

MAIRIE DE PARIS



Call for Innovative Urban Projects
reinventer.paris

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PREAMBLE

Paris is a changing city. Since 2001, urban regeneration and the development of new districts have brought Paris into the 21st century. The city has returned to positive demographic dynamics and a greater social mix; it attracts young people and increasingly families, as well as entrepreneurs, researchers, artists, etc. Paris is also emerging as a leading business location which is competitive and attractive. The attention to the environment which has gone hand in hand with this revival has served to enhance quality of life and has helped uncover the priceless heritage of Paris.

For a world-leading metropolis in constant interaction with other cities around the globe, urban innovation is an essential part of a project to be ever more attractive, sustainable, responsible and caring.

This momentum must continue and even accelerate. It is imperative to be able to adapt to the challenges faced by cities in the 21st century.

The concepts of “living together” evolve, the family unit is remodelled, the way we work, consume, move around, entertain ourselves changes and transforms individual and collective relationships within time and space. The public authorities must adapt and create the conditions to attract innovations and innovators from around the world.

This is the objective of this Call for Innovative Urban Projects, “REINVENTING PARIS”. The intention is to use innovation to achieve efficiency and urban quality. It is about building knowledge, combining visions, mobilising energy and gathering resources to build the most relevant and innovative projects, in tune with today’s demands and the plan for Paris.

This call is part of an approach to innovation that aims to be as open as possible to stimulate the imagination, to unleash creativity and the emergence of new urban objects and new processes for designing the city.

Innovation must indeed be a precursor of what will eventually become second nature to the city. The Call for Innovative Urban Projects is intended to garner collective expertise in order to be able to respond more accurately to changing needs and anticipate those to come in the future.

PART 1 – OBJECTIVES OF THE CALL FOR INNOVATIVE URBAN PROJECTS

1 – Purpose of the Call for Innovative Urban Projects

The purpose of this Call for Innovative Urban Projects is to select innovative urban projects or constructions with a view to their practical implementation in the short term in the Paris area. The intention is that these projects should be developed on sites identified within the framework of this call for projects.

These sites form a diverse supply of land and housing, spread over the Paris area and rapidly available. They comprise land and property owned by the City or its partners - social housing landlords or developers. For each of them, a specific procedure will be implemented so that the winning innovative project can be brought to fruition. For the sake of convenience, in the remainder of this document, the term “assignment of rights” means transfer of full ownership, assignment of real rights or any right to the construction volume resulting from either an emphyteutic lease or any other scheme intended to dissociate the building from the land.

The proposed urban innovation will need to cover both content and form. For the content, innovative responses should be provided in terms of project content, programme and technical specificities. The form relates to proposed procedures, management methods, the form of partnerships and consultation, management procedures for deadlines and different project phases, and financing arrangements.

In this regard, the Call for Innovative Urban Projects aims to encourage the grouping together of urban actors in the development of a project. From project genesis to implementation, the aim is to bring together different actors whether investors, architects, project owners, prime contractors, operators, users, researchers, artists, designers, start-ups, etc., to answer this call and turn the project into a reality.

Innovation, in the sense of “doing better and differently”, must run through the entire project design from its genesis to its commissioning. It encompasses:

- the project design;
- the participation of Parisians in the project design;
- the composition of the “project team”;
- the programme;
- the architecture;
- respect for the environment, energy and biodiversity;
- dialogue and relationships with residents and users;
- the integration of projects into their environment and the opening of buildings to the public space;
- building processes and materials;
- site management (social integration clauses, clean site approach);
- services rendered after delivery;
- arrangements for future management and operation.

2 – Context and objectives of the municipality

This Call for Innovative Urban Projects contributes to the fulfilment of the Paris municipality's objectives. The innovative projects to be deployed will, each on their own scale, have to meet Parisian but also global challenges. It is one of the levers designed to effectively address the acute social and environmental issues.

Housing is the biggest priority of the new term of office. It is the primary concern of Parisians as well as a factor of attraction for young people, the working population and a World City which is cosmopolitan in essence. During the past decade, policy in favour of a greater social mix has achieved 20% of assisted rental dwellings in the housing stock.

Continuing such efforts is the first priority of the municipality. The aim is to create 10,000 units per year and to simultaneously boost the diversification of housing stock to reach a figure of 25% social housing in the stock by 2025.

The environmental challenge also needs to be taken up in Paris. The objectives of the municipality are ambitious in this respect. They result from commitments adopted in various frameworks which guide public action and which, to be effective, must be shared by all actors (such as the Climate Plan, the Biodiversity Plan, etc.). They are specified over the time of the term of office, particularly in action to combat climate change, to conserve biodiversity and to increase plant life in the city. In this context, the main targets are to achieve 100 hectares of green roofs and facades, a third of which dedicated to the production of fruit and vegetables, to increase the number of trees by 20,000, to construct "zero waste, zero carbon" districts, to significantly boost recycling and composting, to improve energy recovery and to strengthen the "green" and "blue" infrastructures endorsed by the Grenelle process with guidelines for land, waterway and wetlands management, and to ensure ecological continuity within the city.

Each piece of the urban puzzle must strive to limit its carbon footprint and contribute to strengthening biodiversity and the promotion of nature within the city. It is the condition for making the city more resilient to climate change and more energy efficient, in short more sustainable and more liveable.

Each of the innovative projects will have to fit in with this requirement. In its design, technical specifics, programming and integration into the immediate and metropolitan environment, each project must demonstrate its contribution to a sustainable and intelligent city. This will be expressed both through the use of new technologies such as renewable energy, smart grids and new practices around the circular economy for example, and in the project's ability to adapt, accompany or even create new lifestyles.

Our sociological structure is continually changing; ways of living, working, consuming, entertaining ourselves and living together are also changing dramatically. City users yearn for a new response to these changes. The Paris region transport network which will become denser with the Grand Paris Express is a powerful lever of mobility. But the scale of proximity - of the building, the block and the district - should play more of a role in the design of the city. New urban objects, new types of places and new practices must emerge in the city. The city must also provide new services, for example relating to agriculture, urban logistics and the pooling of services to monitor these developments, while seeking to operate in an efficient, rational, co-operative and more environmentally friendly manner.

3 – The challenges of innovation

Choices in terms of innovation should be listed in order of priority according to the site, its configuration, methods of urban integration, environment and potential. The objective is not to innovate on all fronts, but to identify which is the most relevant innovation on each site. Innovation cannot be defined *a priori* or in the abstract; it is an alchemy of high standards, new technologies and a scrupulous understanding of the issues and needs it generates.

The areas of innovation presented in the example below cannot therefore be considered as exhaustive. However, it is clear that the inclusion of a significant number of these challenges will be valued in the projects put forward.

3.1 - Innovation is first and foremost a question of uses

The pooling of spaces and merging of functions are ways of creating new social bonds and greater inclusiveness, developing intergenerational synergies, reducing mobility needs, creating shared ownership of property, etc.

- the “plural” building which combines various functions - housing, office space, common parts, showrooms, a decentralised datacentre - promotes mixed uses within the same individual building and no longer just on the scale of the block or the district;
- the “mutable” building which, by integrating modularity from the outset, takes into account the evolutions of society and the city’s new life phases, for example a reduction in the lifetime of shops, the transience of certain sporting, recreational, cultural activities, etc. It is a building that anticipates these future changes according to changing needs;
- the “shareable” building that takes into account “urban chronotopia”, integrating alternative uses according to the time of day or week. This is a way of sharing places, assigning them to multiple uses depending on the period. It is directly counter to specialisation which sometimes limits the use or utility of a building over time.

3.2 - Innovation is social: adapting, anticipating new lifestyles

“Living together” and adapting to new lifestyles must be facilitated by project designs that incorporate the expectations of Parisians with regard to shared use, new ways of living, working, doing business and being entertained.

In this respect the aim will be to:

- rethink ways of living through “social innovation”: adapting to the changes in the Parisian population, aging and new health requirements; new spaces shared between homes, social ties;
- rethink ways of working: adapting to mobile workers and telecommuters, building home-office spaces, co-working, a new type of incubator with employees of large companies and SMEs who have chosen open innovation;
- rethink ways of doing business: temporary stores, fab labs, shared showrooms which allow shopkeepers and craftsmen to experiment and share their resources;

3.3 - Innovation is about participation and consultation

Citizen initiative and participation must be increased, as citizens can improve the city with their contributions, ideas and experiences. Project leaders should involve the stakeholders of the city and its

districts, whether they be residents, users, or local or association representatives. The aim is not only to show them projects in their near-final version, but also to put in place mechanisms which involve them when defining expectations and choices of solutions.

3.4 - Innovation is promoting Parisian heritage

Paris has both outstanding historic heritage and a cultural offering of an extraordinary diversity. Showcasing this heritage and promoting collective creativity are among the objectives of this Call for Proposals.

It is one of the tools used by the City of Paris and its partners in their policy of land and property enhancement. The objective through this Call for Proposals is to showcase properties in relation to their situation, location, heritage, historical or even strategic value. The *avant-garde* city of the 19th century will become the pilot city of the 21st: innovative, shared, sustainable, metropolitan and global. The promotion of artistic creation is an integral part of this promotion of heritage.

3.5 - Innovation is inhabiting new places and developing new services

As far as possible, “unused” spaces should be selected: rooftops, basements, abandoned areas, etc. In particular, the aim is to:

- create new urban services which can reduce the environmental impact of city’s day to day working: developing urban agriculture, integrating urban logistics within the city by creating urban logistics nodes and places for the storage and redistribution of materials and data;
- create shared service spaces: caretakers’ services, shared laundry rooms, areas for people to meet and relax;
- ensure that projects are architecturally and socially integrated within their district and are as open as possible to the outside.

3.6 - Innovation should aim for resiliency and energy efficiency

Each of the innovative urban projects must meet the requirements outlined by the City of Paris (see part 4), but beyond this, innovation will be the ability to develop new technologies or to promote methods of construction which are the most able to meet the challenges and changing uses of buildings and which favour their optimal integration into the surrounding environment (land, block, district, etc.).

- The “innovative” building is part of a comprehensive approach with the district or block as its scale: in terms of production and consumption of energy, it adapts to different usage times. Energy recovery is at the heart of its functioning; it is particularly efficient in the management of water and waste and in reducing nuisance (noise, pollution, etc.). It is designed in a bioclimatic approach to optimise passive energy intake in winter and natural lighting while maintaining thermal comfort in summer. The innovative building embodies the “zero waste, zero carbon” objective; it favours the use of new materials, including those organically sourced, and has visual, thermal and acoustic qualities capable of withstanding noise (double facade). The choice of materials should be based on a lifecycle analysis.
- the “smart and connected” building is able to interact with different networks and to foster the exchange of data within the building;
- the “productive” building, which is part of a circular economy cycle, becomes a “resource” for the district or block in which it is set, as it pools the energy it produces and creates raw material (biomass, organic matter) that can be used by the chemical, pharmaceutical, food industries, etc.
- the “green” project or building contributes to the green and blue corridor of the city and contributes to the maintenance and integration of biodiversity as much by the configuration of open spaces as in the treatment of built-up spaces. The green design of the project and the building responds to a dual challenge – that of the environment (microclimatology, air pollution control, water retention, sound

attenuation, increasing biodiversity and creation of new habitats for flora and fauna) and that of quality of life (combating heat islands, landscape beautification, relaxation and recreation areas, etc.).

3.7 - Innovation must contribute to the attractiveness and prestige of Paris

Through this international Call for Projects, the City of Paris intends to affirm its dynamism and highlight its competitive edges. The prestige of Paris is based on two pillars which form both its strength and its uniqueness: the combination of a leading economic marketplace and a high-quality living environment. The special trait of Paris is its ability to integrate a renowned economic dynamism into an urban setting of unique quality. This makes the “Paris” brand and provides it with a clear competitive advantage. Heritage and intense and diverse cultural creativity contribute to the influence and reputation of the city.

- Innovative projects should enable the development of an attractive real-estate offering associated with new services facilitating the arrival of companies, optimising working conditions and incorporating or even anticipating new ways of working. These projects should symbolise this fertile ground and should give the Parisian economy and the Greater Paris metro area international visibility, promoting Paris as a place to invest and to locate business in order to create value and jobs.
- Some of these projects will be implemented within the built structures of Parisian heritage; these projects should all strive to reveal its riches and contribute to maintaining quality of life. Either through their innovation in terms of programming or their innovative, bold architecture, each project must make its mark on the history of Parisian heritage and its promotion. The challenge is to find new ways to guarantee the preservation of heritage while ensuring its inclusion in a contemporary environment.
- As showcases for Parisian urban production, these projects should acquire international visibility. This prominence will be of benefit to the appeal and prestige of Paris just as much as the reputation of the project leaders.

3.8 - Innovation means doing better and faster

Unprecedented in its scale, the diversity of sites and the freedom given to project leaders, this Call for Innovative Urban Projects is intended to be a forerunner in new ways of making the city. The objective is to develop projects in phase with the needs and expectations of inhabitants, the working population, tourists and all users of the city. The city should show a form of adaptability, responsiveness and flexibility.

- Adaptability and responsiveness because the need is there, it is identified and it is important to be able to provide responses. Successful projects will need in this sense to produce a real leverage effect in respect to the pace of development and renewal of the city. Operating modes ensuring the timely delivery of operations should also be found.
- Flexibility because the city is in perpetual motion, the pace is accelerating, lifetimes are lengthening. The city must incorporate this longer time and faster pace. Projects should include this multifaceted relationship with time and should work on their versatility and reversibility, both in themselves and in their relationships with their urban environment.
- A multidisciplinary team should be brought together for each project, and stakeholders should be gathered whether private, public or from civil society. The multiplicity of stakeholders is intrinsic to the innovative project which by nature must bring together a variety of actors. Collaboration should be extended to the public arena, which is a facilitator and guarantor of the objectives being pursued.

3.9 - Innovation means finding viable economic models

The innovative financial arrangements which are necessary to ensure the economic viability of projects will be evaluated. The financial proposal will be an important element in the selection process, but elements putting forward innovative financing solutions for investments and for the operation of projects will also be studied.

4 – General environmental and social requirements of the City of Paris

4.1 – Environmental quality

In line with the ambitions and commitments of the municipality in environmental and social matters, and given the showcase effect of the innovative projects to be implemented in the framework of this Call for Projects, each of the proposed projects will necessarily aim for environmental and social exemplarity.

As such, projects must *as a minimum* meet the requirements of reference frameworks developed by the City of Paris and ensure that they provide concrete answers to objectives drawn up.

On 1st October 2007 the City of Paris adopted the Paris Climate Plan. This plan, which was updated in December 2012, commits the City of Paris to a factor 4 procedure involving the reduction of greenhouse gas emissions by 75% by 2050 compared to 2004. The Territorial Energy Climate Plan (PCET) sets a first deadline for 2020 of a 25% reduction in greenhouse gas emissions, 25% reduction in the energy consumption of the Paris area and 25% renewable energy or energy retrieval consumption.

For all new buildings, the Plan aims in particular for a maximum consumption of 50 kWh/m²/year in primary energy. It advocates the use of renewable energy: solar, geothermal, etc.

The Paris Biodiversity Plan adopted on 15 November 2011 has the objective of strengthening the role of nature in the Paris area, and more generally of reducing the environmental impact of the capital. It is broken down into three priority areas:

- strengthening of the green and blue corridors through better integration into the wider network of regional corridors, planting in the territory, and adapted management;
- making biodiversity a structuring element of municipal action, whether in terms of urban planning, management of public spaces, procurement policy and management of the existing 4,000 green hectares in Paris, the city river and canals;
- raising awareness among city dwellers, stimulating the interest of local actors and combining actions through the set-up of a Biodiversity Observatory.

At the city level, spaces which are rich in biodiversity must increase in number and be connected to each other, allowing for the multiple uses generated by a large population. Linking of these habitats is achieved through:

- increase and diversification of vegetation strata,
- creation of linear continuity (mainly rows of trees, embankments, large plant boxes on pavements),
- increase in elements forming “stepping stones” (a wall, a Virginia creeper, a tree, a plant box or soil which is stabilised and managed in an ecological manner),
- improvement in the biodiversity hosting capacity of buildings (green roofs, materials used, architectural forms, etc.).

In addition, the City of Paris has developed a sustainable development standard for Paris (5th edition - May 2010) specifying the sustainable development objectives and indicators to be implemented in town planning operations. This standard must form the basis of urban projects and constructions carried out in Paris. Some of the topics discussed in this document have been interpreted and covered in greater depth in “sustainable living” booklets which provide concrete ways to improve the quality of projects and to implement them.

The City of Paris is currently developing sanitation zoning for Paris. The objective is to develop a more environmentally respectful policy for managing rainwater. This is to reduce discharge into the natural environment through the development of alternative rainwater management by means of plot-by-plot infiltration to limit the transport and treatment of rainwater.

The City of Paris has urban networks which are sometimes very ancient. This is particularly true of the non-potable water network created under the Second Empire and supplied with water from the Seine and the Canal de l'Ourcq. Innovative projects developed as part of this Call for Proposals will aim, as far as possible, to promote the use of the non-potable water network, particularly to combat heat islands and to strengthen the status of water in the city. Wherever possible, the use of non-potable water will be prioritised to conserve water resources and ensure its quality management.

Similarly, with the aim of reducing greenhouse gas emissions, a diagnostic will be made to define the relevant energy strategy (geothermal, connection to heat distribution networks [Compagnie Parisienne de Chauffage Urbain – CPCU], or gas networks) and cooling (Climespace).

4.2 – Social inclusion

Innovative urban projects are an opportunity to promote inclusion through the economic activity of residents and the inclusion of the most vulnerable people.

The project leader will implement the necessary means to meet the minimum integration goal equal to 5% of the number of hours worked when carrying out the project.

The project leader will be able to benefit from operational support from the City of Paris - DDEEES (Directorate of Economic Development, Employment and Higher Education) – to carry out these integration objectives.

5 – The sites of the Call for Urban Innovative Projects

The sites owned by the City of Paris or its partners proposed in this Call for Innovative Projects are :

- Morland, 17 boulevard Morland (4^{ème} arrondissement)
- Hôtel de Coulanges, 35-37 rue des Francs Bourgeois (4^{ème} arrondissement)
- Private mansion, 15 rue de la Bûcherie (5^{ème} arrondissement)
- Sub station Voltaire, 14 avenue Parmentier (11^{ème} arrondissement) ;
- Poterne des Peupliers, place Emile Mâle (13^{ème} arrondissement)
- Former conservatoire - paris 13, 21-23 rue Albert Bayet / 199 boulevard Vincent Auriol (13^{ème} arrondissement)
- Edison, 67-69 rue Edison (13^{ème} arrondissement)
- Masséna station, 1-3 rue Regnault, secteur Massena – Bruneseau Paris Rive Gauche (13^{ème} arrondissement)
- Italie, 2 avenue d'Italie (13^{ème} arrondissement)
- Paris Rive gauche, lot M5A2, rue Jean Antoine de Baïf, secteur Massena – Bruneseau Paris Rive Gauche (13^{ème} arrondissement)
- Bains – douches Castagnary, 34 rue Castagnary (15^{ème} arrondissement)
- Private mansion, 29 avenue de Villiers (17^{ème} arrondissement)
- Clichy Batignolles, lot N2, avenue de la Porte de Clichy, ZAc Clichy – Batignolles (17^{ème} arrondissement)
- Pershing, 16/24 boulevard Pershing - avenue de la Porte des Ternes (17^{ème} arrondissement)
- Pitet – Curnonsky, 1-3-7-11-15-17-23a rue Curnonsky et 5-10 rue Pitet (17^{ème} arrondissement)
- Bessières, 73-89 boulevard Bessières – 2-8 rue du docteur Paul Brousse (17^{ème} arrondissement)
- Ternes – Villiers, avenue de la Porte des Ternes – boulevard d'Aurelle de Paladines (17^{ème} arrondissement)
- Ordener, 183 rue Ordener (18^{ème} arrondissement)
- Ourcq – Jaurès, 2 bis rue de l'Ourcq (19^{ème} arrondissement)
- Triangle Eole Evangile, 198 rue d'Aubervilliers (19^{ème} arrondissement)
- Buzenval, 61 rue de Buzenval (20^{ème} arrondissement)
- Gambetta, 205 avenue Gambetta (20^{ème} arrondissement)
- Piat, 57- 59 rue Piat (20^{ème} arrondissement)

These sites have different characteristics and are in different urban contexts which need to be understood by the project leaders. This diversity reflects the desire of the City to allow innovation to express itself in different urban contexts and in various formats.

Of these sites, 13 are on undeveloped land or land which has buildings destined to be demolished. The other sites are built. Due to their era, architectural features or past uses, these buildings represent a wide range of Parisian built heritage.

Some buildings are of heritage interest and are subject to protection as historic monuments or under the City of Paris Local Urban Development Plan: 15 Rue de la Bûcherie (5th), 35-37 Rue des Francs Bourgeois (4th), 14 Avenue Parmentier (11th), the former Massena station (13th). This protection has the effect of subordinating the issuing of planning permission to a conservation and enhancement objective. The challenge will be to reconcile innovation and heritage preservation.

Attached to this document is a datasheet for each site which sets out the main features and characteristics of the property, particularly:

- the site in terms of geography, land tenure and use.
- the urban context into which the site fits and ongoing or planned operations nearby;
- the main regulatory provisions;
- programming opportunities identified by the City as potentially being of interest with regard to the characteristics of the site, its past uses or previous projects.

PART 2 – ORGANISATION OF THE CALL FOR URBAN INNOVATIVE PROJECTS

1 – Eligible applications

Applications will be submitted by a consortium.

The consortium will appoint a lead partner who will represent all the members and coordinate the provisions of the consortium members. The consortium should remain unchanged throughout the process. As the composition of the consortium is a factor in assessing the ability of the project leader, any change in its composition during the process must be justified.

The documents and commitments required of candidates should clearly indicate which commitments will be made by each member of the consortium.

All applications offering an innovative project with an offer to acquire full ownership or real rights on one of the sites listed in the first part of these specifications are eligible for the Call for Innovative Urban Projects. Each innovative project must satisfy all or part of the objectives set out in the first part of these specifications.

It is possible for one candidate to make a proposal on several sites, provided it makes an independent proposal for each site, without ties or solidarity between them.

The consortiums will contain a pluralist and multidisciplinary “project team” which is able to conduct an innovative project and guarantee its feasibility. With the objective of integrating the innovative dimension right from the project design and initiating innovative procedures and structures, the formation, as far upstream as possible, of a “project team” including architects, decision-makers, prime contractors, investors, operators and landlords is recognised as an asset. The objective of the Call for Innovative Urban Projects is furthermore to encourage the emergence of new partnerships through a combination of actors which are little or rarely associated with the whole of an urban project, such as researchers, scientists, designers, artists and representatives from civil society, users, associations, etc. Given the scope of the ambitions in terms of architectural and environmental quality, teams of architects will as a minimum combine the skills of a sustainable development, structures and fluids design office and if necessary a landscape designer. The lead partner is also asked to commit to ensuring that complete project management missions are entrusted to designers (architects - landscapers) and sustainable development design offices throughout the process, i.e. from the development phase of the response to this Call for Innovative Urban Projects through to management of the worksite and at its acceptance.

In the remainder of this document, the term “project team” is taken to mean all partners, financiers, designers/prime contractors, experts, technical design offices, operators and users who are involved in the project.

It is possible for a design office or a landscape designer to participate in several consortiums.

If this Call for Innovative Urban Projects happens not to be conducted to its conclusion at a particular site, and the same is true of unsuccessful candidates, candidates may under no circumstances claim compensation of any kind whatsoever from the City of Paris or its partners.

2 – Conduct of the Call for Innovative Urban Projects

Conduct is based on the milestones below (the exact dates will be specified on the “reinventer.paris” website and are subject to change).

- End January 2015: candidates will have expressed their interest in one or more sites;
- February 2015: opening up of information files (data room) to successful candidates;
- May 2015: initial bids made per site;
- July 2015: first panel to select a limited number of projects per site;
- Autumn 2015: selected candidates to submit a final bid;
- December 2015: an international panel proposes a ranking of projects per site;
- Then decision of the Mayor of Paris on the winners and submission of projects to the Council of Paris, site by site.

The project selection bodies (technical committee, first panel, international panel, Mayor of Paris and Paris Council) are described in section 3 of this part.

The selection criteria are described in section 4 of this part.

The composition of applications to be submitted by candidates is described in part 3 of this document.

2.1 – Expression of interest

Upon publication of the Call for Innovative Urban Projects and until 31st January 2015 at the latest, candidates are invited to indicate their interest in one or more sites using the online form provided for this purpose on the “reinventer.paris” website. On the basis of a file written in French and in English, in particular proving the financial capacity of the project leader, the City and its partners (SEMAPA, Paris Batignolles Aménagement and Paris Habitat) will decide on the opening of access to the information file for the site(s) concerned.

The City of Paris and its partners ensure the secure transmission of confidential information while remaining within a very open process.

This Call for Innovative Urban Projects aims to promote a new approach to project development and the promotion of municipal heritage property. The initiative and design of the innovative project are entirely the responsibility of the project leader. The City of Paris is nevertheless concerned that the project definition and implementation processes can be part of an iterative approach between the project leaders and the City and users, so as to optimise the quality of projects, implement them rapidly and capitalise on the urban, technical and operational progress expected from this Call for Innovative Urban Projects.

2.2 – Drafting of the initial offer

The offer shall be sent in a sealed envelope bearing the words:

“Appel à Projets Urbains Innovants “ Reinventer Paris ”

Désignation du site

OFFRE

Ne pas ouvrir par le service courrier”

Proposals must be submitted in French and the currency is the euro. They will be dated and signed by authorised persons and shall bear the stamp of the project leader or each member of the consortium.

Proposals shall be submitted in 5 copies, in addition to a copy in electronic format on a memory stick.

This envelope will be sent either through the post by registered letter with acknowledgement of receipt, or handed in directly at the following address against receipt:

Mairie de Paris
Direction de l'urbanisme
Bureau 4.10.RF
121 avenue de France
75013 Paris

The date for submission of offers will be specified on the “reinventer.paris” website. Offers arriving after this date or in an unsealed envelope will not be considered. The same will apply for incomplete files.

2.3 – Technical analysis and pre-selection by the first panel

The technical committee will start examining tenders from the deadline for submission of initial offers. On the basis of this analysis, the first panel will select a limited number of innovative projects for each of the sites.

2-4 – Submission of the final offer

The technical committee will inform the project leaders selected by the first panel of any matters to clarify, improvements and additions to make to their offer, and the deadline for submission of the final offer.

At this stage a draft document containing the charges and conditions of assignment of rights will be sent to shortlisted candidates to submit the final offer.

The final offer will have the same content items as the initial offer, added to and improved upon. It will further include the candidate's commitments.

The technical committee will analyse the final offers with a view to selection by the international panel.

It is specified that for each of the stages, the City of Paris and its partners (SEMAPA, Paris Batignolles Aménagement and Paris Habitat) undertake to ensure the strict confidentiality of offers developed by candidates, and particularly respect for their intellectual property rights which may be related to the content of their offers.

2.5 - Selection

The panel will propose a ranking of projects for each of the sites.

Based on the panel's ranking, the Mayor of Paris will designate the winning project. This decision will be submitted for deliberation by the Council of Paris, which will authorise the Mayor to sign the related deeds.

3 – Project selection bodies

The technical committee and panels are advisory bodies. The final arbitration falls to the Mayor of Paris and the final decision rests with the Council of Paris which will authorise the Mayor to sign any deed relating to the conditions ultimately negotiated by the parties to carry out the winning innovative project.

3.1 – The technical committee

The technical committee is responsible for analysing the proposals submitted by the candidates. It will conduct a technical analysis of projects and offers at each of the stages of submission, before each panel. These analyses will assist the panels in their decision-making: pre-selection by the first panel and then the announcement of the winner by the international panel.

The technical committee will conduct the necessary dialogue with project teams. It will identify with them the strengths and weaknesses of the project and outline the scope for improvement and the expected improvements. In the second phase of selection, it will steer negotiation on the envisaged real estate packages, particularly the terms and conditions of the assignment of rights for property belonging to the City of Paris and its partners (SEMAPA, Paris Batignolles Aménagement, Paris Habitat).

Technical analysis phases must be the opportunity for a genuine exchange of views between the candidates on one hand and the City of Paris departments, its partners and associated experts on the other. They must be used to develop the projects, improve them and find the most relevant provisions and arrangements to ensure their timely delivery.

To this end, members of the technical committee or their representatives may seek dialogue with candidates. The technical committee may also ask to interview candidates.

3.2 – The first panel

Based on the technical committee's analysis of the initial offers, a first panel composed among others of elected officials, representatives of City departments and outside experts will make a shortlist of innovative projects for each site.

3.3 – The international panel

Based on the technical committee's analysis of the final offers submitted by candidates shortlisted by the first panel, an international panel will propose a ranking of projects allowing a winner to be designated for each site. The panel will be chaired by an international figure and composed of two colleges of elected officials and experts.

3.4 – The decision of the Mayor of Paris and the Council of Paris

The Mayor of Paris will select a winning project for each site according to the ranking made by the panel. The successful applicant will be notified and shall commit to presenting the offer to the Council of Paris for acceptance. This acceptance will require the candidate to maintain its offer until the signing of the related deed.

If this Call for Innovative Urban Projects happens not to be conducted to its conclusion at a particular site, and the same is true of unsuccessful candidates, candidates may under no circumstances claim compensation of any kind whatsoever from the City of Paris or its partners.

4 – Selection criteria

Projects will be reviewed and selected on the basis of the following criteria, without weighting:

- the innovative nature of the project: the innovation challenges targeted by the project will be analysed in terms of the relevance of the innovation choices made with regard to the urban context in which the project is set, the nature and characteristics of the site, current best practice and practices developed in France and abroad in this respect; the contribution of innovation to meeting the challenges and objectives outlined in the first part.
- the price offer: the City of Paris and its partners will assess the validity of the proposed price against market prices, references given by France Domaine, the services and guarantees offered and, of course, the nature and innovative content of the project.
- the financial feasibility of the project and viability of its economic model: given the aim of rapid implementation of the project and exemplarity, the feasibility criteria of the project and its economic viability over time are essential.
- the architectural qualities and integration of the project into its urban environment;
- the environmental characteristics and performances;
- coherence between the nature of the project and the financial capacity of the project leader.

5 – Access to information

5.1 – Undertaking of the Call for Innovative Urban Projects

This Call for Innovative Projects is launched via a dedicated “reinventer.paris” website. It is undertaken on all sites identified by the City of Paris and its partners, which are presented in the first part of these specifications.

A calendar of access to the information file will be set up after the period during which candidates are invited to express their interest to the City of Paris. The period between the publication of this Call for Projects and access being provided to the information file is intended to be an active time. It must be utilised to interact with the City and its partners (SEMAPA, PBA, Paris Habitat) in order for the project leader to refine its understanding of the site, its potential and to classify the challenges and needs.

5.2 – Content of the information file

For each of the sites an information file will be made available to candidates in two stages:

- at the end of the period for expressions of interest (presented in point 1 of part 3)
- then after the first panel for shortlisted candidates (see point 5.2 of part 2 of these specifications).

The entire information file will be hosted in an electronic data room, accessible via the “reinventer.paris” website. Access codes and passwords will be provided to authorised project leaders.

Initially, a file containing the main characteristics of the property will be available to candidates retained at the end of the period for expressions of interest, (photo file, access maps, land maps, building maps, surface area maps, urban planning file, etc.). For some sites the special clauses of the assignment of rights will be specified at this stage.

Site visits can be arranged, under conditions to be specified on the “reinventer.paris” website.

In a second stage following the first panel, the City of Paris or its partners will make a file available to shortlisted candidates, with the key information to enable them to analyse the technical, fiscal, environmental, administrative and legal elements of sites and to formulate their final offer.

The City of Paris or its partners reserve the right, if necessary, to add to the information files.

The City of Paris and its partners shall not guarantee the accuracy or completeness of the information and documents provided in the information files of the Call for Innovative Urban Projects folders.

5.3 – The “reinventer.paris” website

A website dedicated to the Call for Innovative Urban Projects is open and accessible to all. However, secure access to information files will be provided to project leaders so that information and specific details may be received on the conduct of the Call for Innovative Urban Projects and the sites. Candidates will have the opportunity to ask questions. All answers and information will be made available to all declared and successful candidates.

PART 3 – COMPOSITION OF THE APPLICATION SUBMITTED BY THE CANDIDATE

1 – Expression of interest

From the launch of the Call for Innovative Urban Projects, candidates shall express their interest in one or more sites to the City of Paris and/or its partners.

Leaders of candidate projects will send a letter of intent briefly outlining (maximum 3 pages):

- a presentation of the expected project team, which must imperatively include the name of the associate architect;
- an understanding of the objectives of the Call for Innovative Urban Projects, the site's challenges and its programming priorities;
- areas of innovation that could be deployed on the site;
- the provisional financial arrangements.

This letter shall be accompanied by the following items of information:

- a summary sheet presenting the candidate including information relating to its identity (company name, company capital, registered office, contact details), its expertise and experience (list of operations for which the candidate has competed, specifying their nature, amount of capital and the resources implemented);
- For a company or other legal entity under French law:
 - o name of the manager(s), the legal representative(s) or the duly authorised person(s), if belonging to a group, name and organisational structure of the group and if a listed company, list of shareholders holding at least 5% of the capital;
 - o updated articles of association certified as true by the candidate;
 - o extract less than one month old of entry in the commercial register of companies or in the trade register or equivalent;
 - o sworn statement certifying that the candidate has met its fiscal and social obligations for the past three years or the last three financial years.
- for a foreign candidate:
 - o A Legal Opinion together with all attached documents and a translation into French, failing this, legalised or presented with the *Apostille* document, certifying that the candidate has the capacity and authority to carry out land acquisition and implement the project;
- for any legal entity, the name of the beneficiary according to articles R561-1 to R561-3 of the French Monetary and Financial Code
- A reference to prospective partners and advisers (banks, solicitors, lawyers, etc.).

2 – The candidate's offer

You are reminded that candidates may be required to submit an offer in two stages:

- all candidates admitted after the period for expressions of interest will be invited to submit a first offer, described as the Initial Offer;
- Candidates whose initial offer has been shortlisted by the first panel will be allowed to submit a final offer.

It is specified that offers, whether initial or final, will be almost equivalent in form; the final offer being a completed and revised version of the initial offer to which the candidates' commitments will have been added.

The final offer which, if necessary, will have a revised price, will contain the improvements made on points agreed with the Technical Committee and the first panel. It will highlight the implications in terms of costs and resources deployed and will identify any new partnerships to have been implemented.

The initial and final offers will be composed of four separate and mandatory components:

- information relating to the project team (point 2.1 below);
- presentation of the innovative project (point 2.2 below);
- candidate's offer (point 2.3 below);
- assessment protocol (point 2.4 below);

The final offer will also include the candidate's commitments (point 2.5 below).

2.1 – Additional information relating to the candidate and project team

The offer will include all documents required to enable a full understanding of the project team and to assess its capacity to carry out the project.

It will include a summary sheet with the identification and brief presentation of the project leader and each member of the project team, as well as the appointment of a representative presenting the group.

The offer will update and complement elements submitted at the time of expression of interest, allowing assessment of the legal and financial soundness of the consortium. The following financial and economic information shall be given for each member:

- company structure– Kbis extract (French company identification document);
- equity;
- debt level.

2.2 – The innovative project

The project shall be presented in detail. Project presentation is limited to 20 pages and must be broken down into 3 components outlined below:

2.2.1- General description of the project

The project leader shall describe the project in detail. This detailed description will particularly include:

- A brief memorandum (maximum 5 pages) outlining the general philosophy of the project, the objectives which they wish to achieve and a demonstration of how the project meets the problems and challenges described in part 1 and in the site sheet;
- a presentation of the “project team” and its method of governance. By “Project team” is meant all partners, financiers, operators, designers/prime contractors, experts, technical design

offices, operators and users who are involved in the project, specifying their duties and their level of involvement according to the design, construction and operation phases. The organisational principles of the project team mobilised, the respective roles expected of each of its members and the envisaged legal structure shall be specified;

- details of the programme and the planned uses with distribution of floor surfaces by destination and, for housing, by typology in terms of size and products (assisted, intermediate, leasehold, for rental or purchase);
- a presentation of the architectural project as an outline, ground plane, significant levels plan, significant sections and facades (the scale will be specified later for each site), specifying the environmental and energy performances targeted for the building or buildings and explaining the construction choices and the materials selected;
- one or more perspective drawings in order to visualise the project's integration into the site and its immediate surroundings;
- the provisional timetable;
- the envisaged legal structure.

2.2.2 – Evidence of the innovative nature of the project

The candidate's proposal will include a brief memorandum outlining the innovation challenge(s) and demonstrating the innovative character of the project.

For this, the candidate will rely on comparables to prove the added value of the project and its avant-garde dimension.

For technological innovations, the candidate will rely on a brief overview of best practice and a benchmark of tested or deployed competing solutions. For other innovations (programming, usage or related to property or financial arrangements), candidates will rely on current scientific and legal publications.

2.2.3 – Financing and the economic model

This last component will outline in detail the financing and economic model of the project, showing:

- the construction cost of the project according to a total cost approach, incorporating the costs of construction and operation of the building(s) or open space;
- the economic model of operation of the building or project as a whole to back up a forward estimate of revenue and expenditure, and a brief market analysis justifying the proposed exit price and/or the rental terms;
- The overall business plan of the project including the timeframes and expected levels of profitability and also specifying the envisaged financing plan.

2-3 – The candidate's offer

2.3.1 – The initial offer

At the stage of the initial offer, the candidates will propose a price offer, signed by a natural person authorised to legally and financially commit the candidate, irrespective of their legal form.

2.3.2 – The final offer

The price offer in the final offer will be firm and final. It will be made without pre-conditions other than those negotiated with the City of Paris or its partners or defined in the special conditions brought to the attention of candidates in the Data Room. Successful candidates are not entitled to compensation or review, particularly of the financial terms of their proposal. In the proposed offer amount, they will ensure that there are adequate financial provisions to cover any risks known at the time of filing of the offer or identified afterwards.

To be admissible, the offer must include a net selling price in euros excluding duty, value added tax and excluding fees, accompanied by the financial guarantee described below in 2-5.

At the time the deed is signed, the successful candidate will pay all taxes, fees, the contribution for property security and all notary fees relating to the assignment of rights.

It will be personally responsible for the fees of its advisers.

The candidate must acknowledge that in the context of this Call for Innovative Urban Projects, particularly bearing in mind the fact that it is aware of the information made available by the City of Paris and its partners, it was able to analyse, visit the land and make its own investigations, assisted by its teams, partners and suitably qualified and experienced external advisers. It shall also acknowledge that it has therefore been able to assess the legal, fiscal, technical, environmental and administrative situation of the property and its project, and accordingly the transaction, if completed, will be without guarantee of any kind other than the eviction guarantee under Article 1626 of the Civil Code.

The candidate must also acknowledge and accept that by submitting an offer, it has received sufficient information to make this offer without reservation and subject only to the conditions negotiated, which may be defined contractually with the City of Paris or its partners.

The offer to enter into a contract with the City of Paris or its partners is firm, cannot be changed and cannot be retracted until the signing of documents, unless the candidate receives a letter from the City of Paris or its partners, sent with acknowledgment of receipt, informing it of the rejection of its offer.

The final offer must be accompanied by a statement issued by a solvent financial institution having its registered office or a permanent establishment in France, confirming that it has received from the candidate an instruction to issue, at first request, the payment guarantee referred to in article 2.5.3.

2.4 – Assessment protocol

With the aim of appropriating innovations by public actors and with a view to reproducibility, the candidate is asked to attach an assessment protocol to its offer.

The protocol will lay down for each of the innovation challenges developed in the project:

- the evaluation criteria and indicators at different points in the project lifetime.
- the means used to carry out and analyse the assessment.

Candidates undertake to implement the assessment protocol and to deliver an assessment report to the City of Paris and its partners, at the key, collectively defined stages.

2.5 – The candidate’s commitments

2.5.1 – Commitment by the Candidate to sign the assignment of rights contract on the basis of its Final Offer and within a maximum time limit

In the submission of its Final Offer, the Candidate undertakes, in respect to the City of Paris, to sign the assignment of rights contract relating to the project led by it and under the terms of its Final Offer. The signing of this assignment of rights contract shall take place before the date set in the special conditions relating to each site.

2.5.2 – Fixed penalty in case of violation by the Candidate of the commitment to sign

In case of violation by the Candidate of its obligation to sign the assignment of rights contract before the date thus set, the Candidate shall be liable in respect to the City of Paris or its partners to a penalty of a fixed amount defined in the special conditions for each site. It is irrevocably committed to payment of this penalty.

2.5.3 - Guarantee of payment of the fixed penalty

Within fifteen days of notification of acceptance of its final offer, the Candidate undertakes to submit to the City of Paris or its partners an independent guarantee of payment on first request or a bank cheque from a solvent financial institution having its registered office or a permanent establishment in France, to ensure payment if applicable of the fixed penalty specified above.

This guarantee, a template of which will be attached in the data-room, must have a minimum length of two months longer than the scheduled date for the signing of the assignment of rights.

3 – Respect of confidentiality and commitments to be negotiated

3.1 – Confidentiality

Candidates undertake not to disclose any information of any kind that they may have received from the City of Paris or its partners, or obtained in any way, in writing or orally, and in any format whatsoever as part of this call for innovative projects and particularly during the preparation of the assignment of rights procedure (all information of this nature being “confidential information”), without the prior written consent of the other party.

Notwithstanding the provisions above, candidates may disclose any confidential information:

- to their directors, corporate officers and their employees, as well as to representatives of their boards, insofar as it is necessary for these people to be aware of this information for the preparation of land and/or property arrangements (it being agreed that the said directors, corporate officers or employees and representatives or advisers will be informed by the candidate of the confidential nature of the information and that the candidate shall ensure that these persons maintain this confidentiality);
- to any bank or financial institution with which the said party has financed its participation in the proposed operation, as well as representatives of these advisers for the preparation and execution of financing documentation;
- to the extent that disclosure is required by law or a regulation.

This commitment to confidentiality must be respected by all companies or entities controlling or controlled by the candidates.

3.2 – Negotiation of the conditions of assignment of rights

Since they do not appear in the Data Room, the clauses, terms and conditions of the assignment of rights will be negotiated for each site between the project leader, the City and its partners. This negotiation will be initiated with the project leaders accepted by the first panel and who are invited to submit a final offer drawing on a draft deed transmitted by the City or its partners, specifying the envisaged clauses and penalties.

These negotiations cover in particular:

- the real estate package for the assignment of rights;
- the conditions attached to the assignment of rights;
- the assignment clauses and those relating to the time period for implementation and continuation of the project, as well as the corresponding sanctions;
- any better fortunes clauses of the project and the sanctions;
- the environmental and social clauses.

For each site, the winning project leader must undertake to comply with the terms of this negotiation and to implement all necessary measures to achieve them. Otherwise, the City of Paris and its partners reserve the right to reject the selected candidate in favour of another project presented to the Panel.

The City of Paris and its partners wish to state that the implementation of the winning innovative project is a key element of their choice to sell the property in question to the successful candidate.

This implementation consists of the three following elements:

- compliance with the programme and the specifics of the innovative project: the successful candidate undertakes to implement the Project as it was selected by the Panel and approved by the vote of the Council of Paris and under the conditions negotiated with the City of Paris and its partners ;
- compliance with the provisional timetable for:
 - o the submission of applications for administrative permits;
 - o the start of construction;
 - o completion of the project;
 - o operational start-up;
 - o implementing the social integration clauses for the worksite.
- compliance with requirements of the City of Paris and its partners and commitments made by the applicant in its Offer in terms of environmental quality of the project and social integration.

APPENDIX**AMENDMENT OF THE LOCAL URBAN DEVELOPMENT PLAN**

The City of Paris Local Urban Development Plan (PLU), approved in 2006, is being amended. In compliance with guidelines of the Planning and Sustainable Development Project (PADD), changes to the urban development regulations of the PLU should enter into force in late 2015.

This amendment is intended to meet the municipality's objectives in terms of the production of housing, particularly social housing, preservation of environmental quality and the place of greenery in the City, as well as economic attractiveness. It also takes into account legislative and regulatory developments, particularly those under the Law on Access to Housing and Renewed Urban Development (ALUR) of March 2014, as well as higher level planning documents (SDRIF, PDUIF, SRCE ...).

1 – Producing housing for everyone:

With the objectives of increasing the pace of housing production and promoting a social mix, different regulatory means are being studied in the context of the amendment of the PLU, such as for example:

- support for new opportunities allowing the abolition of the Floor Occupancy Coefficient (COS) under the ALUR law, to promote an acceleration in the pace of housing production, with respect of the Parisian urban landscape covered by gauging rules;
- preservation of regulatory levers promoting the regional balance of destinations favouring residential use in the “protection of housing sector”, the desire for a housing/employment balance throughout the Paris region and now a “sector to facilitate a housing/employment mix” in the east of the capital;
- improvement in the performance of schemes promoting diversification in the supply of housing, particularly through the use of land for creating spaces reserved for social and intermediate housing.

2 – Protecting the environment:

On this theme, there are three main objectives: to enhance biodiversity and promote nature in the City, initiate energy transition, and improve the quality of life.

They could be translated by a change in regulatory arrangements relating to open spaces and planting to strengthen the requirements in terms of in-ground areas and to encourage the revegetation of roofs and facades, by parking regulations to contribute to the emergence of a quieter city better suited to public transport, environmentally-friendly means of transport and the organisation of urban logistics within Paris. Finally, obligations may be introduced with regard to the energy and environmental performance of buildings.

3 – Promoting the attractiveness and vitality of the City

The aim of the modifications is particularly to encourage the development of employment in eastern Paris and to support the modernisation and adaptation of office space. Measures for the protection of trade and crafts will be reinforced.

For more information consult www.imaginons.paris, on the amendment of the Paris PLU.