in **SCALING UP.** This is the final phase of the program and by the end the entrepreneur is ready to do it themselves.

PARTNERS: **HORIZON»**

<p>Data / The context / map</p> <p>Time frame November 2023 – November 2026</p>	<p>Problem</p> <p>Supply-driven anonymous agricultural mass market leads to many social problems, such as: climate change, surpluses, CO₂ emissions, biodiversity losses and deterioration of population health. Inhabitants also lose their connection to food as the food on offer doesn't always fit their needs and the connection to production is lost.</p>	<p>Objective</p> <p>Entrepreneurs from the city bring together supply and demand, by starting from the local demand (consumer) and adjusting the local supply (producer) accordingly, with the help of researchers and chefs for the development of the product and supermarkets as a test location.</p>
<p>Investments</p> <p>The total investment is €3.452.500</p> <p>Based on three programme components, namely (1) research, (2) development and (3) scale up of the programme.</p>	<p>Expected Impact</p> <ul style="list-style-type: none"> • More local products on the supermarket shelf • Social impact through entrepreneurship • More cooperation and understanding between city and countryside, farmers and citizens. 	<p>Vision</p> <p>A redesign of the food chain in which new products are developed in collaboration with consumers and local producers. Through the development of these products, the identity of the city and cultural diversity can be expressed. Alongside this programme, side benefits such as awareness, cultural inclusivity and social impact are formed.</p>

1. THE POLICY CONTEXT

1.1 Needs Analysis in the Territorial Context

Food is an essential part of our lives. At the same time, the way we deal with it causes social problems. The production of food has a negative effect on our living environment, it puts pressure on the environment and climate. Transport causes a lot of emissions. Excessive and unhealthy food consumption also leads to an increase in obesity and other food-related diseases. The urgency to make the food system more sustainable is widespread.

Flevoland, once retrieved from the sea for food production, makes Agro & Food one of the strongest economic sectors in the province. Almere is located at a unique location between the high-producing hinterland and the urban region of Amsterdam. The city has a huge variety of food identities, which can provide the answers for a more inclusive, cultural, and sustainable food system. If you consider that the average meal currently travels 30,000 km before it is on our plate, Almere's unique position offers plenty of opportunities to adapt the food more towards the inhabitants needs, shorten the chain and at the same time give an economic boost to the regional food economy.

Where food policy used to be synonymous with agricultural policy in the past, food policy nowadays is based on a more integral approach including social, spatial and economic dimensions of food. Food policy does not only consider agriculture and food production, but also considers the demand and consumption side. The 2014 WRR report 'Towards a Food Policy' is an important indication of this new way of thinking. It is no longer just a question of how we can produce sufficient and safe food, but also how we do this in a way that is ecologically sustainable and in line with **the values of consumers**. Cultural values but also values such as transparency, animal welfare, biodiversity, health, and sustainability have become increasingly important.

The cultural value is an important factor in this project. Almere is home to 160 nationalities and 187 ethnic groups. A rich cultural environment with many different lifestyles. Research shows that the health status of people with a non-Western migration background is generally less good than that of native Dutch people. In addition, the lifestyle and the use of care differ. For example, Surinamese, Antilleans, Arubans, and Moroccans are generally less active. Depression, anxiety disorders, diabetes and cardiovascular disease are more common amongst these population groups. An important aspect of this is the lack of availability of foods that fit their diets. Due to the absence of availability, people struggle to continue preparing the meals that are familiar to them. This often leads to less cooking and consumption of more ready-to-eat types of food.

If Almere strives for a healthier population, it is essential to understand the cultural and social value of food for residents of Almere first. To give everyone the opportunity to eat according to his diet.

Facts and figures

- In the Amsterdam metropolitan region, 49% of residents are overweight
- Only 20-50% of children eat the recommended daily amount of fruit and vegetables per day

1.2 The Policy Response – Strategic Vision

For Almere, the well-being of our residents and a healthy and sustainable economic climate are paramount. The way one eats, consumes, and produces food clearly plays a role in this challenge. Therefore, a focus on food can have a positive contribution in overcoming the challenges ahead. Through food it becomes possible to stimulate social cohesion, reduce (food) waste, make transport flows more efficient and boost employment.

THE CITY + ENTREPRENEURS

The city of Almere has a very diverse population. Inhabitants have different ethnic and cultural backgrounds with various culinary habits and preferences. Through the programme we want to respond to the demand and likings of the population of Almere, while working with local, sustainable produce and healthy ingredients.

In the city various entrepreneurs are active and produce products such as ginger beer, chutney, 'dahl' made of local beans, and an Indonesian sweet called 'spekkoek'. These products resemble the wide range of food identities that are present in Almere. Some of the entrepreneurs produce their products in small batches for small groups of people but wish to grow or scale up their work and ideally in a sustainable way.

Furthermore, the production of exotic crops, such as soppo, antroea, tayer and ginger is increasing within and around the city of Almere. The agricultural sector is diversifying their offer, which can be an interesting and sustainable input for the products that the entrepreneurs will be developing. In this way, the 'flavours of the city' can be combined with ingredients from the region.

THE PRODUCE + THE FARMERS

There is a lot of produce in the rural areas around Almere, but the economic added value for the city is still relatively low, also in terms of employment. The largest part consists of production for the export market - including raw materials - that leaves the region directly. Processing and consuming a larger portion locally and regionally will increase the added value for the city of Almere. Also, the variety of crops is still

very limited. In Flevoland a lot of crops like potatoes, carrots, and onion are grown. However, in the past few years the diversity in crops has increased. Quinoa, soy, and tayer are now grown in the province of Flevoland.

CONNECT

The aim of the programme is to create a range of local products that reflect the identity of inhabitants of Almere. Therefore, it is necessary to gain insight into the demand and behaviour of Almere's inhabitants. What does the inhabitant of the city eat? Which values are important to them when it comes to cheese, vegetables or herbs, for example? By starting from the local demand first and discovering the type of products that inhabitants from Almere like, new products can be developed and local supply can be matched accordingly. This requires a food system in which residents of Almere actively participate and can indicate their preferences, behaviour and wishes regarding certain products. This system provides insights to entrepreneurs who can anticipate to this. This unique bottom-up interaction really makes from Almere a living lab.

Our strategic vision is a lively connection between all the people of Almere through food. The city wishes to attract entrepreneurs from the food sector, also outside the province of Flevoland. The city will become known as the place for urban food system innovation, entrepreneurship, and education. Food is the leading connection, because we understand how to connect these two worlds, production, and consumption.

This Investment Plan will benefit from the identification and systematization of financial opportunities in accordance with the European Structural and Investment Funds (ESIF) foreseen in the next multi-annual financial framework for 2021-2027, Environmental Fund and municipal budget.

This Investment Plan study is an iterative document that should change along the implementation of our vision. The Investment Plan uncovers opportunities for our food ecosystem and brings together the different elements to leverage this market.

2. THE PROCESS TOWARDS THE INVESTMENT PROPOSAL

2.1 Background to the Proposal

- **NextAgri** is an URBACT and Urban Innovative Actions (UIA) pilot transfer project mechanism for completed UIA projects. The pilot intends to support the transfer of **OpenAgri**, Milan's UIA project under the Jobs and Skills topic, to 3 European medium-sized cities: Vila Nova de Gaia (PT); (Population: 302.295; Area: 168.46 km²) – Metropolitan Area of Porto (Population: 1.721.038; Area: 2.040.31 km²);
- Stara Zagora (BG); (Population: 158.563; Area: 190.46 km²) – Province of Stara Zagora (Population: 333.325; Area: 5.151.000 km²);
- Almere (NL); (Population: 207.904; Area: 248.77 km²) – Province of Flevoland (Population: 423.021; Area: 2.412.00 km²).

OpenAgri aimed at testing an integrated strategy to deliver innovation in existing and newly created nodes of the agri-food value chain, focusing on new skills, training, pilot projects for SMEs and start-up ideas. The proposed solution is an “**Open Innovation Hub on Peri-Urban Agriculture**” as a tool to integrate into the Milan Food Policy and the Circular Milan strategy.

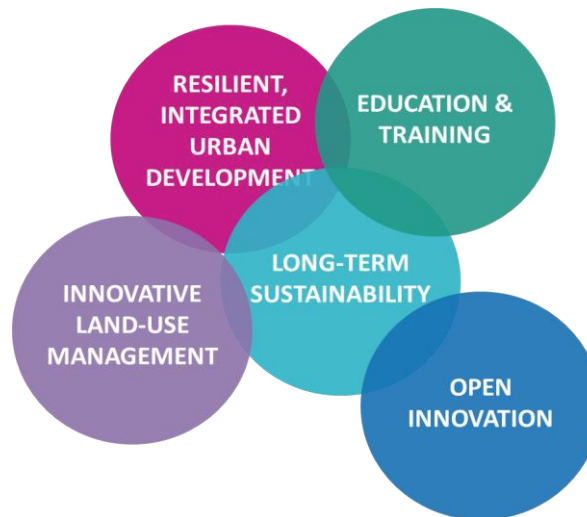
This experimental project challenged existing practices and regulations in cities, regions, policy fields and local contexts. The project proved to be an excellent testbed for UIA program approach, which takes a place-based approach to employment and skills strategies. It means not starting from physical regeneration per se, but stimulating new economic dynamics within a local area, with the ambition to connect the newly created skills and jobs to a wider system, at the urban and metropolitan level.

OpenAgri has been able to focus simultaneously on business incubation, training, awareness raising, communication, and innovation and experimentation. Hence, the project fostered a prototype of integrated urban policy that copes with pressing urban challenges through the reconstruction of a strong link between production and access to food.

In other words, **OpenAgri** promoted an innovative approach that leverages on the multitude of dimensions related to the production and consumption of food to trigger an incremental and integrated urban development process which is capable of addressing a wide range of urban issues, such as the regeneration of fringe/peripheral areas; the preservation and valorisation of the peri-urban landscape; the development of new skills and jobs opportunities; and the inclusion of the most fragile components of the local society (e.g., youth unemployed, migrants, etc.).

2.2 The Adapted Version of the UIA Project

The **OpenAgri** good practice was organized into five transfer Modules that can be flexibly adapted to local contexts, according to transfer city's needs & objectives. These are presented as standalone Transfer Modules, however there are plenty of connections and linkages across them. Our city can grasp this knowledge and flexibly make use and re-adapt the concepts and findings of the five Transfer Modules to our specific needs and objectives.



The Modules learning for our city:

- **Module 1: Open Innovation** – learnings from the capacity to engage local stakeholders, first in mapping and activate existing, emerging, and latent local potential (actors, processes) through a very broad and open call, then narrow down in a collaborative way to develop synergies and partnerships among local actors that can ultimately result in feasible actions on the ground.
- **Module 2: Education and Training** - learnings on: (1) One-to-one mentoring and peer-to-peer techniques appeared to be the most effective methodologies to facilitate the learning process on specific, innovative technical matters; (2) the diversities in terms of background and interests of the participants to an educational programme adds a level of complexity that may be hard to handle; (3) the adoption of an international standard digital credentialing system such as Open Badge is an essential element to guarantee the validation and recognition of skills and competencies beyond the scope of the project.
- **Module 3: Innovative Land-use management** – learnings from a land-use management perspective, stimulating the generation of innovative entrepreneurial activities in the agri-food field requires the deployment of specific tools to allow, on the one hand, the highest possible degree of flexibility required when testing/experimenting new solutions on the ground

and, on the other hand, to minimize the investment risks for the stakeholders. In this sense, the availability of publicly owned land and its concession on a free, temporary basis to innovative businesses proved to be a crucial success factor. The development of an integrated masterplan for the use of agricultural land for experimental purposes is also a key element to be replicated. Such a tool, in fact, allows to plan for flexible, temporary uses while providing all the necessary services and infrastructures. And this, furthermore, allows to designate specific parts of a city's agricultural land as areas of experimentation where innovative, start-up projects/ideas can be tested on a rolling basis, ultimately facilitating the triggering/activation of a loop of innovation.

- **Module 4: Resilient, Integrated Urban Development** - learnings on: (1) the multifaceted understanding of the topic of food can be used as a leverage to rethink the relationship between the city and its rural surroundings, and it offers the opportunity to trigger integrated urban development initiatives under many strands (*i.e.*, social, environmental, economic, cultural, etc.); (2) the public actor may play a pivotal role in promoting and facilitating interinstitutional agreements for the collaborative management of services and resources; (3) the public actor may facilitate the development of arrangements among local farms and agriculture-based business geared towards aggregating their commercial offer and enhance their market positioning, and/or to shorten the city's food supply-chain; (4) the public actor, through green procurement tools, may stimulate and support experimentation and innovation in the agri-food entrepreneurial sector.
- **Module 5: Long-term Sustainability** - learnings on: (1) Innovation and experimentation are characterized by high levels of uncertainty in terms of success and financial return and therefore constitute a high investment risk. Identifying stakeholders from the private (profit or non-profit) sector willing to bear such risk proved to be a challenge. Hence the need to mobilize a publicly owned company, which can operate as a market actor, but with a stronger financial protection when embarking in innovative/experimental investments; (2) the public actor's capacity to facilitate networking, linkages and connections beyond traditional relational spheres is a crucial factor to generate in the city a fertile environment for innovation bound to last on the long run; (3) the public actor's needs to set at policy level, the conditions (*i.e.*, long-term strategies; training opportunities; facilitated access to land and resources; flexible regulations; availability of infrastructure and services; etc.) for testing new ideas and solutions on a rolling basis, in a continuous innovation loop.

Based on the abovedmentioned learnings from UIA-OpenAgri project, the following table shows the direct connections between NextAgri transfer modules and the specific investment projects elaborated in the next chapters.

Project investments	Specific connection with transfer modules
Investment project 1 – Research of the taste of Almere	<i>Module 1 #Open innovation</i> <ul style="list-style-type: none"> ▪ Engagement of entrepreneurs and want-to-be entrepreneurs with specific ideas on food local chains <i>Module 4 #Resilient, Integrated Urban Development</i> <ul style="list-style-type: none"> ▪ Strong connection with the city food strategy about the priority to promote more food from local origin for city consumers enhancing rural-urban market connections
Investment project 2 – Product development	<i>Module 4 #Resilient, Integrated Urban Development</i> <ul style="list-style-type: none"> ▪ New concept products developed and tests of their market position ▪ Focus on process food safety based on the requirement of the retailers
Investment project 3 – Scaling up and realization of a Food Innovation Hub	<i>Module 5 #Long-term Sustainability</i> <ul style="list-style-type: none"> ▪ Business development for the entrepreneurs engaged ▪ Involvement of a specific key stakeholder to enable the business to the market and funding research for the start-up phase

2.3 The Integrated Approach and the Participative Process

To carry out and facilitate the adapted version of the project successfully in Almere, a wide range of stakeholders has been identified. We have talked to them during the process, and asked for their knowledge, help, and already initiated some small pilots. Our Urban Local Group consists of the following partners:

- *Local Culinary entrepreneurs* : Billal Bouazza and Sharon de Miranda
- *Educational partners*: Ares University of Applied Sciences and Reinwardt Academy, university of applied sciences
- *Research institutes*: Flevocampus
- *Commercial partners*: Bun Supermarket, Weernekens Supermarket, Odin Oosterwold, Plus van Omen and Plus Kamminga
- *Development Agency*: Horizon Flevoland
- *Public authority*: Province of Flevoland

Unfortunately, due to the COVID-19 restrictions, it was not possible to organize a meeting with all the identified stakeholders. Considering the size of our group and the different background, bringing all ULG members together at one meeting/at one moment of time was difficult. So, we had followed a different approach, but without affecting the URBACT methodology to work with ULG. The applied methodology consisted on collecting inputs from different groups of stakeholders while those different groups are in open discussion with each other and can give their feedback on the insights of each other. So, we organized a couple of ULG meetings with each of the groups of stakeholders, enlisted above. Each time we spoke to another group of stakeholders, we shared the results of the discussion with the previous group. In this way, we collected the feedback from each group of stakeholders on the ideas of each other. The collected input and feedback were incorporated in the Investment Plan.

After a series of bilateral meetings with each group of stakeholders, we have also organized meetings with the representatives of all the stakeholders together.

The following ULG meetings were held:

- A series of meetings with Local chefs (28-05-2021, 03-06-2021, 11-06-2021, 14-06-2021, 18-06-2021, 06-07-2021, 06-08-2021, 13-08-2021, 03-09-2021, 12-11-2021). The objective was to meet the local culinary entrepreneurs and to discuss with them the creation/development of recipes for local products, made specifically for Almere. These meetings resulted in new insights for the development of a local product line and the discussion on how you can we make this line economically attractive for consumers.
- An ULG meeting Supermarket franchisers and local chefs on the 27th of September 2021. The objective of the meeting was to get the understanding on how the new local products created by the local chefs can be economically effectively introduced to the local supermarkets. This objective has a connection with the research phase of our IP. The supermarkets provided us with information from the market, such as products rotation and

the associated turnover. We also received information about what preconditions supermarkets must be able to sell in the supermarket. This also applies to logistics conditions, information about margins, marketing and consumer purchasing behaviour. We formulated the IP based on this information.

- An ULG meeting with Houwers Group, on the 7th of December 2021. The objective of the meeting was to find out what are the requirements for the delivery of local products towards supermarkets. This meeting had a link with the product development and scale up phase of the IP. The conclusion of the meeting was that Houwers Group was interested in participating in the realization of the IP and will support entrepreneurs and supermarkets in getting the safety certificates for the developed local products
- An ULG meeting with all the stakeholders on the 19th of April 2022. The objective of the meeting was to discuss the first findings and the first draft plan of our IP. Especially, for the research phase of our IP and scale-up phase of our IP. The conclusion of the meeting was that all the partners expressed their commitment to the IP. They are all enthusiastic and want to participate in the realization of the IP. The participants were interested in finding funding sources for the Investment plan implementation.
- On the 30th of September 2022 the Flevo Campus Festival took place at the Floriade Expo sight in Almere. The fifth anniversary of Flevo Campus was a reason to organise a session on the 'Supermarket of the Future' in which 'The taste of the city' plays a vital role. In the morning, the ULG members got a presentation on 'the taste of the city'-project and the pilot that took place earlier this year. Afterwards there was a fruitful discussion on how these products and future developed products could find their way to the supermarket of the future. This was an official kick-off for the ULG members and intentions to partner in the project were again confirmed.

Until now, the tools have provided a lot of data, which help entrepreneurs but also facilitate us in developing research methods that are more hands-on and include the people of Almere. We talked often to all these stakeholders, found out what their requirements are and discussed this further with the other stakeholders. For example, the information of the supermarket entrepreneurs has been very useful because this has sent us in the direction of preserved food products. Together with a chef and his knowledge we developed the products, but this was also not possible without the researchers from Aeres University, who researched how much sugar is required in a new soft drink made locally.

2.4 Urban Local Group (ULG) members

2.4.1 Local culinary entrepreneurs

The Flevo Campus worked closely together with Bilal Bouazza in the period September 2021 – January 2022. We met on a bi-weekly basis to examine together how feasible the project is. We have gain insight into this with the following conclusion as a result.

The idea is to capture the local flavour of Almere, this is given by people of Almere themselves. The products are made with local ingredients. Now, it is not possible to purchase 100 percent of the ingredients locally. Some products, such as spices, are not available yet. Cultivation in the Netherlands is becoming more diverse, as is the case in Flevoland and Almere. Also, in the greenhouses of Almere, there are possibilities for growing more exotic crops. However, at this stage, it is possible to source around 70 percent of the to-be-developed products locally.

The Flevo Campus also did a pilot with Sharon de Miranda, a famous tv-chef, who developed a recipe for a sopropo chutney, based on local ingredients. The biggest learning was that the costs of the ingredients need to be quite low in order to make it to the shelf's supermarkets. It is possible to add special ingredients, but not in a high amount to keep the cost price low.

The Flevo Campus also developed an iced tea from sopropo with a local entrepreneur. The chutney and iced tea have been released in September 2022 and are sold in 7 supermarkets throughout Almere.

2.4.2 Educational partners

Aeres University of Applied Science

Aeres university of applied science is focused on food, nature, and urban green. Education in Almere is all about making and keeping growing cities liveable. The education programs focused on innovation, consumers and food deliver us now students who work with us. These are students of the following education programs:

- Master Food systems
- Bachelor Food and healthy living
- Associate degree Gastronomy and entrepreneurship

The city of Almere and Flevo Campus are currently working with Aeres University and researchers Esther Veen and Harrison Awuh. They are developing all kind of tools to do research together with citizens of Almere. Also, students play a role in these research projects.

Flevo Campus, for example, held a survey (July 2021) where we asked inhabitants of Almere what their favourite drinks are. The participants had a strong preference for drinks who are 'not too sweet'. In further research with Aeres University, we found out that the preference is around 3,2 grams per 100 grams. This information is essential in developing a new local drink. We now set up the processes who contribute this springboard plan.

Reinwardt Academy, university of applied sciences

Reinwardt Academy is the backbone for the historical and social part of the research which is important for a better understanding of current values and how we can innovate. The students of the following education programs work with us now:

- Bachelor Cultural heritage
- Master Applied Museum and heritage studies

As an example, a historical study of kombucha has been conducted. This study has been used to see if it is possible to develop a local drink that is not too sweet. Previous research 'What drinks Almere' (by Flevo Campus) showed that 23 percent of the respondents in this survey (75 people out of 325 in total) liked to drink a drink when it is not too sweet. By gaining insight into the history of products, we can find out the value of the product and translate it into a contemporary offer. This way of working in which a historical study is combined with market research, will play a role in this project. Flevo Campus is currently testing this format.

2.4.3 Research institute

Flevo Campus is the hotspot for innovations in terms of food and urbanization issues for the future. Almere's students, researchers and businesses are brought together under the roof of Flevo Campus, to explore and test how food provisioning can change and innovate in growing cities.

Studies are already underway on certain product categories. We are currently conducting research into dairy and its use by urban residents. A local dairy farm on the outskirts of Almere is interested in the purchases of the 'Almeerder' (inhabitant of Almere), to offer their produce more locally and target the Almeerder directly. In the current research Flevo Campus are developing tools to collect data. These tools- both online and offline tools- form a toolbox that can be used to collect data in the future. Flevo Campus implements this way of working in its venue in the city centre of Almere, called 'FC The Future'. People who pass by are requested to participate in research, tastings etc. The data which can be derived from their participation is the base for further development.

2.4.4 Commercial partners

Supermarket franchisers from Almere

There are several supermarkets' franchisers involved:

- Bun Supermarket who has 9 supermarkets in Almere from the concept Albert Heijn
- Weernekers Supermarket who has 3 supermarkets in Almere from the concept Albert Heijn
- Odin Oosterwold who has one supermarket in de urban-agricultural part of Almere Oosterwold
- Plus, van Ommen and Plus Kamminga: two franchisers who have both their own supermarket in Almere

The supermarkets provide Flevo Campus with information from the market, such as product rotation and the associated turnover. We also receive information about the preconditions for selling products in supermarkets. This also applies to logistics

conditions, information concerning margins, marketing and consumer purchasing behaviour. We have given shape to this plan based on this information.

An important discussion within of the supermarket chains is that they feel that they have an increasing social responsibility. They see that the customer's demands are changing and that increasingly sustainability is becoming an important value. At the same time, they also see that the composition of the population is changing. Children of first- and second-generation migrants do their own shopping and have different wishes. Acting at a local level is interesting to be able to continue to offer a distinctive range of products. From the head office of the Albert Heijn organization in Zaandam, they do look at sustainability, but that remains somewhat abstract to the customer.

At Plus Kamminga, the entrepreneur certainly sees added value from local products or products more adapted to the local environment. For example, they have a Surinamese shelf with meals and ingredients needed for roti, for example. This is going very well because there are many residents of Almere with a Surinamese background living in the area. Also, at Odin there is attention and demand for more local products. The manager of Odin also replied that it's very a challenging to get more local products on the shelves because they would need to deal with small suppliers. It costs too much time to arrange for only 1 product. Therefore, there are not much local products on the shelf at this moment. Although it's a wish of the supermarket.

The most important thing for the supermarkets is that it needs to be concrete. They will facilitate in the testing of products, but do not have the ambition to join meetings about processes or administrative tasks. They are very practical.

The group has now met twice. This took place in June 2021 (online) and October 2021 (offline). There was also telephone contact, or the location of the supermarket entrepreneur was visited. At these moments, further details are discussed, and the plan is further shaped.

Houwers Group

Flevo Campus talked to Toos Houwers, who is the director of the Houwers group, to find out what the requirements are for delivery towards supermarkets. The focus of the conversation was on small producers and suppliers that do not have the ability to be certified because the costs of becoming certified are high. She told us that there is a way to deliver to supermarkets at local level. There is an option of buying a certificate that provides a guarantee towards supermarkets that the products are safe. The costs are under thousand euros a year.

2.4.5 Regional development agency

Horizon Flevoland

Horizon is the regional development agency for the province of Flevoland. Our team of professionals works every day to support foreign and local entrepreneurs. Our aim is to create an environment that fosters long-term and sustainable international economic growth for Flevoland.

The city of Almere and Flevo Campus already have a close relationship with Horizon and work together in several programs in the Province of Flevoland. They can suggest questions from their broad network of entrepreneurs that would match the

project. Also, they have the funds and means to scale up companies who want to grow. They are very interested in participating because it also fits their goals.

From an earlier innovation program from Horizon with entrepreneurs, we heard that not everybody suits the program very well. They quit for the following reasons: some entrepreneurs were too busy, for some of them the development came too early, some of them are taken by the to-do-list of today. What we learned is that it is a serious task to choose the participants of the programme to make the project successful.

2.4.6 Governmental institutes

Province of Flevoland

Flevoland is man-made land and was retrieved from the sea for food production. The province has good water, fertile soil, large plots of land and good connections. Agriculture is a defining feature of Flevoland. At the time, the government selected the best farmers from all over the country for this area. They were chosen to do business here on the best agricultural land available. It has led to the world's highest production and yields.

The future of the agri-sector is largely determined internationally. Flevoland produces for the world market. Consumer demand is influenced by many social, political, and economic factors. Europe, for example, influences the market with its policies. The outcome of the interplay of all these factors is not easily predictable. The challenge for Flevoland's agribusiness is to prepare itself as well as possible for all possible scenarios for the future.

Major developments in agribusiness are:

- Growing demand for better quality and healthy food
- Food production of renewable raw materials and energy
- Increasing knowledge and technologies to practice
- Broadening of the sector through connections with health, pharmaceuticals, energy
- Direct connections with the consumer.

In Flevoland, innovations find their way into practice. We connect research, education, entrepreneurs, and governments. The focus is on the implementation of innovations in practice, fed by questions from the market and supported by knowledge institutions. We make no distinction in the type of innovation. It is a natural extension of the origins of the world's best agricultural area. We work complementarily to other agricultural hotspots in the surrounding regions.

In Flevoland, developers and agricultural entrepreneurs do it together. We learn by doing and disseminate what we learn, both inside and outside Flevoland. In doing so, we are working with the agricultural sector and the other authorities to create the best possible conditions for agriculture: fertile soil, clean water, a healthy eco system and good infrastructure. Only then can the agricultural sector continue to flourish in the future.

Municipality of Almere

Almere has set its sights high with an ambition and projects for a sustainable food

economy that benefits everyone. Based on its history and location, Almere has put itself firmly on the map as a food city.

Sustainability certainly includes health. At a time in which obesity and welfare diseases are on the rise, a healthy choice is an obligatory component of a good food strategy. Two questions are particularly relevant: how to make fresh and healthy food attractive for people with smaller budgets, and food education for young people. The latter takes shape, for example, in the "Healthy School" certificate that schools can earn.

There is also the ambition of national and international cooperation. This cooperation includes the national government, but partners and professionals, researchers, and educators on local and regional level. Partnerships are being developed so that there is more potential for the exchange of knowledge and the joint creation of good food policy.

To realise these ambitions, we are working closely with the Flevo Campus, whose main motto is: 'the various flavours of the city with ingredients from the region'. The Flevo Campus is a knowledge institute where researchers, entrepreneurs, educators, and students shape the urban food supply of the future. In the coming years, we will also be working on a physical location for the Flevo Campus in the future Hortus district (Floriade Expo site) together with the Aeres University of Applied Sciences and the province's Food Forum.

3. OUR INVESTMENT PROPOSAL

3.1 The Value Proposition

System of producers, consumers, farmers, and chefs to realize a demand-driven chain.

3.1.1 Project in a nutshell

Entrepreneurs of the city bring together supply and demand, by starting from the local demand (consumer) and matching the local supply (producer) to this, with the help of researchers and chefs for the development of the product and supermarkets that serve as test locations. The aim is to realize a demand-driven chain together.

3.1.2 Objectives

This investment plan formulates answers to several policy challenges Almere has:

1. A more inclusive approach of supply of local food
2. Shaping a future-proof agricultural sector in the Province of Flevoland
3. Offer new entrepreneurs the opportunity to get to know the market better, whilst making it easier to start a business in the food sector
4. Improving the connection between the consuming city and the producing countryside, between farmer and citizen
5. Allowing students from multiple institutions to participate in research, develop research skills and work in a professional environment, thus gaining work experience that is relevant to their CV
6. Opportunity for new jobs

3.1.3 Expected results/outputs

1. 20 entrepreneurs deliver local products to local supermarkets; the products are in line with preferences of the people in the city. Products are 70% made of local produce.
2. At the end of the project the 20 entrepreneurs will become the owners of what we call the "Food Innovation Hub" (FIH). So, this project is not only about scaling up but also shifting the ownership onto the entrepreneurs.

3.1.4 Investment

The total investment of this project is **€ 3.452.500** for three years (2023-2026).

The investment plan consists of three investment projects:

Investment project 1: Research of the taste of Almere

Duration: November 2022 – November 2025

Objective: Research of the consumer's needs in Almere. Developing a well-defined process in which entrepreneurial questions can be dealt with and new local products can be developed. The development will be also done based on experiments.

Results:

- Based on the research, a report on consumer's needs is written.
- A lab where research and product development can take place is set up.
- The first 2-3 products as a matter of an experiment are introduced at local supermarkets

Investment: **€ 1.392.500**

Investment project 2: Product development

Duration: November 2023 – November 2025

Objective: Further development of the process and system in which the entrepreneurs can get the support in product development. The broader introduction of the local products to the local supermarkets.

Results:

- The first 10 entrepreneurs are recruited and got coaching and support from the project
- The first 10 products are developed and distributed to the local supermarkets.

Investment: **€ 570.000**

Investment project 3: Scaling up and realization of a Food Innovation Hub

Duration: November 2025 – November 2026

Objective: Rolling out the system of the local product development and distribution to the local supermarkets. A realization of a food innovation hub in which 20 entrepreneurs in total are assisted in one year's time through research and experiment. Due to this work, 20 local products will be developed and introduced to the supermarkets based on the rotating system and season related.

Results:

- Totally 20 entrepreneurs are recruited and got coaching and support from the project
- Totally 20 products are developed and distributed and are being sold at the local supermarkets.
- A cooperation of entrepreneurs is established which takes over the system of the local product development and distribution
- A Food Innovation Hub is set up. A place for scaling up but also where the entrepreneurs own the ownership in a community way.

Investment: **€ 1.490.000**

3.2 Investment Project 1 – Phase 1 Research

<p>Adapted from Module:</p>	<p>Module 1: Open innovation</p> <p>Module 4: Resilient, Integrated Urban Development</p>
<p>Project Short Description:</p>	<p>This Phase 1, Research is for entrepreneurs living in the city, who want to start their own business or already started but are in need for market information and culinary support to develop their business.</p> <p>Every six months a new group will be facilitated by receiving market information and culinary support to grow their business.</p> <p>To grow/develop and sell a product that the consumer in the city needs, it is necessary to gain insight into the demand, desire, and behaviour of the consumer. What does the inhabitant of the city eat? Which values are important to them when it comes to cheese, vegetables, or herbs, for example? And what is the context of the food people eating.</p> <p>The inventory system consists of two parts: the present and the past.</p> <p>The present is explored through interviews and observations, an online communication tool and a physical location in the city centre (FC the Future and Volkskantine) where consumers can participate.</p> <p>In collaboration with researchers of different universities and with the 'Burgerlab' (citizen lab) of Aeres University of Applied science. There we can use the kitchen with camera, eye tracking systems to record and analyse consumer behaviour and preferences.</p> <p>The past is important to find out how we got here. We research this through literature. The Reinwardt Academy is our partner in this. They can conduct investigations into the past.</p>

	<p>The result of both studies is an explanation of the consumer's use of a certain product group.</p> <p>With this information a chef will be selected to translate the taste of the city into products of the entrepreneurs that are loved by the citizens of Almere. The development of the recipe is the start of the further development.</p> <p>We can handle 20 research questions in 3 years. This requires a system in which residents of Almere actively participate and can indicate their preferences regarding certain products. This system provides insights to entrepreneurs who can anticipate to this while developing their products. This makes Almere a real living lab.</p>
<p>Project objectives:</p>	<ul style="list-style-type: none"> • A close connection with citizens of Almere, who contribute and are part of their own food system. As a result, a report on the needs of the inhabitants of Almere relating to the local products has been written. • Our goal to have approx. 250 respondents per product to be developed by means of survey or interviews. The result is 20 local products are initiated. • The first 3 products are developed as a part of the first trials/piloting
<p>Links to other city strategy:</p>	<p>In the city of Almere, the food strategy has been developed. The ambitions are quite big: more food from local origin available for consumers of the city of Almere and a future-proof food system. This demand-driven-food-system will create an answer on these ambitions.</p>
<p>Project Owner:</p>	<p>Flevo Campus</p>
<p>Stakeholders to involve (from or outside the ULG):</p>	<p>Development agency: Horizon Flevoland Local culinary chef (manager): Sharon de Miranda, Bilal Bouazza Educational partners: Aeres University of Applied Sciences Almere, Reinwardt Academy</p>

	<p>Research institute: Flevo Campus</p> <p>Publix authorities: Province of Flevoland, City of Almere</p>
<p>Timescales and Spend profile:</p>	<p>Timeline: November 2022 – November 2024</p>
<p>Project financial ask and match funding:</p>	<p>Activities phase 1:</p> <p>Research and first trials</p> <p>Staff costs:</p> <p>Researchers (3 pers): 3 years x 300.000 = € 900.000</p> <p>Project staff (3 pers): 1 year x € 150.000 = € 150.000</p> <p><u>Subtotal staff costs: € 1.050.000</u></p> <p>Office & Administration costs (15% of the staff costs): € 157.500</p> <p>External expertise:</p> <p>Local chefs: 100.000 x 1 year = € 100.000</p> <p>Set-up and renting a lab for first trials/experiments: € 70.000</p> <p>Promotion/marketing for the lab: € 15.000 x 1 year = € 15.000</p>

	<p>Subtotal external expertise: € 185.000</p> <p>Total costs phase 1: € 1.392.500</p>
Risks & Mitigation:	<p>A risk can be that there not enough local entrepreneurs will sign up; we need to communicate the potential for the entrepreneur very well to cover this risk. That's why communication is very important. If we can reach the entrepreneur, it will become the talk of the town.</p> <p>Important to consider is that the entrepreneur who signs up, is the owner of the product. He is responsible for the business. This program will facilitate him to enter new markets.</p>

Workplan – Delivery Plan				
Actions	Objective	Timescale	Outputs	Monitor Progress
A1. Communication	The main objective is to reach entrepreneurs who want to develop products for the local market. We need to reach this person to start the process.	Every half year we start again with the communication to attract new people.	Find 20 entrepreneurs who fit the program.	Which way of communication fits the best? Do we reach the target group? We adapt every learning into the next phase of communication.

	<p>How do we reach entrepreneurs, so they know that this help can be given?</p> <ol style="list-style-type: none"> 1. Via development agency Horizon has a broad network with entrepreneurs 2. Via pitch days organized by Flevo Campus 3. Via programs like 'Wortel Schieten' from Foundation 'Het Eetschap' 			
<p>A2. Research process</p>	<p>The main objective is to develop, via trial and error, the best way to do the research with the inhabitants of Almere.</p>	<p>The research process takes 4 months. Every six months a new group starts. Goal is to set up a definite research process, which is adjustable towards the needs of the entrepreneur. We improve every half year, with the learnings of the previous half year.</p>	<p>Facilitate 20 entrepreneurs with data which helps them understand the market and the product better.</p> <p>This will be given in a report.</p>	<p>Does the data help the entrepreneur well enough? What can be done better?</p>
<p>A3. Culinary approach of the research</p>	<p>To develop recipes that fit the market (Almere), we need to find a way to attract</p>	<p>After 4 months of research, two months of experimenting with</p>	<p>The result will be presented during a tasting. Afterwards the entrepreneur receives</p>	

	chefs who can create something delicious.	the product follows. In these two months we work towards a scalable recipe (in price and production).	his recipes in a document.	
--	---	---	----------------------------	--

After investment project 1 the project coordinator will look after the results and see if the potential of the product is high enough to go into phase two, investment project 2. It is possible that not all entrepreneurs will move towards phase two.

3.3 Investment Project 2 – Phase 2 Development

<p>Adapted from Module: (Identify the NextAgri module)</p>	<p>Module 4: Resilient, Integrated Urban Development</p>
<p>Project Short Description: (Explain the project rationale for your city)</p>	<p>Concept development</p> <p>In the first two months, the product will be further developed. There is a need to design a concept around the product. This can be done by food professionals and students.</p> <p>Product Development</p> <p>In 4 months a third party develops a prototype with the entrepreneur. A small production location is sought for making a small batch. The entrepreneur is supported by the third party, who acts as a coach.</p> <p>Test with market partners</p> <p>We test the small batch in the supermarket. This is possible at the current affiliated supermarkets (AH, Plus, Odin) and international supermarkets of smaller entrepreneurs in Almere. Depending on what the developed product needs.</p>
<p>Project objectives: Detail in bullets the project objectives</p>	<ul style="list-style-type: none"> • A selection of the 20-research brought to live via a product • Our goal is to develop the process to design relevant concepts and products in an easy and quick way.
<p>Links to other city strategy: Link the project with other initiatives and plans in your city.</p>	<p>In the city of Almere, the food strategy is developed. The ambitions are quite big: more food from local origin available for consumers of the city of Almere and a future-proof food system. This demand-driven-food-system will create an answer on these ambitions.</p>

<p>Project Owner:</p> <p>Specify the action owner's full position and his/her unit/directorate/...</p>	<p>Flevo Campus</p>
<p>Stakeholders to involve (from or outside the ULG):</p> <p>Add a comprehensive list of stakeholders.</p>	<p>Commercial partners:</p> <p>Bun Supermarket who has 9 supermarkets in Almere from the concept Albert Heijn Weernekers Supermarket who has 3 supermarkets in Almere from the concept Albert Heijn Odin Oosterwold who have one supermarket in de urban-agricultural part of Almere Oosterwold Plus van Ommen and Plus Kamminga: two franchisers who have both their own supermarket in Almere</p>
<p>Timescales and Spend profile:</p> <p>Full timescale for the project and spending profile over the months/years</p>	<p>Timeline: 4 years</p> <p>Spend profile is about the spending over the 4 years</p>
<p>Project financial ask and match funding:</p> <p>financial (give the amount needed) and a possible match funding)</p>	<p>Phase 2:</p> <p>Product Development</p> <p>Staff costs:</p> <p>Project management (3 pers): 1 year x € 150.000 = € 150.000</p> <p>Office & Administration Costs: € 15.000</p> <p>External expertise:</p> <p>Coaching for entrepreneurs in the product development phase: 3 years x 100.000 = € 300.000</p> <p>Rent of the lab: € 20.000</p>

	<p>Product development costs (materials):</p> <p>20 products x 1000 pieces x 1,50 euro per product = € 30.000</p> <p>Storage shed for the products (renting costs): € 30.000</p> <p>Transport/distribution costs: € 15.000</p> <p>Communication/marketing : € 10.000</p> <p>Total : € 570.000</p>
Risks & Mitigation: (Explain the potential risks associated to the project and mitigation measures)	<p>The risk is that the development and test phase is too short because there can appear some difficulties during the development phase with finding the right ingredients, finding the right production partners etc. This can be tackled with hiring professional coaches who often did these development-processes.</p>

Workplan – Delivery Plan				
Actions	Objective	Timescale	Outputs	Monitor Progress
A1. Concept development	To develop a concept based on the input of phase one of the project which support the entrepreneur.	In six months, next to the product development, the concept will be defined and the visualized.	+/- 20 visualised concepts which fits the markets and can grow bigger in the future.	
A2. Product development	To develop the product with a third party. In this process food safety is also considered to	In 5 months, the product will be developed. A small batch is produced. The cost price is calculated. As well	+/- 20 developed products which have the possibility to become a bigger line	

	meet the requirements of supermarkets.	as the break-even point.	of products and can grow into the future.	
A3. Test phase	The testing phase is the last month of the project phase two. For one month, we will examine in supermarkets (bigger retailers, smaller shops and our own venue in the city centre) if the program is successful and what can be improved.	The last month of the six-month during program will be the testing phase.	+/- 20 products will be tested in several shops in the city. During the 4 years, there will be a close relationship between the supermarkets and Flevo Campus. Therefore, testing becomes easier over time.	

3.3 Investment Project 3 – Phase 3 Scale Up

Adapted from Module:	Module 5: Long-term Sustainability
Project Short Description:	After completing phase 1 (research) and phase 2 (development) the entrepreneur will be helped with phase 3. Scaling up is the aim for this project. Horizon Flevoland is the development agency of the province of Flevoland. Horizon has the means to help entrepreneurs scale. They will lead the entrepreneurs the way to these funds.
Project objectives:	20 entrepreneurs are ready to scale up and settle in the region, with the help of development agency Horizon Flevoland
Links to other city strategy:	This project, Phase 3 will help to create more jobs in the region.
Project Owner:	City of Almere, Flevo Campus
Stakeholders to involve (from or outside the ULG):	Flevo Campus City of Almere Horizon Flevoland Province of Flevoland Entrepreneurs Local chefs
Timescales and Spend profile:	November 2025 – November 2026
Project financial ask and match funding:	Scale up

	<p>Staff costs:</p> <p>Project management (3 pers): 1 year x € 150.000 = € 150.000</p> <p>Office & Administration Costs: € 15.000</p> <p>External expertise:</p> <p>Coordinator of the Food hub: € 80.000</p> <p>3 managers of the Food hub: € 180.000</p> <p>Communication/marketing: € 50.000</p> <p>Transport/distribution costs: € 15.000</p> <p>Infrastructure and works:</p> <p>Renting/buying a land for the Food Hub and construction costs: € 1.000.000</p> <p>Total: € 1.490.000</p>
Risks & Mitigation:	<p>A risk can be that not enough local entrepreneurs will flow towards phase 3. Not every entrepreneur has the potential to scale up.</p>

Workplan – Delivery Plan				
Actions	Objective	Timescale	Outputs	Monitor Progress
Selecting	The entrepreneurs who have the potential to scale up need to be selected. The final objective is to select 20 local entrepreneurs	Every half year, from January 2025 until June 2027, Horizon Flevoland will look together with Flevo Campus which entrepreneurs have a big potential to grow and scale up. But also have the potential for ownership after the 4 year project based on their own commercial activities	A selected group of 20 entrepreneurs will be helped to scale up. After this program the entrepreneurs will be able to own a shared business plan for owning the FIH within a community	
Facilitating	Finding out what is needed to get the funds who are available. In this process a business developer of Horizon will help to write the proposal to get the	Every half year, from January 2025 till June 2027 a new group of entrepreneurs will be supported to write their proposal towards raising funding.	A selected group of 20 entrepreneurs will be helped to write their proposal to get funding. And also starting an owned and shared business plan for realizing FIH together	

	funding. But also realize a physical place for FIH			
Funding	Horizon will help to apply for the funding. But after year 3 of the project the community of entrepreneurs should be able to start collecting their own funding. Also, from their commercial businesses	Every half year, from January 2025 till June 2027 a new group of entrepreneurs will be supported to apply for funding.	A selected group of 20 entrepreneurs will be helped to apply for their funding. And will also be helped by starting commercial activities.	



3.5 Governance and Delivery Model

The overall leader of the Investment plan is the City of Almere. The programme department Food is responsible for the Investment plan. However, other departments Education, Almere 2.0 and the programme Sustainability are consulted and involved in the development and execution of the investment plan.

The City of Almere assigned Flevo Campus as an executor of the Investment plan. The leader of the investment project 1 (research) is Flevo Campus. The leader of the investment project 2 (Product development) is Flevo Campus. The leader of the investment project 3 (scale up and realization of the Food Hub) is the City of Almere. In all the investment projects Flevo Campus and the City of Almere have a shared responsibility when it comes to the execution of the investment projects.

For an effective realization of the project, we identified the following governance and delivery model. Our governance model is based on communication, accountability, and long-term sustainability, so a project **steering committee** will be created to act as a facilitator and mentor in the implementation of activities. The steering committee consists of at least 1 representative of each organization enlisted below:

- Local Culinary entrepreneurs : Billal Bouazza and Sharon de Miranda
- Research institutes: Flevo Campus
- Commercial partners: Bun Supermarket, Weernekens Supermarket, Odin Oosterwold, Plus van Omen and Plus Kamminga
- Development Agency: Horizon Flevoland
- Public authority: Province of Flevoland

Each 6 months the steering group committee gathers in order to discuss the progress of the project and all the deviations. The steering group also discusses the budget and the spending of the budget.

4. MATCH FUNDING

4.1 Our Asks

Investment Project name:	Research of the taste of Almere	
Costs Breakdown	Comment	Estimated Costs (€)
Staff costs	<p>Researchers (3 pers): 3 years x 300.000 = € 900.000</p> <p>Project staff (3 pers): 1 year x € 150.000 = € 150.000</p>	1.050.000
Office and administration / Indirect costs	15% of the staff costs	157.500
Travel & accommodation		
External expertise and services	<p>Local chefs: 100.000 x 1 year = € 100.000</p> <p>Set-up and renting a lab for first trials/experiments: € 70.000</p> <p>Promotion/marketing for the lab: € 15.000 x 1 year = € 15.000</p>	185.000
Subcontracting		
Equipment and consumables		
Infrastructure and construction work		
Total Estimated Investment		€ 1.392.500

Investment Project name:	Product development	
Costs Breakdown	Comment	Estimated Costs (€)
Staff costs	Project management (3 pers): 1 year x € 150.000 = € 150.000	150.000
Office and administration / Indirect costs	15% of the staff costs	15.000
Travel & accommodation		
External expertise and services	Coaching for entrepreneurs in the product development phase: 3 years x 100.000 = € 300.000 Rent of the lab: € 20.000 Product development costs (materials): 20 products x 1000 pieces x 1,50 euro per product = € 30.000 Storage shed for the products (renting costs): € 30.000 Transport/distribution costs: € 15.000 Communication/marketing : € 10.000	405.000
Subcontracting		
Equipment and consumables		
Infrastructure and construction work		
Total Estimated Investment:		€ 570.000

Investment Project name	Scaling up	
	Comment	Estimated Costs (€)
Costs Breakdown		
Staff costs	Project management (3 pers): 1 year x € 150.000 = € 150.000	150.000
Office and administration / Indirect costs	15% of the staff costs	15.000
Travel & accommodation		
External expertise and services	Coordinator of the Food hub: € 80.000 3 managers of the Food hub: € 180.000 Communication/marketing: € 50.000 Transport/distribution costs: € 15.000	325.000
Subcontracting		
Equipment and consumables		
Infrastructure and construction work	Renting/buying a land for the Food Hub and construction costs: € 1.000.000	1.000.000
Total Estimated Investment:		€ 1.490.000

4.2 Funding Sources

Investment Project name:	Research of the taste of Almere				
Total Estimated Investment:	€ 1.392.500				
	If Applicable				
Potential Funding Sources if funding is needed	Applicable	Not Applicable	Funder contribution (% project cost)	Time to apply (month/year)	Weblink to the funding source
Own municipal funds	x		€ 100.000		
Local donors, private investors, others		x			
Crowdfunding campaigns		x			
EU structural regional funds		x			
National Funds	x		€ 972.500	15-06-2023	https://www.nwo.nl/calls/veilige-en-gezonde-voeding-en-voedselsystemen
			€ 20.000	31-12-2023	https://www.rvo.nl/subsidies-financiering/mit
European Funds			€ 200.000	Calls open in 2023	https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe_en

European Investment bank, loans from banks		X			
Other (province of Flevoland)	X		€ 100.000		

Investment Project name:	Product development				
Total Estimated Investment:	€ 570.000				
	If Applicable				
Potential Funding Sources if funding is needed	Applicable	Not Applicable	Funder contribution (% project cost)	Time to apply (month/year)	Weblink to the funding source
Own municipal funds	X		€ 100.000		
Local donors, private investors, others	X		€ 100.000		
Crowdfunding campaigns	X		€ 10.000		
EU structural regional funds	X		€ 260.000	Calls two times a year open	https://www.nweurope.eu/ or https://northsearegion.eu/
National Funds		X			
European Funds		X			

European Investment bank, loans from banks		x			
Other (province of Flevoland)	x		€ 100.000		

Investment Project name:	Scale Up				
Total Estimated Investment:	€ 1.490.000				
	If Applicable				
Potential Funding Sources if funding is needed	Applicable	Not Applicable	Funder contribution (% project cost)	Time to apply (month/year)	Weblink to the funding source
Own municipal funds	X		€ 100.000		
Local donors, private investors, others	X		€ 100.000		
Crowdfunding campaigns	X		€ 10.000		
EU structural regional funds	X		€ 500.000	Calls two times a year open	https://www.nweurope.eu/ or https://northsearegion.eu/
National Funds	X		€ 100.000 € 580.000	Per year one call	https://www.rvo.nl/subsidies-financiering/mit https://www.horizonflevoland.nl/groefonds-flevoland
European Funds		X			
European Investment bank, loans from banks		X			

Other (province of Flevoland)	x		€ 100.000		
--------------------------------------	---	--	-----------	--	--

5. MONITORING AND EVALUATION

5.1 The Monitoring and Evaluation Approach

During the implementation of our Investment Plan, we and our local stakeholders will keep a close watch on the progress and quality of implementation, identify deviations and obstacles and develop adequate responses to ensure that objectives are met.

Monitoring is the regular, systematic collection of data about the implementation of the Investment Plan. This will typically include information about the progress of activities and the delivery of outputs (using indicators), about the use of available resources (financial, staff and other) and about other relevant.

Performance management means using the collected monitoring information to analyse progress and adjust activities as needed to reach the objectives.

The related concept of *evaluation* rather deals with the independent analysis of and reflection on the performance of an action plan once it has been (nearly) implemented. It is meant to collect independent feedback on the achievements, scope and quality of outputs and results. Evaluation also aims to investigate what changes the Investment Plan has really brought about in the pre-existing situation (the impact of the plan). Evaluation will combine information about the result and output indicators with other data sources and independent data collection to draw lessons and conclusions.

Our intention is to keep Monitoring and performance management as simple and practical as possible.

5.2 The Monitoring and Evaluation Framework

Investment Project Name	Specific Objective	Result Indicator	Output Indicator
Phase 1	Wide involvement of Almere's inhabitants	Involvement of all age groups and cultural identities of Almere	1. Number of unique respondents in consumer research 2. Demographics
Phase 2	Increased awareness of local and sustainable production	More inhabitants buy local produce and know why	1. Number of people reached with the product 2. Score 1-5 product 3. Associations with products
	Sustainability of products	Reduction of food miles, carbon footprint and nutritional value of the products	1. Comparison with regular product in terms of food miles 2. CO2 emission calculation 3. Nutri-score
Phase 3	Increased employment opportunities	Created jobs	1. Number of entrepreneurs that proceed in a business 2. Number of jobs created through the programme and in the FIH
	Increased attractiveness of city	More (food-related) businesses and entrepreneurs are interested in settling in Almere	1. Number of contacts interested in settling in Almere

5.3 Risk Analysis

Investment Project name:	Research the taste of Almere, Product development, and scale up			
Risk Analysis Table	Description of the risk	Likelihood (High, medium, low)	Impact (High, moderate, low)	Mitigation measure
Administrative Risks	Responsibility for the continuation of NextAgri learnings and track	Medium	Medium	Frequent meetings between municipality project team and Flevo Campus
Financial Risks	Lack of interest in the products that are produced	Low	High	Keep close contact with supermarkets for monitoring
	Local chain is not profitable enough for continuation of the production	Medium	Low	Map the business model alongside the programme
Operational Risks	Too little response from inhabitants of Almere	Medium	Medium	Set up of the research on different (public) locations in Almere
	Lack of applications from entrepreneurs	Medium	High	Set up a broad campaign at the start of the project and share with network
	Supermarkets that opt out from the programme	Low	High	Keep good contact with the supermarkets and their experiences with the new products
Other Risks	Entrepreneurs that pull out of the programme during the project	Medium	Medium	Set the terms at the start of the programme

6. COMMUNICATION STRATEGY AND PUBLIC CONSULTATION

The communication activities as well as the public consultation will be delivered in coherence with the communication plan of the project and with rules established by our municipality. More in detail, **two main types of communication channels** can be distinguished:

- **EXTERNAL COMMUNICATION** – between the **ULG members** and the **broader local audience** with the scope to inform citizens on the activities of the ULG, the IP content and progress made as well as to gather inputs, opinions and additional suggestions that can derive from (consultation). These external communication processes will be delivered by **press releases, reports, and social media**. At the level of each action, there should be also communication activities during detailed planning (like co-creation sessions with stakeholders, target groups) and implementation.
- **INTERNAL TECHNICAL COMMUNICATION** – this activity will be delivered to increase the interest on **ULG members, investors, local managing authorities, administrative experts, and specialists**. The final scope is to ensure the coherence between the activity of different sectors and the actors during the implementation of each Investment Project.
- **INTERNAL INSTITUTIONAL COMMUNICATION** – this activity seeks to coordinate the **actors of different departments of our Municipality** to guarantee the implementation of the IP or part of it. This communication activity should be targeted to decision and policy makers at the local level as well as those that might be interested at the provincial and regional level.

Communication Strategy and Actions Matrix

	External	Internal technical	Internal institutional
Phase 1	<p>(1) Call for entrepreneurs: through network Horizon, local newspaper and news channel, social media.</p> <p>(2) Research consumer demand: on sight at 'FC de Toekomst', newsletter FC, second location (e.g., municipal hall or library)</p>	<p>(1) Regular ULG meetings (1 meeting per month)</p> <p>(2) Call for suppliers: through network of Flevo Campus, municipality, and province</p> <p>(3) Investor meetings: to inform investors</p>	<p>(1) Informing the city council on start project</p>
Phase 2	<p>(1) Product launch: press event, social media, local newspaper, and news channel</p>	<p>(1) Regular ULG meetings (1 meeting per month)</p> <p>(2) Supermarkets: making agreements on the launch of several products</p>	
Phase 3	<p>(1) Report of Aeres published</p> <p>(2) Report of Flevo Campus published</p> <p>(3) Launch of Food Innovation Hub</p>	<p>(1) Regular ULG meetings (1 meeting per month): decision on follow-up and scaling-up</p> <p>(2) Horizon in charge of scaling-up process</p>	<p>(1) Informing the city council on results of the project</p>

7. ACKNOWLEDGEMENTS

The work on the Nextagri project and this Investment plan was a journey of 18 months. During this journey we met a lot of people, locally, but also internationally. This Investment plan is a product of many great ideas, but also doubts, questions and solutions. We are very happy with the result. We have a specific plan, with concrete objectives and concrete steps which supposed to lead us to the improvement of our food system in Almere.

We could not complete this plan without great support of our Lead expert Miquel Sousa, who helped us to understand the transfer methodology of URBACT, who guided us through the whole process of drawing the plan and gave us very useful feedback on every draft that we produced during the project.

Another source of information and support were Cristina Sossan, the manager of the project from the Municipality of Milan and Chiara Minotti, financial-administrative manager of the project, who coordinated professionally this exciting project.

We are also thankful to our Nextagri partners from Villa Nova de Gaia and Stara Zagora for their creative ideas and for the knowledge exchange which improved the quality of our work on the IP.

We would also like to express the gratitude to our local partners, the members of the ULG for their enthusiasm about the project, for their positive energy, for their expertise, for their courage to step with us into an innovative project and for their trust in cooperation. We already see the first results of our cooperation and we are looking forward to seeing more results and to make even more impact by 2026.

Last, but not least, we would like to thank our external experts from Flevo Campus, our essential partner in this project. They coordinated and organised all the work on the ULG and contributed immensely to this IP. Femke Mosch started this project and then Lenno Munnikes took her role over. Without Flevo Campus contribution this project could not be realized.

So, if we talk about the Nextagri project, we are almost at a finish line, but we are also at a start of a new adventure which helps us to discover 'a taste of the city of Almere'. Thanks to the URBACT-programme and the funding we get for this project, we have now a plan how to do it.

The team of the City of Almere:

Monique Vredenburg, former programme manager Food

Jo van der Veen, programme manager Food.

Eline van der Ham, project manager Food,

Daria Abolina, EU funding advisor,

Anjani Rasoelbaks-Sampat, financial advisor