



Upcycle City Competition

Public Competition
Municipality of Almere
Tender Number: CIA2016.04.04

Gemeente Almere



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Summary

We would like to deploy the business community and knowledge institutes' innovative power and co-creation within the context of Almere's Innovation Agenda, as well as the Almere 2.0 Energy on Upcycling programme line, set up by the municipality of Almere, the province of Flevoland and the central government. We are organising the Upcycle City competition for this purpose. The municipality of Almere wants to develop into a waste-free city by 2020. We want to distinguish ourselves (internationally) in this area.

Our ambition is to contribute to both the material security and circular economy in the city and region. In order to create new jobs and employment and to obtain more value from the use of public funds for the maintenance and management of the city. We would thereby like to offer opportunities for the creativity, innovative knowledge and expertise from the market. We have opted for this competition, as we have noted a variety of initiatives and experiments taking place. We also know that new economic activities, focussed on the production of new products, are not that easy to launch.

As a government authority, we would like to use this competition to offer support with, for example, helping to cofinance and develop the best plan with an accompanying business case, making sure innovative ideas can actually be realised.

This competition is all about choosing the best plan with an accompanying business case. A plan which is focussed on creating products with the aid of the city's waste flows.

An expert jury will assess the detailed project plans on a number of criteria: vision and innovation, collaboration, implementation and feasibility, and impact. The prize is that the winning tenderer will be entitled

to be the first to negotiate with the municipality regarding the realisation of his proposal, which, in case of a positive result, will lead to entering into a contract. A total of €1,000.000 of public funds are available from the Almere Urbanisation Fund in 2017, in order to help realise the winning proposal (or proposals). This will involve co-financing with a ratio of 1:3. This means the tenderer will need to assume an own contribution of at least three times the funding requested.

The same amount of €1,000.000 is included in the multiannual programme for the Almere Urbanisation Fund for the years 2018 and 2019 respectively. A definitive decision regarding the use of these funds for cofinancing in 2018 and 2019 will respectively follow in the autumn of 2017 and 2018.

The competition consists of 2 rounds. All interested parties will be given the opportunity to submit a tender in the first round. The tender will contain a vision of creating value from a waste flow from the city, as well as a look ahead to the concrete project plan, which will eventually be set up in the second round. This first round will be done completely anonymously and digitally via TenderNed. The jury will select five of the best proposals from the entries.

The anonymity will be lifted in the second round. The tenderers who submitted the five best proposals from the first round will subsequently be invited to send in a detailed elaboration, including a business case. And will then be asked to present this to the jury. The jury will then choose the best proposal. The municipality will enter into negotiations with the tenderer(s) involved regarding the cofinancing and the mutual commitment of hours and networks for the best proposal. If there are any further funds available in the AUF after these negotiations, negotiations will be entered into with the

tenderer(s) of the second best proposal, etc. An absolute precondition is that, following a 3 year period, the project can be executed independent from the AUF cofinancing as an economically independent activity. The cofinancing will therefore end three years after the contract start date.

Readers' guide

This tender request consists of five chapters and a number of appendices. The context and introduction to this competition has been further detailed in chapter 1. The second chapter provides a more detailed description of the assignment. Chapter 3 devotes attention to the tender procedure. Chapter 4 provides more information regarding the awarding of the prize. The following appendices form part of this invitation to tender for this competition:

Appendices to be submitted:

Appendix 1 Form to be completed regarding the vision and a look ahead to the project plan
Appendix 2 Uniform tender document

Appendices for the tender process:

Appendix 3 Procedural requirements
Appendix 4 Rules during the tendering process
Appendix 5 Information regarding input 'in kind'
Appendix 6 Negotiation procedure and rules
Appendix 7 Social Return on Investment
Appendix 8 Volumes of urban raw materials: biomass
Appendix 9: Volumes of urban raw materials:
TNO inventory
Appendix 10 Draft contract
Appendix 11 General purchasing terms and conditions

The following documents are available with background information:

♥ Almere 2.0 Energy on Upcycling Programme Plan
Please check www.upcycle-city.nl.





1. Context and cause

In 40 years' time, Almere has managed to develop from a sketch on the drawing board to a city with 200,000 inhabitants and is being challenged by both the government and the region to double these numbers in time. Almere and Flevoland have decided to rise to this challenge as part of Growing Green Almere: city of experiments, a social, economic and ecologically sustainable city. The city has thereby now entered a new phase: Almere 2.0.

Even now we still have some sketches on the drawing board; Floriade in 2022, self-construction in Almere poort, the land of initiatives in Oosterwold and programmes such as Waste-Free City and Energy Works! Unlike 40 years ago, this time it won't be the designers and engineers sitting around the drawing board, but specifically the residents, entrepreneurs and experts from Almere itself. The 2014-2018 coalition agreement entitled 'The power of the city' repeatedly refers to this. There is now a desire, more than ever before, to help our city to continue to flourish together with the residents and entrepreneurs. The 2008 'The people make the city' Almere Principles serve as a starting point here.



1.1 From consumers to producers

The questions Almere needs to face are by no means unique. A growing world population with a degree of urbanisation, which is expected to reach 60% by 2030, has certainly made it clear that the city needs to go through some essential changes. We simply can't be a city which merely consumes, we must specifically be one which produces too. A city with a healthy local economy, which generates its own energy and raw materials.

Fully aware of the fact that, with the growing world population, half of the cities still need to be built, the realising of a testing ground, where smart solutions for the cities of tomorrow can be tested and implemented, is of major importance. This is also included in Almere 2.0.

1.2 The Netherlands and the circular economy

The Netherlands, itself a kind of city-state on a world scale, has had to deal with the same challenges on a national scale. We are therefore now ready for a new action perspective:

- ♥ More material security by reusing raw materials and energy provision based on renewable sources;
- ♥ Value retention instead of destruction thanks to, for example, remanufacture, repair and component reuse;
- ♥ New jobs and, according to McKinsey and TNO, many billions in economic growth as a result of new business models, whereby products can benefit more from life extension rather than constantly stimulating replacement demands;

The government's role is changing from one of facilitating to boosting innovations and searching for and entering into different forms of partnerships.



1.3 Almere 2.0. as a 'Living Lab'

So where does this transition towards the comprehensive circular economy start? That's the question everyone is asking at the moment. The city seems best suited to an integral approach which fits here. Almere and Flevoland can offer the Netherlands, and perhaps even the rest of the world, a perfect opportunity to experiment during this early phase of the circular economy. After all, this forms part of the transition: trying things out, sometimes failing, often enjoying success. Almere has the dynamics and basic attitude which befits the continuous designing and improving of a city of tomorrow. It would be a shame to limit that experience and knowledge to the city's borders.

Our dream is for Almere to be used as a Living Lab in the Netherlands and other parts of the world, a testing ground in terms of laws and regulations, entrepreneurship and residents' initiatives, where the knowledge acquired can be turned into input for others. A testing ground of this scale is unprecedented. The Energy on Upcycling within Almere 2.0 programme line offers the perfect carrier for this.

1.4 Almere 2.0

Almere has plenty to offer where realising the above assignment is concerned. It's a suburban city, which literally has space to grow. Plus Almere is a new city. Still a relatively young city, which has experimented with new systems from the very beginning. A city which offers scope for contemporary insights, which have led to surprising innovations and renovations in all aspects (social, economic, ecological, physical). Almere is characterised by, for example, the healthcare system, the extensive education facilities, the fibre network, the underground waste transport and segregated transport systems. New systems were also constantly being invented and introduced at a later stage, including private commissions in housing, the star school and organic area development. The municipality of Almere therefore adopted the Long Term Investment Strategy Almere (LISA) for the implementation of Almere 2.0, whereby it was opted to link into Almere's current identifiers as much as possible:

- ♥ Growing Green Almere: a healthy and green city
- ♥ City of the experiment: (space for) new pioneering

This means the existing qualities won't just be maintained, but will also continue to be strengthened.

“ ALMERE AND FLEVOLAND CAN OFFER THE NETHERLANDS, AND PERHAPS EVEN THE REST OF THE WORLD, A PERFECT OPPORTUNITY TO EXPERIMENT DURING THIS EARLY PHASE OF THE CIRCULAR ECONOMY ”





1.5 Five programme lines

We will be working in accordance with five programme lines within Almere 2.0 during the forthcoming years, in order to realise the future perspective and strategy, as described in LISA, which has been sketched out in the Amsterdam Almere Markermeer Structural Vision:

- 1 | Strengthening the Heart of the City
- 2 | Strengthening the learning and working environment
- 3 | The energy-neutral and waste-free city/
Energy on Upcycling
- 4 | Strengthening dwellings, culture, recreation and tourism
- 5 | Innovative living

The Upcycle City Competition forms part of programme line 3, Energy on Upcycling. This programme line is made up of four key projects. These are built up of one or several components, which we want to use to ensure the city can take a significant leap forwards during the years ahead. We will thereby be contributing to local, regional and (inter)national ambitions and objectives. Its favourable location, the challenging urban development and the steps which have already been taken means Almere is a city with the potential to develop into one of the Netherlands' circular hotspots.

We will only be able to realise the Energy on Upcycling programme line if we work closely together with the business community, residents and knowledge institutes. Cocreation with different parties will serve as the driving force for boosting the local circular economy. Space for innovation and creativity is crucial in this

regard. We, together with the province and the region, want to be as self-sufficient as possible with Energy on Upcycling. We will be looking at local challenges and local solutions in CityLab Almere where raw materials as well as energy are concerned.

One of the key Energy on Upcycling projects, entitled 'Upgrading of urban resources', is focussed on stimulating innovations and connecting the urban challenges where the use of raw materials is concerned. Together we will be contributing to the wish to further develop circular initiatives through activities in the field of raw material usage, upgrading waste flows and a national pilot project called 'CityLab urban raw materials'. Providing the experimental phase is successful, these initiatives will have the ability to be used as a spin-off in the region, in the Netherlands and in the rest of the world.

The Floriade area (as well as the adjacent industrial estate De Steiger) has been chosen in the Amsterdam Metropolitan Region (AMR)'s action agenda as one of the pilot areas for the transition towards a circular economy. This has made Almere a logical choice as an experimental area for circular initiatives. Plus the 'Waste-Free City 2020' ambition has also resulted in an incentive to increase the momentum of the circular economy in Almere. Recovering raw materials, attracting entrepreneurship, knowledge development and employment facilities all play an important role in this regard. Almere's ambition to become a waste-free city contributes to the European objectives to recycle 65% of all urban waste by 2030.





2. General information

2.1 Invitation to tender

Following on from the ambitions set out in the Innovation Agenda and the Almere 2.0 Energy on Upcycling programme line, we would hereby like to challenge and invite you to participate with the Upcycle City Competition. This competition is all about finding the best proposal for creating new products from public waste flows. This could include biomass, asphalt and street furniture. Entrepreneurs who satisfy the minimum requirements, either in the form of a collaboration or by requesting the help of third parties, are cordially invited to submit their tender.

years 2018 and 2019 respectively. A definitive decision regarding the use of these funds for cofinancing in 2018 and 2019 will respectively follow in the autumn of 2017 and 2018.

2.2 Aim of the competition

The aim of the competition is to stimulate economic activity and allow for the realisation of innovative plans, which are focussed on making products using our city's waste flows. We see our city as a supplier of raw materials. There are public waste flows in the public areas, including biomass, asphalt and street

“ THIS COMPETITION IS ALL ABOUT FINDING THE BEST PROPOSAL FOR CREATING NEW PRODUCTS FROM PUBLIC WASTE FLOWS ”

The competition will be run like a tender. The prize is that the tenderer of the winning proposal will be entitled to be the first to enter into negotiations with the municipality (on behalf of the Almere Urbanisation Fund partners) regarding the cofinancing made available.

A total of €1,000.000 of public funds are available from the Almere Urbanisation Fund in 2017, in order to help realise the winning proposal (or proposals). The tenderer will need to assume an own contribution of at least three times the funding requested (ratio of 1:3). The same amount is included in the multiannual programme for the Almere Urbanisation Fund for the

furniture. It costs the municipality money (public funds) to remove the majority of these waste flows. The city is also a buyer of products, including for the design of public spaces. The municipality is looking for a vision, concept and realisation plan which will generate new independent economic activities by making products with the use of these waste flows. This, in turn, will create new economies, whereby employment (paid work, also for low-skilled workers and people somewhat removed from the employment market) is promoted. And finally, the more effective use of raw materials will have a positive effect on the city's costs and management.

2.3 Principles

♥ Choice of tender procedure

The competition is one of the tender procedures described in the 2012 Procurement Law. The municipality wants the adding of value to waste flows to be used as a competition in the market. The definition of competition in the 2012 Procurement Law is as follows: "procedure which aims to provide a contracting authority with a plan(s) or a design(s) which will be selected by a jury after announcing the assignment, with or without the awarding of prizes".

♥ No distinction between plots (waste flows)

No distinction is made between plots (waste flows) during the assessment. The proposal chosen by the jury as the best will be the first to be negotiated about in relation to, for example, the cofinancing and the mutual commitment of hours and networks. This plan can therefore be applicable to one of the waste flows, or a combination of these. If sufficient budget is still available, the same negotiations will follow for the proposal which ended in second place and so forth.

♥ Awarding criterion

The municipality uses the best price-quality ratio as its awarding criterion.

The competition will be completed in two rounds. All interested parties will be given the opportunity to submit a tender during the first round. This will involve a description of the vision of the city's waste flows value and a look ahead at the concrete project plan, which will eventually be prepared during the second round. This first round will be done completely anonymously and digitally via www.TenderNed.nl for the jury.

The anonymity will be lifted during the second round and those who submitted the five best proposals will be invited to prepare a detailed elaboration, including a business case and to subsequently present this to the jury.

♥ Form, duration and scope of the contract

A positive negotiation result will result in an implementation contract being entered into for a three year period, after which the cofinancing from the Almere Urbanisation Fund (AUF) will end and the contractor will need to continue with the company without any financial support from this Fund.

♥ Contracting authority and contact person

The contracting authority is:
The Municipality of Almere
Postbus 200
1300 AE ALMERE

In addition to the municipality, the tender will also be carried out by the Corporate Purchasing & Procurement (CPP) department. The contact person for this tender is: Mrs M. Lippens, Purchasing Advisor. She can also be reached via inkoop@almere.nl or on +31 (0)36 5484570 if there is a fault in TenderNed.

No unstructured contact is allowed to take place between the tenderer and the municipality. Contact at moments other than those described or anticipated in this document will only be permitted if the intermediate contact is truly necessary and if there is no other way. The municipality definitely forbids establishing contact with people other than the aforementioned contact person or his/her replacement. The contractor will be excluded from participation if the municipality is of the opinion that the contractor has attempted to unlawfully influence the decision making process, or tried to obtain confidential information which would result in unlawful advantages in the tender procedure.

The direction regarding the contract to be entered into will be managed on behalf of the municipality by the City Management Director, or a person(s) appointed by this official.





3. About the assignment

3.1 Competitie Upcycle City

We would like to challenge participants to describe a business concept (vision, concept and realisation plan), which will add value to waste flows which are released during the maintenance and management of the city and which link into their application in new products, for example for the city's public spaces. The plans can be applicable to one waste flow, or a combination of waste flows.

We have differentiated between two steps in the process of creating products from waste flows:

- ♥ From waste flow to raw materials and
- ♥ From raw materials (or a combination of raw materials) to products.

The focus will be on this second step during the competition. The tenderers of the winning proposal will form partners, whereby the municipality, in a collaboration yet to be formed, will also use its own achievements (financial and 'in kind') in order to arrive at a successful result. Maintenance and management of the public spaces will result in the release of public waste flows like biomass, asphalt and street furniture.

Biomass

Green biomass is abundant in green Almere. A lot of the material will be released as a result of sizeable thinning out programmes in the districts and forests (where the young green has been planted close together, in order to quickly offer sheltered living space in the young city) during the forthcoming years. The processing is currently done by the green contractors and is largely taken overseas by ship. Plus (too much) dry biomass is being used for (low-grade) energy. A top quality application in the chain, for example local processing in wood and composite products, is what we're looking for in this competition.

The removal of water plants, grass, reeds and loose leaves particularly require commitment from public funds. Woody biomass does have a market with a certain yield, but the question is whether this yield can be enhanced via local economic activities.

Asphalt and concrete

Asphalt and concrete are flows which are released during maintenance and management activities on roads, cycle paths, bus lanes, sewage pipes etc. The inventory produced by TNO shows asphalt, in addition to biomass and waste water, to be a flow with a large volume. TNO's inventory has identified concrete as construction waste from the construction sector and forms part of the mineral waste flows. Various parties have already put the circular use of these flows into practice. We would like to use this competition to encourage parties to go one step beyond this.

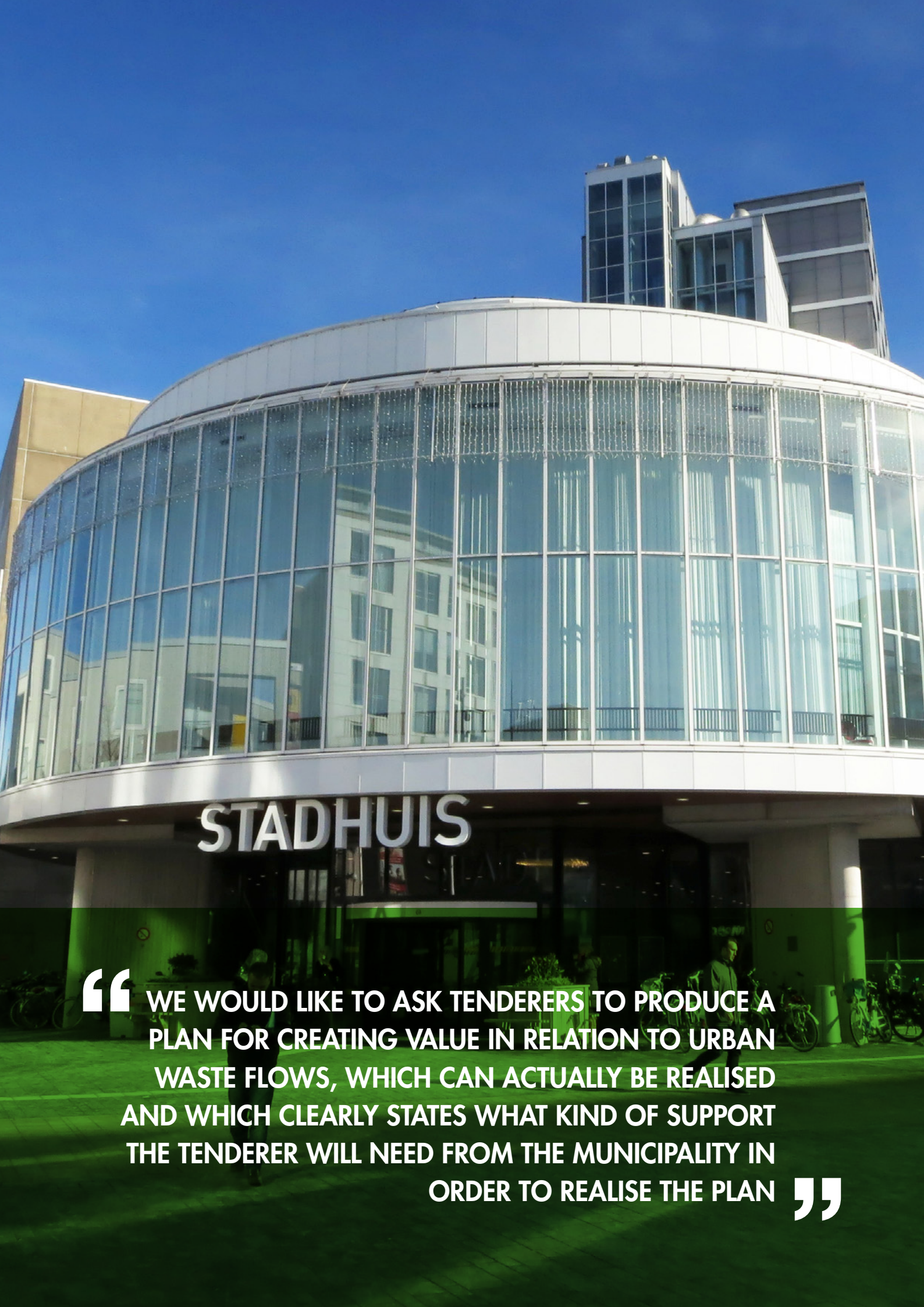
Street furniture

Street furniture includes lampposts, traffic signs, road signs, playground equipment, bins, fences, benches, scaffolding etc.

3.2 The challenge

We would like to ask tenderers to produce a plan for creating value in relation to urban waste flows, which can actually be realised and which clearly states what kind of support the tenderer will need from the municipality in order to realise the plan.

The municipality will set a number of minimum requirements (please refer to 3.4). The competition also allows for (local) entrepreneurship and initiative. This competition will lead to various different innovative ideas which can be realised with help from CityLab Urban raw materials and other facilities.



STADHUIS

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**WE WOULD LIKE TO ASK TENDERERS TO PRODUCE A
PLAN FOR CREATING VALUE IN RELATION TO URBAN
WASTE FLOWS, WHICH CAN ACTUALLY BE REALISED
AND WHICH CLEARLY STATES WHAT KIND OF SUPPORT
THE TENDERER WILL NEED FROM THE MUNICIPALITY IN
ORDER TO REALISE THE PLAN**

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3.3 Support from the municipality and the Almere Urbanisation Fund

The municipality wants to promote the implementation of the winning proposal and support the respective tenderers. The tenderer will provide justified information in the tender regarding the support the tenderer requires from the municipality in order to successfully implement the plan. This could include a specific amount as cofinancing, the use of the municipality's network, or the use of the De Steiger experimental area around the Upcycle Centre, as described below.

Cofinancing

A total budget of a maximum of €1,000.000 euro is available for cofinancing in the Almere Urbanisation Fund in 2017. The same amount has been included in the multiannual programme for the Almere Urbanisation Fund for the years 2018 and 2019 respectively. A definitive decision regarding the use of these funds for cofinancing in 2018 and 2019 will respectively follow in the autumn of 2017 and 2018. These amounts will be used as cofinancing, as agreed during the negotiations with the tenderer(s), in order to realise the proposed result of the winning proposal. The municipality of Almere will act as a contracting authority which is organising the competition.

The jury will decide on the five best proposals in the second round's assessment report and will subsequently offer this to the municipality of Almere's Board for a decision. Once the Board has reached its decision, on behalf of the Almere Urbanisation Fund partners, a negotiation procedure will follow whereby the annual budget will be assigned to actually start realising one or several plans. If any financial resources remain after the negotiation process with the tenderer, in accordance with article 2.34 of the Procurement Law, negotiations can commence with the tenderer who ended in second place and so on. The number of plans to be considered for cofinancing will therefore be dependent on the cofinancing needs and the contracts which have been entered into with the tenderers of the winning proposal(s) in the order of how they were assessed by the jury.

Network

The municipality of Almere, the Economic Development Board Almere, the Amsterdam Economic Board, the province of Flevoland and the central government can all use their networks and provide advice during the realisation of the plans, with the aim of positioning the project together and making it successful. The tenderer needs to indicate how he would like this support to be provided. The municipality could, for example, use its contacts with the business community, education and municipal authorities, as well as the use of PR, via websites or during events.

CityLab Urban Raw Materials

The Floriade area (and the adjacent industrial estate De Steiger) have been chosen as one of the pilot areas for the transition towards a circular economy in the MRA's action agenda. This has made Almere a logical choice for an experimental area for circular initiatives.

An experimental area with a favourable business climate is very important in order to give business leaders some innovation space to further develop the circular economy. In a collaboration with the Ministries of Infrastructure & Environment and Economic Affairs, Almere wants to set up a follow-up environment near De Steiger, in line with the commissioning of the Upcycle Centre in 2017: a national CityLab Urban Raw Materials pilot project.

3.4 Programme of Requirements

1: Objective

The project's minimum objective is to develop new economic activities within a three year period, from the start date of the contract, which will:

- ♥ Contribute to strengthening the competitive position for circular economy in the MRA;
- ♥ Contribute to Almere's ambitions in relation to 'Growing Green City Management' and becoming a 'Waste-Free City';
- ♥ Contribute to circular area development and management, to ensure the function of the public spaces is enhanced;
- ♥ Reduce CO2 emissions;



- ♥ Offer employment in Almere, which will also result in paid work for low-skilled workers;
- ♥ Social return on investment (SROI) means: 'giving something back to society'. As a municipality, we see it as being of the utmost importance that everyone can participate with society and have a perspective on work and income, knowledge and skills. The municipality will therefore require the tenderer to use 2% of the total gross contract value (amount needed for the cofinancing) within the context of SROI to employ job seekers or people who have been somewhat distanced from the employment market. The actual implementation (who, when, where to use these people) will be agreed on after the contract has been awarded in an approach plan between the prize winner and the municipality's SROI project agency. The SROI appendix provides a description of the principles, as well as the SROI programme agency's working method;
- ♥ Commit to start-ups, whereby they will be given the opportunity to prove themselves as part of the total business case.

2: Local embedding

Making use of and connecting to existing energy and activities in the MRA and Almere. So no overlap of existing activities and organising regional embedding in existing ecosystems. We must have clarity regarding the way in which, and with which parties in the region and Almere, we are going to connect in order to realise the project, making sure its complementary to the other activities going on in the Metropolitan Region Amsterdam (MRA) and Almere. We must obtain clarity regarding how we are going to contribute to the MRA's ambition to be a raw materials leader where the circular economy is concerned and how we are going to contribute to Almere's ambition to be a Waste-Free City. See www.upcycle-city.nl.

3: Financing

The Almere Urbanisation Fund (Municipality of Almere, Province of Flevoland and the central government) have made cofinancing available up to a maximum amount of 1 million euro in 2017.

The same amount has been included in the multiannual programme for the Almere Urbanisation Fund for the years 2018 and 2019 respectively. A definitive decision regarding the use of these funds for cofinancing in 2018 and 2019 will respectively follow in the autumn of 2017 and 2018.



This will include any possible VAT to be paid, depending on the plans submitted by the tenderer. The tender must assume an own contribution by the tenderer (collaboration) which will amount to at least three times the requested cofinancing (1:3). The consortia's contribution may be in cash and/or in kind.

4: Business case

The explicit aim of the competition is for the tenderer to realise independent operational management with the possible collaboration parties. The municipality of Almere wants to invest in its creation, but the contents of the project plan must be focussed on independent operation, without any additional government financing. There therefore must be a positive business case. This means once the cofinancing has been used, we will be left with a project or economic activity for which the benefits are the same or greater than the costs. This will guarantee the continuity once the cofinancing period has come to an end.

5: Development project with milestones

The plans must include a description of the implementation. This must contain a proposal with important milestones. These milestones are important moments when results are measured in line with the measuring tool set up by the tenderer. The tenderer, as well as any possible collaboration parties, will be asked to identify a number of milestones as go-no go moments for cofinancing. The payment of the cofinancing for the next instalment will be linked to realising these no-go moments. These milestones will be defined in the collaboration contract.

6: Administration

The tenderer is expected to maintain an efficient administration system for the justification of the tenderer's financial investment, the progress monitoring during the project implementation and the justification of the objectives and results. The contract entered into with the tenderer in case of a positive negotiation result will work out how this justification will take further shape and how it will be administered.





4. Procedure

The awarding of the tender will take place in two rounds. A proposal will need to be submitted in both rounds, which will subsequently be assessed by an independent jury. The jury will select a maximum of 5 plans during the first round. The jury will decide on the order of the plans in the second round, based on a further elaboration of the selected plans. Negotiations will subsequently be initiated with the tenderer who submitted the plan deemed to be the best. Providing sufficient cofinancing remains within the Almere Urbanisation Fund after this process, negotiations can be started with the tenderer of the next best plan and so forth.

A jury will be compiled in order to assess both the first and the second round. The independent jury will be made up of representatives from the business community, the scientific world and/or the startup eco system. The jury will be supported by an official preparation team. This team has no vote in the jury.

Submitters/tenderers are expressly not permitted to establish contact with the members of the jury regarding this competition in any way whatsoever. This will be punished with exclusion from the competition.

4.1 Digital tender submission via TenderNed

De The first round will be completed entirely via TenderNed (www.tenderned.nl). This means that:

- ♥ Tender documents are made available digitally via TenderNed.
- ♥ The asking of questions takes place via TenderNed.
- ♥ Entries can exclusively be submitted via TenderNed.
- ♥ All other correspondence will initially also take place via TenderNed.

The jury will assess the submitted entries and choose the 5 best proposals. The 5 selected tenderers of the submitted proposals will be asked to provide a further elaboration via email (inkoop@almere.nl) during the second round.

Users of Dutch companies can only log in via eHerkenning on TenderNed. Therefore make sure you acquire a personal eHerkenning tool with a minimum reliability level of 2 as soon as possible. Subsequently link this tool to your user account in Tender Ned. It's important for the organisation to be correctly registered in order to make optimal use of TenderNed's functionality and to ensure the right people are given the right authorisation for the tender in question. Make sure this is also organised for the holiday period or other times when replacements may be required.

A company will only receive automatic notifications, which may alert them to the fact that, for example, tender documents have been added by the municipality, if a company has clicked on the green "Keep me informed of this tender" button in TenderNed. The downloading of tender documents is therefore not enough.

Numerous knowledge sources can be consulted via www.tenderned.nl/voor-ondernemingen/ondersteuning. If tenderers experience technical problems or have any questions regarding TenderNed's operation, they will need to establish contact with TenderNed's service desk. We recommend starting the required actions in TenderNed as soon as possible, partly as a result of the helpdesk's limited availability (during office hours), particularly where asking questions and submitting the tender are concerned.

4.2 Information sessions

Two consecutive information sessions will be held on 18th January 2017 and 2nd February 2017, at a time and location yet to be confirmed, in order to provide interested entrepreneurs with more information regarding the competition. Participation with these information sessions can be confirmed via TenderNed's message module, specifying names and telephone numbers. Handouts from the presentations will be made available via TenderNed afterwards.

Questions can be asked during these information sessions. However, verbal answers, promises, comments or information provided by or on behalf of the municipality will have no legal validity, unless the questions can subsequently also be submitted via TenderNed in writing and/or answered in writing in the Information Notice. The same also applies to information provided during this competition.

4.3 Q&A round and information provision

Tenderers can submit questions as a result of the tender documents no later than the moment stated in the planning. Questions can be asked by adding the

tender to 'My tenders' and by subsequently clicking on 'Questions and answers' on the dashboard and 'Ask a question'. Please ask each question separately, with a clear reference to the specific reason for the question in the tender documents and without mentioning any company details (anonymous). The questions and answers will subsequently be included – anonymously – on TenderNed as an Information Notice, no later than the moment stated in the planning.

The municipality will assess any possible questions which have been received after the Information Notice based on content and importance. The questions will still be answered via a subsequent Information Notice if this is deemed possible and providing the municipality feels this is necessary. Tenderers can't rely on this.

Any information provided by the municipality after the tender documents have been sent out will only be binding where this has been confirmed in writing. The Information Notice forms part of the tender documents and can be downloaded from TenderNed after publication. The municipality will also be able to change points in the tender request via the Information Notice



up to a maximum of 10 days before the expiry of the deadline for submitting the tenders. It's important for tenderers to present all elements from their intended tender, which unreservedly satisfy the set requirements, but also any possible suggestions and, in their opinion, improvements, to the municipality for assessment during the information round. In case of any comments or observations, for example in relation to the draft contract and purchasing conditions, the tenderer must submit a timely counter-proposal, stating the article number. The municipality is not obliged to accept the proposals. All the requirements and conditions will be definitively set in the Information Notice.

The 2012 Procurement Law states that a tenderer can request for certain information not to be included in the Information Notice, if disclosure could damage the company's legitimate economic interests. The tenderer would need to tick the appropriate box in TenderNed when asking a question and also justify his request. If the municipality rejects such a request, it will inform the tenderer in question via TenderNed and the question will not be answered. If the tenderer would still like the question to be answered, he will need to resubmit the question via TenderNed and this time not tick the appropriate box.

4.4 Submitting the tender

Tenderers must submit their tender in TenderNed in accordance with the conditions set in the tender documents, including the Information Notice(s).

Please note: answering questions and uploading documents in TenderNed is not the same as submitting a tender. Submitting the tender requires a separate action in the system, which must be confirmed with a SMS code. You must take the following into account at the time of submitting a tender: if you are asked to upload documents, you must upload your documents behind the 'other documents' tab.

The tenders must be offered anonymously in the first round. The written assessment will take place without the jury being aware of the tendering parties' identity.

Anonymity therefore applies to the project plan to be submitted.

NB. Anonymity is only possible if the tenderers have abided by the following instructions when setting up their project plan:

- ♥ Tenderers will ensure their own identity can't be derived from the implementation of the project plan in any way whatsoever. Not only should the company name remain unmentioned, but the own corporate identity, logos or company-specific product names can also not be used;
- ♥ It's the intention for a tenderer to omit any performance information from his project plan, as there is a risk that one of the jury members may be able to identify the identity from this performance information;
- ♥ Recognition of a tenderer's identity following correctly anonymised documents by one or several assessors will not affect the validity of the tender.

Please also refer to the appendix about procedural requirements.

4.5 Confirmation of receipt

You will receive a TenderNed message with a confirmation of receipt once you have submitted your tender. Please contact TenderNed's service desk if you do not receive this notification.

4.6 Participation round 2, awarding decision, objection and verification

The jury will reach a decision regarding the tenderers with the 5 best proposals in the first round, based on all available information. The tenderers with the 5 best proposals will be notified regarding their participation with round 2, with further instructions regarding the elaboration of the plans and the presentation to be organised in front of the jury. The remaining tenderers from the second round, who are not yet eligible for negotiations (assessed as 2nd, 3rd, 4th and 5th place) will also be notified of this. These tenderers have the option of initiating interlocutory proceedings against the decision. The deadline for this is 20 days from the date of the aforementioned notification. This is a firm deadline.



The procedure of the second round is as follows:

1. The tenderers of the selected plans will receive an invitation to round 2 by email, with information regarding how to submit the project plan, definitive dates and a project plan format which needs to be used, with instructions and requirements which the elaboration will need to satisfy;
2. The deadline for sending in the project plans is 12:00 midday on 20-02-2017;
3. The elaborated project plan, including appendices, may not contain more than 20 pages and must be emailed to: inkoop@almere.nl stating 'Upcycle City competition project plan, do not open before Thursday 20-2-2017, 12:00 midday';
4. The presentations are planned between 15-5-2017 and 19-5-2017. Tenderers will have a maximum of 45 minutes to present their tender, to provide further information and to answer any of the jury's questions.

Negotiations with the tenderer will commence regarding the plan deemed to be the best by the jury in round 2. The negotiations will involve the cofinancing (based on 1:3, in accordance with the maximum requested amount in the proposal) and the mutual commitment of hours and networks. If sufficient budget is left over after these negotiations, a decision can be made to start the same negotiation process in relation to the plan which the jury assessed as being in second place and so on.

The municipality will request all the supporting documents, as specified in appendices 1, 2 and 3, from the tenderer(s) which they will enter into the initial negotiations with in the verification and contracting phase, in order to subject this to further testing regarding any grounds for exclusion, suitability requirements and conformity with the conditions set. The municipality will not commence the negotiations if it becomes clear from these supporting documents that the tenderer doesn't satisfy the requirements set. A further verification discussion can form part of this phase.

If the required supporting documents still aren't supplied fully or on time after conducting a verification

discussion, this will lead to exclusion or disregarding of the tender in question and the tenderer and it will subsequently not be admitted to the negotiation phase.

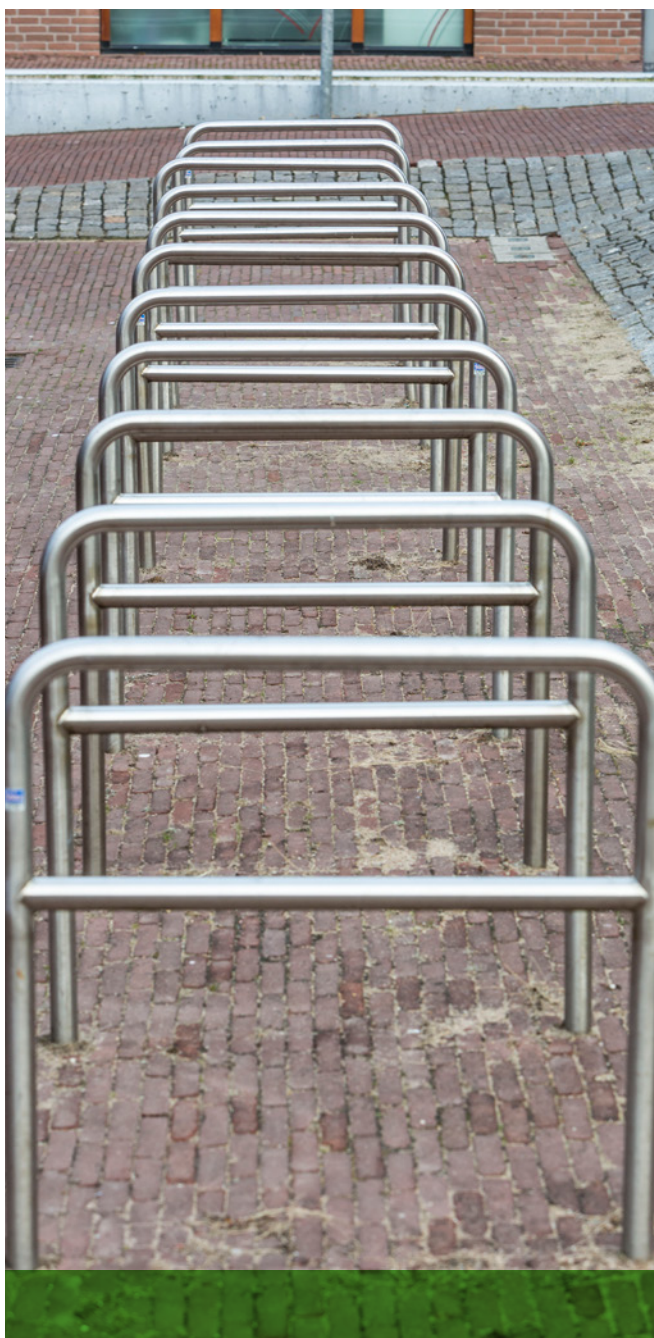
The aim of the verification and contracting phase is to conduct a detailed inspection of the information from the tender for accuracy and to subsequently discuss and record it. The municipality will need to establish the parts of the tender which need to be verified or which documents or further information the tenderer in question will need to discuss in preparation for the verification and contracting phase. The municipality will require differentiation of the information provided from the tenderer during the verification session.

The municipality (on behalf of the Almere Urbanisation Fund partners) will look at the information provided by the tenderer at subject level with experts from the organisation and arrive at a definitive contract during this period. The tenderer(s) will receive an agenda with the subjects to be discussed in relation to the tender within 20 days of the awarding intention announcement (the winning proposal).

A decision will also be made regarding which questions still need to be clarified and which points need to be coordinated. Research within the context of the BIBOB Law forms part of the possibilities.

The verification and contracting phase may not result in any significant changes to the issued tender or proposal supplied by the tenderer. Tenderers may not pass on any costs to the municipality within the context of the verification and contracting phase.

If the testing of the supporting documents, or the verification and contracting, isn't successful in any way, the tender will be declared invalid and put to one side. The municipality (on behalf of the Almere Urbanisation Fund partners) will then continue the negotiations with the tenderer who submitted the proposal deemed to be second best. This tenderer will then be asked to submit the supporting documents and the information offered by the tenderer will be checked during the verification phase, etc.



4.7 Planning

The following indicative schedule will be observed for the entire tender procedure. The planning for the submission deadline can be changed by the municipality by way of an Information Notice.

Timetable from publication on TenderNed

11th January	Start of communication regarding the competition and announcement of the tender on TenderNed
18-01-2017	Information session 1
02-02-2017	Information session 2
15-02-2017	Latest date for submitting questions for the Information Notice
01-03-2017	Publication of the Information Notice on TenderNed
15-03-2017	Latest tender submission date for round 1 via TenderNed
12-04-2017	Announcement of the tender assessment result for round 1
03-05-2017	Invitation to the 5 best tenderers from round 1 for round 2
31-05-2017	Submission of elaboration for round 2 via ConcernInkoop@almere.nl
12-06-2017 to 16/6/2017	Presentations to the jury
Start of July 2017	Announcement of the competition winner
End of July 2017	Start of negotiation discussions





5. Awarding

5.1 Award criteria

Awarding will take place based on the 'best price-quality ratio' award criteria.

5.2 Award requirements

Unconditional agreement with the tender documents

The detailed description of the assignment provided in the tender documents, including the appendices and Information Notice, applies in its entirety, so including all aspects, as a minimum requirement, unless specifically indicated otherwise. Submitting a tender means the tenderer unconditionally agrees with the entire contents of the tender documents, including the Information Notice(s).

5.3 Awarding

The tenderers who satisfy the rules, the procedural requirements, the suitability requirements and the award requirements will be assessed on the submitted proposals.

5.3.1 Assessment by the jury

A jury will be compiled to assess both the first and the second round. The independent jury will be made up of representatives from the business community, the scientific world and the financial-economic world. The jury will be supported by an official preparation team. This team has no vote in the jury.

Tenderers are expressly not permitted to establish contact with the members of the jury regarding this competition in any way whatsoever. This will be punished with exclusion from the competition.

5.3.2 First round

The tender will be considered for assessment by the jury if it satisfies all of the requirements from this document. The assessment by the jury will be done anonymously

in the first round. During this first round, the jury will assess the proposals based on the requirements included in paragraph 3.4 (Programme of Requirements), as well as the quality of the following points:

1. A vision of value creation through the high quality reuse of urban waste flows, which can strengthen the municipality of Almere and the MRA's position within the context of a circular economy;
2. A look ahead at the main outlines of the realisation of this in the project plan;
3. The degree of implementation of the collaboration between the parties who are going to be realising the plan, with respect to the impact on the city of Almere and the MRA;
4. Suitable financial support/feasibility.

The jury will integrally assess the plans based on the above points, irrespective of the waste flow in question (biomass, asphalt, concrete, street furniture). The jury will choose a maximum of five proposals from the submitted proposals, who will be invited for a second round in order to provide more detailed information regarding their proposal. Any tenderers not going through to the second round will be provided with a justified decision.

5.3.3 Second round

The second round will have a new tender submission period during which a maximum of five tenderers, whose proposals were assessed as being the best by the jury in round one, will be invited to further elaborate on and justify their vision and look ahead and to also organise a presentation to the jury. The proposal submitted and assessed in round one will form the basis for elaboration in round two.

The jury's official support team will assess whether the tender (submitted in line with the required format and

instructions) satisfies the minimum quality of professionalism in round two. This means the official support team – on behalf of the jury – will assess whether a fully-fledged, concrete, detailed and executable project plan has been submitted, which effectively fits in with the competition's objective and has been supplied with a justified execution budget. If the official support team, on behalf of the jury, reaches a justified decision that this is not the case and assesses the project plan to be insufficient, it will be disregarded and won't be further assessed. The jury will use the following criteria to arrive at an assessment in round two:

1. Vision and innovation
2. Collaboration
3. Implementation and feasibility
4. Impact

The jury will pay specific attention to the following aspects where these criteria are concerned:

1. Vision and innovation

Vision and design of the project plan

To what extent has the tenderer acquired an insight into the developments in relation to increasing the value of the city's waste flows as raw materials for new products and the way in which his project plan provides a positive contribution to the Waste-Free City ambition.

Creativity and degree of innovation

To what extent has the project plan established new and original relationships between different urban waste flows, or parts of the chain, in order to arrive at new products? Has something new been added to Almere after the three year period, or has something existing been substantially scaled up?

2. Collaboration

The added value generated by the proposed collaboration between different elements of the existing infrastructure and the ecosystem within the field of Almere and the MRA's circular economy.

To what extent has the existing infrastructure and the ecosystem in Almere and the MRA been made use of? Is added value generated as a result of the collaboration

when combining the different disciplines?

The quality and expertise in relation to the key people's circular economy, who will be used by the tenderer for the benefit of the tender implementation.

Are the knowledge, skills and experience of the people who are going to be implementing the tender sufficient? Are the required qualities available within the team which is going to be carrying out the activities?

The team's set up, task allocation and implementation power

Has the tenderer built up a team which can successfully realise the results? How will the right people remain involved with the activities?

Sustainability and continuity of the collaboration

Have the right collaboration partners been involved with the plan and are they sufficiently committed? Can the collaborating parties possibly also convince others to participate, in order to realise the required results? Can the tenderer also guarantee the results in the long-term with the proposed team/ collaboration partners?

3. Implementation and feasibility

Clarity of the detailed vision description in relation to the tender submission in round one, including the detailed elaboration (implementation). Whilst preserving the principles and values presented in round one.

How has the vision been worked out in the right level of detail? Is there clarity regarding what the parties are going to do in order to realise the result?

Feasibility of the development strategy, with milestones and result obligations (as SMART as possible).

Are the tender objectives clear? Is it clear what is going to happen when, in order for the set objectives to be realised? Have the milestones been clearly defined? Have the risks been identified?

Degree of feasibility in relation to planning

Is the planning realistic, ensuring this assignment's objectives and milestones can be realised on time?



Financial feasibility

Is there a realistic budget? What is the tenderers' level of financial commitment for this assignment in relation to the requested cofinancing from the Almere Urbanisation Fund? Can the tenderer realise a sufficient income? Has the municipal budget cycle been sufficiently aligned with, i.e. have definitive decisions been reached regarding AUF funding for 2018 and 2019?

Extent to which the business case is convincing

How well thought through and justified is the implementation budget and how does the tenderer plan to create income once the cofinancing has ended and how feasible and probable is this? In short: how convincing is it that the project will also be able to continue independently as an economically independent activity after the cofinancing from the Almere Urbanisation Fund has ended.

4. Impact

The impact the plan will have on the circular economy and employment, in particular in relation to paid work for low-skilled workers, people who have been distanced from the employment in Almere and the MRA's competitive position in this area.

To what extent will the tender improve employment conditions in Almere? To what extent will economic growth – also in the long-term – be stimulated? Will the realisation of the tender result in any new economic activities?



Presentation

The tenderers need to provide more detailed information regarding their plans in a presentation during round two.

The presentations are planned between 15-5-2017 and 19-5-2017. Tenderers will be given a maximum of 45 minutes to present their tender and answer any of the jury's questions.

All tenderers must allow two key officials to participate with the presentation. The key officials will give the presentation together. The tenderers will need to decide for themselves which key officials they would like to use. Key officials are those officials who, according to the tenderer, are of essential importance to realising the assignment objective and are also available for this purpose throughout the contract duration.

In addition to the detailed information provision regarding the project plan, the jury will also assess to what extent the qualification and experience of each of the key officials, as well as their role within the organisation and the presented plan, contributes to the project objectives. The extent to which the qualification and experience of each of the key officials and their role within the organisation contributes to the project objectives will be determined using substantive questions regarding the project organisation and the submitted project plan. The key officials can only provide further clarification regarding the project plan during the presentation. They are not permitted to deviate from what has been submitted during the presentation, in the sense of either an essential change or substantial addition to the project plan. What the key officials present during the presentation forms part of the tender. The key officials therefore need to be, and are deemed to be, authorised to make statements which the tenderer will need to respect.

The presentations will take place during the period stated in the planning. The municipality will decide on the location, the definitive date and the time of the interview. The specified key officials will need to be available throughout this period.

5.4 Announcement and follow-up

The jury will produce a report of its assessment for both the first and second round. The report for round two will include the definitive ranking of the five plans. The jury will offer this assessment as advice to the municipality of Almere's Board. The municipality will provide notification of the jury's final decision on behalf of the Almere Urbanisation Fund partners in relation to the five proposals of round two via email. The Board will decide whether it wants to start negotiations with the tenderers in order to enter into a contract, based on the jury's ranking and advice. It is possible for a contract to be entered into with several parties, depending on the requested amount.

Verification phase and screening of the winning tenderer(s)

The municipality will ask the tenderer(s), with whom the first negotiations will start, for all supporting documents, as requested in appendices 1, 2 and 3 during the verification phase. The municipality will not commence any negotiations if these supporting documents show that the tenderer doesn't satisfy the requirements. A further

verification discussion can form part of this phase.

If the required supporting documents still aren't supplied fully or on time after conducting a verification discussion, this will lead to exclusion or disregarding of the tender in question and the tenderer and tender will subsequently not be admitted to the negotiation phase.

Negotiation phase

Appendix 6 describes how the negotiation procedure is completed and what the applicable rules are. The winning concept will be developed into an application for cofinancing in the Almere Urbanisation Fund in consultation with the submitter.

The contracts to be entered into, once the cofinancing has been granted, will establish the implementation of the tender by the tenderer(s), the objectives, the roles of the tenderer and the municipality. Depending on the amount of cofinancing in relation to the contracts already entered into, as well as the remaining budget, it is possible for a similar contract to be entered into with several parties in the order of the jury's assessment.





Terminology

Procurement Law

Also referred to as the 2012 Procurement Law. Law dated 1st November 2012, took effect on 1st April 2013, concerned new rules regarding tenders.

Amsterdam Economic Board

The Amsterdam Economic Board (in short: Board) stimulates innovation and collaboration between the business community, knowledge institutes and the government. The Board brings parties together to work towards sustainable economic growth in the Amsterdam metropolitan region. The Board is not a government party.

Announcement

Decision by the municipality in which the results of the competition are announced.

Assessment criteria

The assessment criteria, as intended in paragraph 4.4.

Cofinancing

The investment, in terms of money, resources and/or human capacity, which the participant is committing to if his project proposal is going to be considered for reward and implementation, based on the jury's assessment.

Consortium

Entrepreneurs who submit a tender together, with one acting as a secretary, whereby the consortium as a whole is regarded as a tenderer.

Contact person

The contact person appointed by the municipality for this competition.

Combinant

Participant of a consortium.

Own Statement

The Own Statement, as intended in article 2:84 of the Procurement Law, which includes the compulsory exclusion grounds above the tender threshold, the optional grounds for exclusion above the tender threshold, the suitability requirements, technical specifications and implementation conditions and the collaboration or an appeal for a third party/parties.

Financing

The investment, in terms of money, resources and/or human capacity, which the participant is committing to if his project proposal is going to be considered for implementation and cofinancing, based on the jury's assessment.

Municipality

The public legal entity of the municipality of Almere, the legal entity which is organising this competition and which will form part of any possible contract which will be entered into.

Suitability requirements

The requirements the tenderer needs to satisfy, as intended in Chapter 4 of this guidance.

MRA

Metropolitan Region Amsterdam
<http://www.metropoolregioamsterdam.nl/economie>

Amsterdam Economic Board

<https://www.amsterdameconomicboard.com/>

TenderNed

<https://tenderned.nl/>