

Utrecht – a place for circular business

Regional action plan for developing sustainable businesses in a circular economy for the region of Utrecht, the Netherlands





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Part I – General information

Project: **REthinking Sustainable Development in European Regions by Using Circular Economy Business Models – REDUCES**

Partner organisation(s) concerned:

- HU University of Applied Sciences Utrecht,
- Municipality of Utrecht

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Part II – Policy context

This Action plan aims to impact:	X	Investment for Growth and Jobs programme
		European Territorial Cooperation programme
	X	Other regional development policy instrument

Context and background

The municipality of Utrecht and the Province of Utrecht have been developing policy to stimulate the development of a regional circular economy for the last three years. At the city and region level policy has been developed and accorded to mainstream circular economy business models. At the provincial level the policy on circular economy development was formalized in 2021.

The municipality of Utrecht has been instrumental in supporting several circular economy initiatives, providing place making, business support and partnership to build networks in the region. An example of this shared within the REDUCES project was the ERDF project ‘Werkspoorkwartier’ where a derelict industrial area was redeveloped in such a way that companies with a circular business model could not only flourish, but also participate to the redevelopment of the area (Velzing et al., 2022). The province has developed policy to prioritize circular economy by amongst others sustainable and circular procurement.

These regional policy developments dovetail and start to go beyond supporting specific initiatives to expand into directing and managing any and many initiatives. This shows the development of circular economy is starting a next phase in the region, from highlighting thought leaders and front runners to learning and taking up the lessons by other businesses. This new scaling up phase focuses on taking a more active role in directing business activity for collaboration through place making, active procurement or requirements initiatives and unlocking the knowledge available in higher and vocational education.

Policy papers, policy documents and political coalition agreements from regional governments in the Utrecht region form the framework for the development of policy focused on circular economy.

Putting policy into action, the ERDF-programme provides an important stimulus to enhance regional circular economy development. This Action plan refers both to these regional (policy) documents (ad A and B) and the ERDF policy instrument ‘Kansen voor West’, which has been used a point of reference during the project (ad C):

- A. **Utrecht Circulair 2020-2023**, ratified on 4 February 2020. The city wants to become a fully circular economy in 2050 and has envisioned a three step plan; with 2023, 2030, and 2050 as specific deadlines. The plan until 2023 is to pioneer initiatives and help set the pace for the next phase and enable learning. The city focuses on: place making for circular companies, being a circular procurement partner, developing circular real estate, circular waste management and making circularity a part of education at every level for education in the city.



- B. **Nieuwe Energie voor Utrecht** (New Energy for Utrecht) 2019-2023, the coalition agreement codified by the political parties in the provincial government in May 2019. Circular economy has been embedded in themes like regional development, clean energy, mobility development and economic development with regards to entrepreneurship. This plan lines up with plans by the city to develop policy and prepare for further action in the near future: 2023-2030. This document guides the initiatives for the Province Utrecht and has informed the policy development for the province in 2020 and 2021.
- C. **ERDF programme – Kansen voor West (Chances for West)** - the new tranche of funding for this operational programme has been green-lit for 2022 to 2029. During the development of the new phase, sustainability and circularity have become explicit areas of focus. The goals for the second tranche were: innovation in SME's, low carbon economy, reducing the mismatch in the labour market, and improve the physical economic conditions for companies. The third tranche focusses on: innovation, energy efficiency, renewable energy systems, sustainable urban development, and circular economy.



Part III – Regional action plan

The action plan helps to further develop policy via actions that are based on the shared lessons learned from the REDUCES project. Sharing good practices has led to examples of business practices that can be adopted, but also of policy support by local government given to initiatives in other regions. Based on the learning process from interregional collaboration and the exchange of experiences in the form of good practices these actions have been developed. The good practices from the project, multilateral exchanges via the transnational meetings, and additional bilateral consultation have led to learnings for this action plan.

Lessons learned from REDUCES

Explicit general applicable lessons learned from the concurrent evaluation of the REDUCES project and goods practices presented are:

- Company cultures/values – maintaining circular business as the main driver for business, and selecting suppliers and clients based on these values
- Leadership/individuals within the company – one or a selection of visionary leaders and standard bearers in the organization drive change or decisions
- Customer Green consumer preferences/customer base/customer profile – requests from customers after experiencing the current products or services drive more innovation in process development, leading to more circular initiatives
- Availability of relevant CE funding/local green award schemes/grants – available funding eases the development of new initiatives, but lack of funding does not stop new initiatives

The policy and actions of the local governments in the region (at municipal and provincial level) are converging and are moving from ambitions and specific ad hoc projects to an integrative approach. The REDUCES project coincided with a convergence of actions by the provincial and municipal activities and further collaboration of these organisations. The main objective of the action plan is to consolidate the policies developed at the different governmental levels and to create a fly wheel effect to the “greenfield” activities that have been developed in the last four years.

Contribution of transnational exchange on the action plan

Participating in the REDUCES project highlighted that the region Utrecht shows potential with many circular initiatives, that have been valued by the partners in the other regions in the project. In stakeholder meetings during the project, it became clear that there is still a lack of oversight and direction and a limited proof of success of the initiatives where the governmental organizations are involved. In evaluations this has been attributed to an earlier hands-off approach to the development of circular initiatives, in which the regional government plays a very small role in the operational development of these initiatives.

Lessons learned from the REDUCES good practices for the region can be summarized as:



1. The involvement of stakeholders in policy development and the development of actions. Initiatives from Maramures, Bulgaria, South-West Finland, Greater Manchester and Valencia each show either good practices or participation in the REDUCES project by local government of an explicit link to policy development in the good practices
2. Creating networks of strong involvement in which the policy maker plays an important role to direct resources, procurement, and match making: examples from the regions Valencia, Bulgaria and South-West Finland show good practices
3. Switching from very local developments to initiatives that have effect for the whole region or beyond. Bulgaria, Maramures and the Greater Manchester have shown examples of initiatives that by design go beyond a local scope.

Actions in for phase 2

In this action plan we distinguish two specific actions that will be carried out in the context of the circular policy development that has been on-going. To enhance the initiatives already set by the municipality and the province as part of the new circular policy development, these actions are focused on using the potential for funding and support given by 'Kansen voor West' for the Utrecht region to further develop the local circular economy. Based on the policy development and the results of the REDUCES project these actions show the most potential to reach this goal:

1. A Climate for Circular Business – place making for new and existing circular business
2. Developing Circular (Building) Hubs in the region for the development of sustainable supply chains

ACTION 1 A Climate for Circular Business – place making for new and existing circular business

This action is aimed at both improving governance on the implementation of circular economy practices in the region and providing funding for circular initiatives, either to start-up or scale up these initiatives. Funding can come in many ways: indirectly by taking away costly barriers to entrepreneurship, subsidies and support to get regional, national or European funding.

The outcome of this action is providing input for the development of the next policy documents on CE for the region, specifically the CE plan for the municipality Utrecht 2023-2030. In addition, the actions inform the development of a CE strategy for park management Lage Weide – the major industrial area in Utrecht. In this way the action leads to improved governance: The action would create a shift from a more hands off governance policy to a more hands on support policy for CE.



Background

New entrepreneurs and incumbent companies alike have been developing circular business models in the region. A large diversity of private initiatives was set up with relation to the Circular Economy that could be supported by the region, like for example the *Insert* good practice, where local entrepreneurs developed a platform for the exchange of building materials for reuse. Partners and participants are private companies.

As identified in the documents of both the Province and the municipality of Utrecht, supporting the development of circular business has become a priority. The policy so far has been encouragement and local and company-specific support, while creating a network for entrepreneurial spirit. The policy development has led to a shift to a more active role in providing place making for circular business, taking a more “directing role”.

Economic development policy has traditionally led to the development of business parcs such as Werkpoorkwartier and Lage Weide, a lowering of administrative burdens, and local business support. For companies with a circular business model the local municipality has taken several actions in support. Developing areas in the region and concentrating and connecting companies, working as a quarter maker and match maker.

Links to the REDUCES project

Playing an active role in the development of circular ideas and products:

South-West Finland – Topinpuisto; a co-operation network with partner companies, universities in the region and the City. Topinpuisto aims to increase circular economy and innovation. The public funding has helped to create a network of organizations and companies. For companies, brand benefit, the exchange of know-how and information in terms of quality, and marketing as feedback are considered beneficial.

Place making for circular economy:

Greater Manchester – Stitched up; the municipality provided a venue for this organization in an area in the city that is originally associated with textile work. The municipality reaches two goals: redeveloping an area that is part of its industrial heritage, supporting social entrepreneurship within a community.

These initiatives show a supporting role of regional government supporting local business, either by being the first mover purchaser, providing a network and knowledge exchange, as well as allowing the companies to become more viable. Providing a working space, either by redevelopment of areas, or providing a location with a start-up friendly rent.

Several regions in the REDUCES projects have shown specific examples, like the case of Stitched Up in Greater Manchester, of policy development to provide spaces for companies in CE. Space refers to



locations, support to operate or the development of a marketplace, initiating a potential market for the products or service of these companies. Regardless of the size of the initiatives presented a certain amount of design for the development of areas of activity in cities or to create networks for collaboration.

Implementation of the action

In the region of Utrecht several business parcs will get specific attention for creating a climate for circular economy business development. This happens by:

- 1.A recruiting circular economy companies, by searching for entrepreneurs in CE in the region
- 1.B Stimulating companies to adopt circular economy business models, by:
 - Sharing the Green Carpet facility at business events
 - Operating Green Carpet facility
 - Business making use of Green Carpet facility
- 1.C supporting collaboration and even integration:
 - Masterclasses on or related to CE for Lage Weide community
 - Circo Tracks
 - Involvement of other stakeholders, e.g. HUAS and municipality of Utrecht

The entire circular economy policy mix that is enabling a climate for circular business entails more than what is presented within this action. It is essential to recognise this complexity when looking at the focus points identified. Though, what is being shown within this action is an approach to reach and select both individual companies (1.A and 1.B) and contribute to the transition of circular economy ecosystem (1.C). The reason for this double-sided approach is that in this way the municipality can assist companies with specific questions and needs, and at the same time companies that do not reach out to local government, do benefit from a circular economy climate. With regards to the policy instrument, ERDF policy instrument Kansen voor West, this will stimulate a breeding ground for projects that will be in line with circular economy principles. The next paragraphs work out the nature of this action in more detail, the specific activities are presented further below in the table 'timeline and activities'.

1.A Recruitment of new circular business

the City of Utrecht and the City of Amersfoort will take active part in managing the concentration of circular economy companies and the transition of companies to circular economy business models in areas such as: De Vinkenhoef in Amersfoort, and Strijkviertel in Utrecht. The municipalities will recruit companies, help with finding appropriate accommodation, seek partners to find funding for expansion and professionalisation of these initiatives.

For this action, the focus is on place making for new and existing circular business in Lage Weide in the city of Utrecht. The action will depend on activities and cooperation of several stakeholders.



Parkmanagement Lage Weide is preparing to support industrial circular collaboration. HU University of Applied Sciences Utrecht and Parkmanagement Lage Weide work together on sharing experience and research on circular economy business models.

1.B Actively stimulating companies to adopt circular economy business models

The municipality of Utrecht has been supporting/coaching new and existing circular companies with the so called Green Carpet (Groene Loper) initiative since 2020. This word play on the proverbial red carpet is directed to new initiatives in circular economy and making sure existing circular economy companies have the resources they need to establish and/or develop their business. The municipality of Utrecht has been providing business support and employing local business partners to actively engage with entrepreneurs and companies to search for opportunities for the further development of a circular economy.

In the region several business parks will get specific attention for CE. This happens by recruiting CE companies, providing support for CE companies and supporting collaboration and even integration. For example, the City of Utrecht and the City of Amersfoort will take active part in managing the concentration of CE companies in areas such as: *De Vinkenhoef* in Amersfoort, and *Lage Weide* and *Strijkviertel* in Utrecht.

In the city of Utrecht, the business parks will be repopulated for more concentration of specific circular activities. With regards to this action, *Lage Weide* is preparing to support industrial circular collaboration.

1.C Enabling the transition to a circular economy ecosystem

Stakeholders, like regional government, educational institutes, the ROM (Regional Development Company) and Park management play a role in connecting to other regions and governmental structures, and finding good practices outside of the region Utrecht, making sure Circular Economy is on the agenda of other policy makers with influence on the regional policy development, for example on a national level. In Utrecht all regional governmental bodies currently play an active role in networking initiatives in the region, contributing to developing a positive mindset on circular economy business models, and (existing) networks and collaboration. Stakeholders in this action play an important role to consolidate these networks.

With regards to this action the focus is on stimulating activities that contribute to the establishment of a circular economy ecosystem in Lage Weide. Park management Lage Weide will create masterclasses and so called Circo Tracks aimed at their business community. Other stakeholders, like the municipality of Utrecht, will be involved in these kinds of initiatives in order to link the results of the different circular economy networking activities in the region. Educational partners, like HU University of Applied Sciences Utrecht, will be involved in sharing knowledge and, when necessary, the didactical approaches to share information to a larger population. Monitoring the involvement of



the municipality and HUAS is a specific activity within this action plan, leading to a better understanding of their roles, e.g. quarter maker and knowledge dissemination.

Timeframe and activities

Activity	KPI	Timeframe
1.A Recruiting circular economy companies, by searching for entrepreneurs in CE in the region		
1.A.i Recruitment activities	Number of companies contacted by municipality of Utrecht representatives	March 2022 – July 2023
1.B Actively stimulating companies to adopt circular economy business models		
1.B.ii Operating Green Carpet facility	Number and type (front-runner, follower) of company that contacted about Green Carpet facility	March 2022 – July 2023
1.B.iii Business making use of Green Carpet facility Green Carpet:	Number and type of companies that made use of Green Carpet facility	March 2022 – July 2023
1.C Enabling the transition to a circular economy ecosystem		
1.C.i Masterclasses on or related to CE for Lage Weide community Contribute to developing a positive mindset:	Number of events and number of companies involved	Aug 2022 – July 2023
1.C.ii Circo Tracks	Number of events and number of companies involved	Aug 2022 – July 2023
1.C.iii Involvement of other stakeholders, e.g. HUAS and municipality of Utrecht Circular investment climate:	Number and type of stakeholders involved	Aug 2022 – July 2023

Stakeholders involved

Stakeholder	Role
Province of Utrecht	Initiator of activities, financing and interprovincial collaboration
Municipality of Utrecht	Quarter maker, match maker, business support, monitoring
Park management Lage Weide	Actively managing relations with CE companies
Business association Lage Weide	Representing members of the business park



Specific companies/entrepreneurs not yet situated in the area	Project partners and participants in CE network
HU University of Applied Sciences Utrecht	Knowledge dissemination, didactical/research approaches

Costs and funding sources

Costs consist mainly of labour hours spent on activities by business support teams from the stakeholders involved.

Funding for developing and implementing the actions comes from staff budget from major stakeholders: Municipality City of Utrecht, Park management Lage Weide and HUAS.

for projects two sources:

- Earmarked funds in the regional investment fund (ROM), ongoing
- ERDF Kansen voor West 3 funding, first call opens on 1 June 2022

ACTION 2 Developing Circular Hubs in the region for the development of sustainable supply chains

This action leads to successful collaborations between companies in circular economy hubs, supported by active involvement of both area management organization and local government. Amongst others, this will lead to designated Kansen voor West 3-projects where companies partner up and stakeholders provide support in terms of infrastructure and match making. The end result is funding for projects that enhance collaboration in supply chain for the further development of the circular economy.

Background

Sustainable housing development is a focus area for the City of Utrecht. Of the many sites where housing is developed, to keep track with the growing population, several projects are made with sustainable materials or even in a circular fashion. Some of these projects are small scale reuse of old utility building for housing in which as much original material is used. Some of these projects are large developments for thousands of units.

Building due to the use of concrete, the kilometres travelled for materials and energy expanded to build the housing, is a major contributor to CO₂ emissions. At a local level the region supports any initiative to reduce CO₂ emissions while also lowering the waste from building.

The Bouwhub was the first smart logistics hub of its kind. The company behind the Bouwhub has supported the development of a white label smart logistics company for the building sector. This



freed the company to pursue collaboration with partners in the area, like the waste management company Beelen. Under the banner of Beelen Next the company reuses whatever material comes back from building sites.

The municipality of Utrecht has seen the potential for collaboration in circular economy business models for companies that might share a supply chain. Reuse of material flows or waste of collaboration on the efficient procurement of resources, hubs of activity could be of support.

Several companies in the region have started to develop smart logistics hubs for building and development of housing. Collaboration with other companies to create circular supply chains has created the need for a business partner for these companies to help create an infrastructure.

Building contractor Volker Wessels has developed the smart logistics Bouwhub at the Lage Weide business park. The hub helps to repackage building materials and move these to inner city areas. The initiative also led to the possibility of closing the loop, by collaborating with waste management company Beelen Next, that shares the space. Due to this collaboration, streams of materials to and from the building projects are optimized and the materials are made ready for re-use.

More possibilities for collaboration in hubs have been recognized. In accordance with the policy agenda the municipality of Utrecht is looking to add initiatives and enhance the speed at which these collaborations produce results.

Links to the REDUCES project

There have been several good practices of municipalities hosting companies with circular business models. These have in common the place making efforts to make sure the companies can collaborate effectively. Examples are:

South-West Finland – The regional waste management company Lounais-Suomen Jätehuolto, later LSJH established a store for used textiles. The company is owned by 17 municipalities in South-West Finland, adding a more shareholder-oriented impulse to the initiative. The example showed the extend of the involvement of a municipality. The parties in the region Utrecht are specifically not inclined to take ownership in CE companies, it does have the ambition to be a business partner that is involved in these initiatives, going beyond the original role.

South-West Finland – Circvol: this initiative shows a high level of collaboration in the built environment; experimenting in pilots to reach optimisation in specific areas of the building process. Mainly getting the partners together in such a large combination of specialities for a common goal is a challenge. The long-term application also shows possibilities for collaboration for a period longer than two years.



Valencia – Green book for circular building practices. Although this example does not necessarily entail the place making activities, it is still a good practice for this action. The collaboration between the local government with stakeholders in the building process has led to a supported set of requirements for circular building. Ensuring support for the initiatives.

Each of these best practices show ways of an enhanced participation of regional partners in circular economy initiatives. During stakeholder meetings it was discussed that Dutch regional government has been reluctant to actively participate in projects, choosing mainly to be the facilitating partner and not the participating partner. Although local initiatives like Insert and Bouwhub have managed to develop without involvement of local government. The best practices provide examples of new ways for local government to actively play a role in developing circular economy initiatives.

Implementation of the action

Based on the example from the good practices shared as part of the REDUCES project it has become clear that a more hands-on participation of the regional government can be helpful in facilitating and speeding up the development of circular hubs in the region. REDUCES has shown the added value of regional governments being an active part of the planning and development process current and future circular economy initiatives. The municipality of Utrecht stimulates the process of clustering several types of companies that together would comprise circular supply chains. In three defined areas in the city, hubs are being set up. Examples are the connectedness of waste and reuse of materials, waste management and production industry.

Ultimately, the activities within this action are directed towards using the funding available to the ERDF policy instrument Kansen voor West, in which innovative projects will be supported. The municipality of Utrecht, HUAS and other stakeholders will inform potential projects and stimulate entrepreneurs and business owners to apply for funding of projects that enhance circular economy developments in the region, specifically circular hubs. This leads to the following activities:

- 2.A Selecting viable hubs with the possibility of either closing a loop or added value due to collaboration
- 2.B Determining area and company requirements by collecting and analyzing data on national good practices and interviewing potential partner companies
- 2.C Setting up alliances for each prospective hub
- 2.D Facilitate funding for innovations in business models

These clusters require considering several factors, such as private initiatives, public policy, and upscaling initiatives. At the same time, making sure that specific requirements are met, while making sure that other initiatives get equal opportunities (2.A and 2.B). The main goal is to make sure that in the coming years several clusters in building, production, small business remain sustainable and grow in connectedness. To reach this, the action is set up as a common approach, where both HUAS, municipality and area management organisations stimulate and broker for initiatives and



collaboration proposals: Identifying areas suitable for collaboration; finding partners for companies that might collaborate; and brokering for space, financing, expertise and support potential collaboration (2.C). In the last phase the partners help the collaborators secure funding. The hubs, due to their collaborative nature and requirements for innovation in processes are a prime candidate for funding for innovation. Working together with the knowledge partners and the municipality funding will applied for (2.D).

Timeframe and activities

Activity	KPI	Timeframe
2.A Selecting viable hubs with the possibility of either closing a loop or added value due to collaboration		
2.A.i initiation and market scope for the selection of the number and nature of the circular hubs	Number and size of available plots for CE companies	Jan 2021- Dec 2022
2.B Determining area and company requirements by collecting and analyzing data on national good practices and interviewing potential partner companies		
2.B.i Identifying areas suitable for collaboration	Overview of promising themes and locations.	Aug 2022 – Dec 2022
2.B.ii Matchmaking events and sessions	Number of sessions and events on collaborating on circular economy project	Aug 2022 – July 2023
2.C Setting up alliances for each prospective hub		
2.C.i Matchmaking and stimulating collaboration on CE	Number of representatives from stakeholders attending events	Aug 2022 – July 2023
2.C.ii Supporting CE initiatives aimed at developing a Circular Hub	Number of initiatives from the region that applied for KvW 3 funding within the theme Circular Economy	March 2022 – July 2023
2.D Facilitate funding for innovations in business models		
2.D.i Funding for new initiatives of CE hubs	Number of funded KvW3 projects from the region within the theme Circular Economy	January 2023 – July 2023

Stakeholders involved

Stakeholder	Role
Municipality of Utrecht	Quarter maker, match maker, business support, monitoring
Area management	representative of local business and match maker
Companies	bring initiatives and collaborate with partners in the area



HU University of Applied Sciences Utrecht	project partner, match maker
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Costs and funding (staff cost) sources

Costs mainly consist of man-hours spent (staff cost) on the initiatives and a limited outflow of cash for the organisation of activities like networking moments.

Funding for developing and implementing the actions comes from staff budget from major stakeholders: MunicipalityCity of Utrecht, area management organisation.

Funding for projects comes from three sources:

- Private funding: private equity funds, private investments by local entrepreneurs
- Earmarked funds in the regional investment fund (ROM), ongoing
- ERDF - Kansen voor West 3 funding, first call opens on 1 June 2022



Monitoring of the actions

Within phase 2 of the Reduces project (August 2022 – July 2023), the focus will be on stimulating companies located at Lage Weide business park – the municipality will also focus on other areas. The municipality of Utrecht wants to facilitate both new and existing companies, and both front-runners and followers. This means sharing the word on the business support role of the municipality by active involvement in business events. At the same time, there is need for better monitoring of companies reached.

Monitoring of the actions in the action plan is done on a quarterly timeframe, as most of the actions have a time frame of six months or longer. Each quarter each of the responsible partners will give an update on their action(s). During the monitoring meetings the following issues are determined:

1. Which goals are met?
2. What results have been collected in terms of KPI's?
3. Is the action meeting the goals stated in the action plan?
4. Is the development of the action still in line with the policy goals of the municipality and province?
5. Is the action developing within the timeframe and budget that was assigned?
6. Which steps must be taken to amend potential overruns and/or shortfalls?
7. To which extent do the actions drive the policy change?

For each of the actions and subactions the information is collected on the KPI's noted in each of the action descriptions. The results are compared to the required goals. Biyearly the results of the monitoring meetings are collected in a comprehensive report and evaluated. Based on the actions defined below the monitoring on time frame and KPI's is measured and reported each year. **Green Carpet:** Prioritizing Circular Business Development by actively recruiting companies with circular business models. **Contribute to developing a positive mindset:** Disseminating CE practices and inspiring businesses. **Circular investment climate:** Providing funding and supporting new initiatives in CE-development.



Risk assessment

The following risks have been identified in the development of the action plan development. Probability and impact have been set to a three-point scale in which the 1 is low, 2 is medium and 3 is high.

Risk	Probability	Impact	Action
Limitation in available space for new CE companies at the business parcs	2	3	Redevelopment and finding temporary locations
Delay in negotiations on collaborations between companies in hubs	1	2	Seek to facilitate/moderate negotiations
Having to rearrange companies over business parcs for collaboration	1	2	Collaborate with business parc management for solutions
Circular Hubs need more investment from the companies involved	1	2	Search for external financing, beyond available funding



Sources

Gemeente Utrecht. (2020). Utrecht Circulair 2020-2023. Utrecht

Provincie Utrecht. (2019). Energie voor Utrecht. Utrecht.

Velzing, E-J., Vrijhoef, R. & Mens, J. (2022). Assessing the multi-layered value of urban development policy – The case of developing a creative and circular district in the city of Utrecht. SBE22.



Endorsement

The following organisation supports and promotes the action plan described above.

Date: 24 June 2022

Name of the organisation:

Wim Beelen, City of Utrecht (Gemeente Utrecht)

Signatures of the relevant organisation: