

Reinventing Cities,
*A global competition for innovative carbon-free and
resilient urban projects*

Regulation for the Expression of Interest Phase

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INTRODUCTION

Foreword from The Mayors

Climate change and global warming present an existential threat to the human race, and will require a unified global response at all levels of society. Scientists estimate that we are currently on a trajectory that will increase average global temperatures by two degrees above pre-industrial levels by 2100. If these emissions are not appropriately addressed, cities will become increasingly vulnerable to the adverse impacts of climate change.

At the heart of the city lies an opportunity, as urban density presents a greener way of living. Urban density can create the possibility for a better quality of life and a lower carbon footprint through more efficient infrastructure and improved urban planning.

Therefore, cities and private actors must work together to showcase new models for decarbonized development, buildings, and services to households and businesses in hopes for their widespread uptake and adoption.

As Mayors, we are committed with the C40 to move a step forward in our fight against climate change and to organize Reinventing Cities, an unprecedented global competition to stimulate sustainable development and to celebrate innovative solutions to environmental and urban challenges.

We hope Reinventing Cities will set new standards of carbon-neutral and resilient development and will enable the implementation of projects across a wide range of architecture, typology and usage. With this competition, we are calling the private actors to work with us to identify new solutions and to deliver the city of tomorrow, today.

Mayors of the 16 participating Cities

(Auckland, Cape Town, Chicago, Houston, Madrid, Mexico City, Milan, Montreal, Oslo, Paris, Portland, Reykjavik, Rio de Janeiro, Salvador de Bahia, San Francisco and Vancouver)

About C40

Twelve years ago, the C40 Cities Climate Leadership Group (C40) was created as a forum for Cities to share strategies for reducing carbon emissions and spurring global action in confronting climate change. C40 now connects, more than 90 of the world's greatest Cities and our membership represent over 650 million people and one quarter of the global economy. Our team has a strong evidence base, technical capabilities and successful network model, connecting Cities to share best practice to help them become low-carbon, resilient, healthy and liveable.

THE REINVENTING CITIES COMPETITION

Objectives of The Competition

Reinventing Cities is a competition initiated by the C40 to stimulate the most innovative carbon-neutral developments across the globe and to implement the best ideas to transform underutilized sites into beacons of sustainability and resiliency and act as a showcase for future zero-carbon urban developments.

Reinventing Cities will:

- help drive forward public policy making to support decarbonized, sustainable, intelligent and resilient Cities;
- support the implementation of new ideas and innovations that can be rolled out on a global scale;
- actively drive collaboration between the private and public sectors to deliver new approaches to delivering low carbon urbanisation; and
- reduce the impact of emissions due to the buildings. Buildings account for over 50% of emissions in C40 Cities. In order to meet Paris agreement, Cities need new buildings to be as close to zero carbon as possible and existing buildings need high levels of retrofit.

Therefore, each Reinventing Cities project should serve as a model for carbon-neutral development, demonstrating innovative climate solutions, providing local community benefits and be replicable in Cities around the world.

Each project will be developed on lands proposed by the cities showcasing how partnerships between Cities and the private sector can work in concert to shape a carbon-neutral, prosperous future.

The proposals, therefore, should address components such as energy efficiency, resiliency, water management, mobility, waste management, sustainable building materials and other components that will lead to a carbon-free project.

Reinventing Cities will function as an 'open source' contest designed to be used as a vehicle to instill decarbonised, resilient and sustainable urban environments into multiple Cities around the globe. The bidder teams will need to creatively address both content and form, and demonstrate that environmental performances can be achieved in combination with noteworthy architecture and community benefits.

Structure of the competition

To consider the specificities of each City and of each site, the competition is structured by two types of documents:

- The Regulation document (this document), common to all sites and to all participating Cities except for Rio de Janeiro.
- One Site Specific Requirements document (SSR) for each site, where each City details the specifications for the redevelopment of its site, and outlines the local rules and procedures (planning, bidding/purchasing procedures, requirements and conditions, etc.).

Therefore, the bidder teams are expected to submit proposals that both:

- Comply with the common objectives, criteria and requirements detailed in this Regulation document,
- Comply with the specifications and requirements provided in each Site Specific Requirements document (SSR)

Note that the local rules and legislation take priority over the common requirements defined in this regulation.

Outcome of Reinventing Cities

“Reinventing Cities” is an international competition that will enable the Cities to identify and select the best projects for the redevelopment of their sites. The sites proposed by the Cities form a diverse supply of lands and buildings, rapidly available, that are owned by the Cities or by City partners.

To keep things simple, throughout the rest of this document, the term “City” will refer to the site owner, be that the City itself or a City partner that owns the site.

For each site, the bidder teams will compete to buy or lease the site to implement their project. At the end of the competition process, each city will organize the legal arrangement to finalize the site transfer, in compliance with the local laws and rules.

For each site, these legal arrangements can take different forms: sale agreement, rental contract, lease-back, occupation etc. Note, reference to “transfer” further down in this document will mean to include all these potential options. The bidder teams will find in the SSR the information concerning the site transfer intended by each site owner for its site.

The Sites

The Cities have identified the following underutilized sites and invite multidisciplinary teams, including architects, urban designers, developers, environmentalists, neighbourhood groups, artists etc... to compete for the opportunity to transform the sites.

These sites comprise a diverse supply of land use with various states of development, typologies, and wide range of sizes – from existing buildings to empty parcels, and from a small plot in a City centre to a large site in a new development area. With this wide variety, C40 and Cities hope the proposals submitted by the bidder teams will combine a range of solutions to address environmental challenges the Cities face.

List of sites:

Auckland

- Alderman Car Park
- Falls Car Park

Le Cap

- Bishop Lavis Town Center
- Civic Centre Woodstock Car Park
- Grand Parade
- Mouquet Farm
- Ottery

Chicago

- East Garfield Park
- Pershing Road Buildings

Houston

- Holmes Road Landfill
- Velasco Incinerator

Madrid

- Mercado de Orcasur
- Vallecas
- Vilcàvaro
- Villaverde

Mexico City

- Subestación Potreros
- Depósito Telepilco

Milan

- Doria
- Serio
- Scuderie de Montel
- Scalo Greco Breda
- Gorla

Montréal

- De la Commune Service Yard

Oslo

- Furuset
- Fossumdumpa

Paris

- Hall de Décuvage Pleyel
- Passerelles
- Porte de Montreuil
- Plaine de l'Ourcq – Terrains MBK & K1/K2

Portland

- Lincoln Triangle

Reykjavik

- Ártún
- Frakkastígur
- Lágmúli

Rio de Janeiro

- Automóvel Clube do Brasil
- Avenida Presidente Vargas
- Three plots in the City Centre
- Bangu & Campo Grande
- Penha Circular

Salvador de Bahia

- Aquidabã
- Vale Dos Barris
- Prefeitura
- Old Limpurb Area

San Francisco

- Civic Center
- Hallidie Plaza

Vancouver

- Vancouver Innovation hub

The Timeline

The competition consists of two phases: the first will be the expression of interest phase, and the second, the proposal phase. The provisional timeline of the competition is as follows:

- Competition kick-off: End of December
 - opening of the public website www.c40reinventingcities.org
 - opening of the dataroom stage 1
 - publication on the website of the expression of interest regulation, and the SSR for each site
- Phase 1 - Expression of Interest: from December 2017 to May 2018
 - input into the dataroom by the cities and C40
 - development of the expression of interest by the bidder teams,
 - questions/answers via the dataroom,
 - site visits for the bidder teams,
 - **submission of expressions of interest: May 31, 2018**
- Selection committee for expressions of interest: June - August 2018
- Phase 2 – Proposal: September 2018 to January 2019
 - opening of the dataroom stage 2 to shortlisted applicants only,
 - opening of the questions/answers and possible dialogue with the shortlisted bidder teams
 - **submission of proposals: January 2019.**
- Selection of winners: 2019

It should be noted that for certain sites, a specific timeline might be put in place. For these sites, specific information will be published on the website and in the dataroom.

The present document details the regulations for the expression of interest phase. A specific regulation will be provided to the finalist bidder teams for the final phase of the competition.

The bidder teams will find in Appendix 1 outlines regarding the organization of the second phase of the competition (final proposal). This information is purely provisional and given for information purposes only.

The Bidder Team Qualifications

The purpose of Reinventing Cities is to encourage new types of collaborations that can create novel approaches and attractive projects. The “bidder teams” shall be the term used to describe all the involved members of a consortium. The legal entities, the roles, the responsibilities, and the commitments of each party should be clearly defined.

The composition of the Reinventing Cities bidder teams must reflect the expectations of the competition, and the composition and experience of the team will be used in assessing the proposal. The teams must bring together various actors that help to achieve the goals of Reinventing Cities. In addition to architects, environmental experts, investors and contractors, teams could include artists, designers, community stakeholders, etc.

Together, this multidisciplinary team will develop the project from the genesis to implementation and operational phase, and turn the proposal into a reality. Therefore, the bidder teams are encouraged to form a consortium as early as possible so that the site operators and the future users of the site to give substance to the project and to tailor it to specific needs.

In addition, while not required, they are also encouraged to combine international and local expertise. A local partner will be critical to assist in complying with the locally applicable rules and regulations and facilitate local stakeholder involvement.

In the expression of interest phase, the bidder team must at least appoint a qualified person in charge of the project design such as an architect or an urban designer, and an environmental expert; additionally, the team must designate a lead representative who will be the main point of contact and bear ultimate responsibility on behalf of the team. More detailed requirements for the bidding teams and legal entities itself may be included in the SSR or in the application form drawn up by each city for its site(s).

The Challenges to be Addressed by the Bidder Teams

The path to achieving a zero carbon project requires a combination of solutions. The choice of these solutions should be made in consideration of the site, its configuration and how it integrates with its surroundings.

The carbon footprint of a project obviously depends on its proposed functions. For all types and projects (residential, commercial, or mixed-used buildings; public spaces; or other type of activities), the bidder teams must propose solutions to minimize the carbon impact. In addition, the bidder teams can use local carbon offset to reach the zero carbon objective.

The Expression of Interest (Phase 1), will only have to briefly describe the proposed solutions. The Proposal (Phase 2) will need to include a detailed design and a clear and reliable carbon assessment of the project site. Information on the main principles to carry out a carbon assessment can be found

Appendix 2 of this document. Further guidance for the carbon assessment on specific project types will be provided to the finalist bidder teams ahead of phase 2.

The key challenges to deliver a carbon-free project are:

- 1. Building energy efficiency and supply of clean energy:** The energy strategy developed by the bidder teams should include the following energy hierarchy: (i) reduce energy demand; (ii) use energy efficiently; (iii) use renewable energy; (iv) use low carbon energy and (v) offset unavoidable greenhouse gas emissions in the local area. Efficiency is the highest priority in the design and operation of the buildings and public spaces. This means minimizing the amount of energy a building uses for heating, cooling, hot water, lighting, ventilation, electrical services etc. This could possibly be accomplished by using passive building design, energy efficient systems and products, by encouraging retrofitting solutions, and by ensuring that building owners and users can easily monitor and maintain low to zero energy use. Fostering the use and supply of clean energy at the site is also key in an effort to push for a low carbon transition in City energy systems. Bidder teams should consider measures such as the installation of photovoltaic and solar water heating panels, connection to district energy systems, onsite energy storage and off-site renewable energy purchasing strategies. .
- 2. Sustainable materials management and circular economy:** The objective is to reduce greenhouse gas emissions through material management and waste management while providing co-benefits such as reduced air, water, soil pollution and fossil fuel consumption. This requires implementing solutions and best practices at every stage of the project, including the design, construction, and the future use of the site. As an example, specify construction materials that minimize greenhouse gas emissions during manufacturing, transport and construction processes but also through the lifetime of the building; recycle discarded resources back into raw materials, manage waste collection and separation, and limit construction waste; prioritize building retrofits over demolition or new build where feasible; enable future adaptation of the building through improved modularity, etc.
- 3. Green mobility:** The bidder teams should design their projects to facilitate and encourage walking, biking, public transport, shared vehicles and electric and other low-emission vehicles while de-incentivizing combustion-based single occupancy vehicle use. Examples include secure bike storage and parking, ride-sharing options, electric vehicles and charging stations, actions to support local transit access, etc.

Projects need to address other key strategies beyond decarbonisation in order to assist in the rapid transition towards a climate safe, prosperous and sustainable city. The challenges detailed below cover important strategies to help deliver landmark sustainable and resilient projects, but are not exhaustive:

4. **Resilience and adaption:** Bidder teams should integrate climate resiliency measures throughout the project. This includes innovative solutions to prepare for current and future climate change in the city, such as increases in frequency and severity of extreme weather events, warmer temperatures (e.g. urban heat island issues), increase driving rain and wind speeds, sea level rise and flooding, and drought. Examples include green infrastructure, ecological solutions to manage heat and increased rainfall, onsite management of storm-water, elevation or protection of key infrastructure, modular design, measures to support community resilience through opportunities for social connection, etc.
5. **New green services for the site and the neighbourhood:** Bidder teams should consider using the site as a catalyst to leverage existing green services or to develop new urban services for the neighbourhood that help to reduce the city's environmental impact. Strategies include, supply and export of clean energy, new services for waste collection and redistribution of goods and data, development of sustainable freight and urban logistics, creation of pooled and shared services, creation of new public parks, etc.
6. **Green growth and smart Cities:** Bidder teams should consider hosting and incubating green start-up companies onsite; developing smart uses of information technologies, data management, and online communications to engage public and private stakeholders in climate change action and build more sustainable urban environments. This could include integrating new methods of producing and trading goods and services: encouraging local production, and the circular economy, temporary shops, 'Fab-labs' and shared spaces that allow retailers and craftspeople to experiment and pool their resources.
7. **Sustainable water management:** Bidder teams should consider developing efficient plumbing and irrigation; low-flow fixtures and appliances; wastewater treatment solutions that integrate with biomass systems; rainwater recapture for non-potable uses; and/or smart metering solutions that allow users to track and modify their behaviour.
8. **Biodiversity, urban re-vegetation and agriculture:** Bidder teams should consider developing green and blue infrastructure to maintain and promote urban biodiversity, to provide important ecosystem services such as pollination and climate resilience, and to mitigate heat island effect and reduce energy needed to cool and heat buildings (e.g. ecoroof and wall gardens). This could also include development of local and sustainable food systems in order to decrease food miles and to raise awareness about the benefits of fresh, seasonal food and local production.

Finally, the bidder teams must propose projects that combine environmental performance with high-quality architecture and urban design, and community benefits, demonstrating that compact and sustainable Cities come together with liveable, enjoyable and inclusive urban development.

9. Inclusive actions and community benefits: Bidder teams must ensure that the project strives to serve the needs of the residents and the neighbourhood where it is located. An emphasis should be placed on understanding the neighbourhood context so that the project is responsive to major needs, challenges and issues of the residents and business (both those in the formal and informal economy) located in its neighbourhood and surrounding area. Transforming neighbourhoods into thriving communities involves ensuring widespread access to the benefits of climate action- better health outcomes, job and skills-training opportunities, etc. Examples include developing projects that will be accessible to different parts of the population (social background, age, gender, origin, economic status, etc.); prioritizing dense, mixed-used and transit-oriented development; and the application of “chronotopic” strategies (coordinating alternative uses of the site according to the time of day or week).

Moreover, the bidder teams are required to involve local stakeholders and surrounding neighbourhoods in defining their communal expectations and choosing the most appropriate solutions. Effective community engagement is important to ensure that the proposed project is relevant and appropriate for those living and working in the area. This could help to increase acceptance, exposure and awareness of the project and its benefits, and increase the project’s viability and replicability.

10. Innovative architecture and urban design. Projects must upgrade the site while integrating into the urban environment and the wider neighbourhood in which the site is located. The bidder team will propose a unique world-class architectural approach through spatial design, building form, choice of materials, use of natural light, and artistic elements among others. This may also include activating new places such as “underutilized” spaces (rooftops, basements...), developing new types of services for the inhabitants and the users of the site, promoting activities that support citizen health and wellness, or designing public space to foster activity and connectedness. Besides upgrading the site itself, proposals must therefore also contribute to improving the wider precinct or neighbourhood in which it is located.

EXPRESSION OF INTEREST GUIDELINES

Contents of the Expression of Interest

The expression of interest file will be made up of three documents:

- Description of the bidder team and its organisation;
- presentation of the project and Development concept for the site;
- presentation of the legal and financial structure.

The documents will be written in both English and the local language (if applicable) and use the local currency. Each of the documents will be dated and signed by the representative of the bidder team.

1. The bidder team:

The composition and the experience of the bidder team is a criterion used to assess the quality of the project within the framework of the competition. It demonstrates the feasibility and the soundness of the project proposed. The bidder teams must clearly identify the role of each team member and their proposed contribution(s) to the project, and the lead representative of the team.

As part of the documents of the competition, a form drawn up by each city is provided in the dedicated folder for each site within the dataroom. The bidder teams must fill in this form and include it within their expression of interest proposal. The form will have three main sections:

1. Information regarding the bidder team representative;
2. information regarding each of the team members, including role, contribution, length and stages of participation (design/implementation/operation), level of experience and competence.
3. Appendices:
 - o references for past experiences on similar project for each of the bidder team members;
 - o a letter of authorization for the representative signed by all the team members which certifies that they agree with the conditions of their participation;
 - o The relevant documentation highlighting the company legal and financial viability from representative of the bidder team.

2. The Project

The project description (roughly 10 pages in the A4 or US-Letter format) will be structured as follows:

- a summary presentation of the general approach of the project, its objectives and its contribution to the objectives of this competition;
- a description of the activities and the functional and operational schedule of the project;
- a detailed account of the potential of the site and of the subsequent operational approaches according to the 10 challenges outlined above;
- a brief presentation of the proposed solutions to address the 10 challenges outlined above. The presentation will outline, if applicable, the phasing and the conditions for implementation of the solutions;
- a brief memo describing the initiatives undertaken or planned by the team to consult and to involve the local stakeholders and neighbourhoods in the design and operational stages of the project.

One A3-sized (or in the tabloid format) board of simple concept illustrations: basic sketches, schemes, diagrams, tables to present the concept and physical organisation and the integration of the project into its immediate urban and natural surroundings. At the Expression of Interest phase, the bidder teams are not required to provide detailed architectural drawings or designs. Architectural drawings will not be evaluated.

3. The Legal and Financial Set Up

The Expression of Interest must include a memo (a maximum of one page in A4 or US-Letter format) presenting the legal-financial framework proposed by the bidder team. This memo will outline:

- the type(s) of property transfer, in case they are not pre-set by the site owner or restricted by law or local rules;
- the duration of the transfers in case of concession, lease or occupancy, if it is not set by the site owner;

Note that at this stage, the legal-financial aspect is only a statement of intentions by the bidder team. The definitive commitments of the team will appear in the final proposal. Note that some cities have defined a minimum price for the property transfer, in that case it will be clearly specified in the SSR of the site.

Submitting Expressions of Interest

The Expression of Interest must be submitted electronically using the tab dedicated for this purpose “Submit a project” in each of the sites webpage. Your application must be provided both in English and in your local language, except in Norwegian (for Oslo) and in Icelandic (for Reykjavik).

The process for uploading the documents and downloading of the receipt are explained upon logging in to the shared database.

The deadline for uploading files to the database is **May 31, 2018 at 11pm UTC - Coordinated Time Universal**. Late uploads or other formats will not be accepted.

Evaluation of Expressions of Interest

This section defines the common expectations for the Expression of Interest; however, each site may have additional needs, goals or requirements based on the City’s interests and local laws. These elements are detailed in the SSR of each site and must be read with these regulations. Additionally, bidder teams will have to meet and comply with local planning and environmental regulations.

Note that information and documents relating to the local and/or national planning and bidding rules are provided within the SSR and through the dataroom. However, the information may not be exhaustive and it is the responsibility of the bidder teams to inquire about the rules that apply for the development of the site. If a proposed project does not comply with the local or national planning or bidding rules, the application may be judged inadmissible.

For each site, the Expression of Interest will be judged and selected based on the following criteria. These criteria won’t be weighted unless it is clearly specified in the SSR:

1. **The solutions proposed to address the 10 challenges** defined above. While the bidder teams are encouraged to address all the challenges, it is important to emphasize the relevant challenges that are most relevant for the site meaning the ones that will enable the City and the local neighborhoods to catalyze change towards decarbonized, sustainable and resilient urban development.
2. **The quality and suitability of the team** relating to the site’s issues and the project proposed, including references.
3. **The team’s legal and financial soundness.** The bidder teams will have to provide relevant information to enable the City to check that at least one of the members of the team has the financial capacity to enable the implementation of the project.

Note that for, some of the sites, additional specifications regarding these criteria may be provided by each city and detailed within each SSR. The bidder teams should refer to the SSR for further details on these specific local requirements.

Following the submission of the Expressions of Interest, the City will proceed with the support of C40 to undertake a technical analysis of the Expressions of Interest, based on the evaluation criteria defined above (and if any, in the SSR) and qualifying bids will be recommended to the members of the selection committee set up by each City.

The City will be able to ask the bidder teams to provide any additional information or clarification required for the understanding and the assessment of the expressions of interest. Responses must be provided in the form requested and within the set deadline.

For each site, the selection committee will suggest to the City to retain the finalist bidder teams. The City's decision-making body will make the final decisions. The general rules will be 3 finalists per site, but for some specific case, the City may decide to retain more finalists, with a maximum of 5 finalist teams.

The selected bidder teams will be invited to submit a proposal in the final phase of the competition. They will be directly informed by the City and C40 by e-mail followed by an official letter. After the selection committee process concludes, the City may organize a discussion with the shortlisted teams according to local rules in formats which will be specified subsequently. The selected bidder teams will also be informed of the remarks made by the selection committee, of the project's strengths and weaknesses, of areas where there is room for improvement, and will be able to discuss the legal-financial arrangements.

In addition to that listed above, and where applicable in a specific city, submission and compliance requirements and conditions in respect of bidder teams, project and legal / financial set-up, as well as additional evaluation criteria pertaining to individual cities, are set out in the SSR document for each site, and must be read in conjunction with this general regulation document.

ACCESS TO INFORMATION AND SUPPORT PROVIDED TO BIDDER TEAMS

Dedicated Website

<http://www.c40reinventingcities.org/> is the website dedicated to the “Reinventing Cities” competition. It is open and accessible to all. The bidder teams can consult the timeline for the competition, its regulations and the presentation of the proposed sites, including a SSR for each site accessible via the page dedicated to the site. On this page, the public will be able to post ideas and contributions which may help the bidder teams to better understand specifics related to a particular site, as well as the expectations of the local communities.

Further information about the competition procedure may be published at any time on the website.

During the Expression of Interest phase, the bidder teams will have access to a shared secured database hosted on the website by using the dataroom accessible on each site page. To do so, they will have to fill out a form with a regular email address.

Shared Dataroom and Information Files

The dataroom will host one folder per site and will contain related information and background documents gathered by each City for the needs of the competition. These information files will be updated regularly by C40 and the City up to four calendar weeks (equal to 28 consecutive days) before the deadline for the submission of the expressions of interest and the final proposals.

Each project folder will include site information (photo file, map of location, land, buildings, surface areas, real estate and regulatory information, local urban planning documents, city’s local standard bid conditions and submission / compliance requirements, risk and flood prevention plans). This information will allow the bidder teams to assess the technical, environmental, administrative and financial elements associated with each City site, which may be useful for drafting the expression of interest.

For each site, a mailbox address will allow bidder teams to ask questions to the City and C40. They will analyze the questions and respond via this mailbox.

Site Visits

For non-accessible sites and sites already built on, the Cities may organize site visits. Registration for the visit will be made through the website of the competition.

CONDITIONS AND COMMITMENTS OF THE BIDDER TEAMS, CITIES AND C40

Conditions of the Competition

The City and C40 reserve the right to make modifications to the files up to four calendar weeks (equal to 28 consecutive days) before the application submission date. Bidder teams must therefore respond based on the latest modified file.

The City and C40 have prepared this file in good faith. It contains all the relevant documents in their possession. They may not be held accountable or liable for any reason whatsoever, in particular with regard to the contents of the consultation file and its incomplete or inexact nature.

The City and C40 reserve the right to interrupt this procedure at any time, on one or several sites, and/or to not follow up the proposals received on one or more sites, with the bidder teams not having the right to request any compensation in return.

Bidder teams will not be compensated for their participation in the Reinventing Cities competition or for any expenses related thereto. The transaction for the site property transfer will occur after conclusion of the second phase of the competition, based upon the official decision of the decision-making body of each City and in compliance with local laws and rules.

Public Meetings

The City and C40 reserve the right to organise public meetings during the phase of Expression of Interest. These public meetings would have the following objectives:

- to provide information on the objectives, the procedure and the timetable of the competition. Note that the bidder teams will not present their projects during these events.
- Gather public input on project goals and ideas.

Where relevant, the minutes of these meetings will be published in the data room.

Additionally, an electronic space is open on the website for the competition, under the “Meet-up” tab, which allows internet users to contribute by expressing their opinions and proposals.

During the second phase of the bid, shortlisted bidder teams will be free to implement any public consultation and participation procedures they may wish. C40 and the partners highly encourage the bidder teams to develop a strategy to consult the civil society and the local communities.

At the end of the competition, the selected candidates will be able to present the winning project at a public meeting organised for this purpose.

Confidentiality

Throughout the bidding process C40, the Cities, and the bidder teams must enter into a Non-Disclosure Agreement to ensure strict confidentiality of:

- the proposals submitted by the bidder teams, paying particular attention to the intellectual property rights of the latter which may be linked to the contents of their proposals.
- Any information regarding the sites that the bidder teams may have received from the sites owners or C40, or obtained in any manner whatsoever except from the public information published on the website

Notwithstanding the above stipulations, the bidder teams will be able to communicate any confidential information:

- to their administrators, social or other representatives and their employees, as well as to their board representatives, to the extent that it is necessary for these persons to have knowledge of this information for the preparation of the land and/or property arrangements (it being agreed that the said administrators, social or other representatives and their employees and board representatives should be informed of the confidential nature of the information and should ensure that these persons respect its confidentiality);
- to any bank or financial institution or investor with which the said party has financed its participation in the planned operation, as well as to the representatives of the boards for the preparation and the execution of the financing arrangement;
- if the disclosure of the information is required by a law or a regulation.

APPENDIX 1 – PROVISIONAL SECOND PHASE GUIDELINES IF SELECTED TO SUBMIT A PROPOSAL

At the beginning of Phase 2, the finalist bidder teams will receive an additional regulation that will include the necessary information regarding how the phase will be structured, conditions and requirements for final proposals and selection criteria. The bidder teams will find in this Appendix 1 outlines regarding the organization of this final phase of the competition (final proposal). This information is purely provisional at this stage and given for information purposes only.

Provisional Content of the Final Proposals

The proposals will be drafted both in English and, if different, in local language and will use the local currency. They will be dated and signed by the bidding entity's lead representative and include the stamp of the bidding entity.

As a successful award in this final phase will lead to subsequent contractual agreements, submissions will have to clearly identify and define the name and legal nature of the corporate or organisational entity responsible for the bid and financial offer, as well as the identity of the various constituent bidding entity members including contractors and the like. This entity will bear the responsibility for all relevant local compliance (and subsequent contractual) requirements with respect to the bid submissions, and the entity must appoint a lead representative as the main point of contact for this purpose.

The final submission of the proposal will be considered as a commitment from the representative of the bidder team, for a minimum period of eighteen months from the date of the deadline for submissions, in all aspects, specifically the financial aspects and those regarding the proposed program and future use.

The final proposal encompasses and develops in more details all the elements appearing in the Expression of Interest both in term of form and content. The team will indicate the changes that have been made since the Expression of Interest submittal, specifically those which have arisen from discussions with the City or C40.

The proposal will show evidence of the commitments made by the representative and the bidder team members with regards to both the form and the contents of the project and its implementation methods.

The proposal will include the seven following documents:

1. The presentation of the bidder team

This form will complete the one submitted at the expression of interest stage, and will report any changes in the composition and organisation of the team.

At this stage, the cities may require from the team representatives to explain and justify how the team members, and specifically the architects and the environmental experts, are paid for the work delivered during the competition process.

2. The details of the project

The proposal will include a project description document similar to the one submitted at the first phase, but updated and including more details. Indeed, the project description will be a document of maximum 50 pages in the A3 or Tabloid format, made of text and sketches/drawings in a format of the candidate's choice. It will include at least:

- a detailed presentation of the schedule, the activities and uses developed in the project, and, if applicable, broken down by sub-sector or by building, together with a table summarising the distribution of the floor area according to its future use;
- a presentation of the project and more specifically the solutions proposed to address the 10 challenges defined above.
 - o The team will detail the solutions proposed to address the challenges. They will explain the relevance and the replicability of these solutions and how they will be implemented and made operational.
 - o At this final stage, the bidder team will provide a reliable carbon assessment of the project, following the guidance provided in the Appendix 2 to this document and the additional one that the finalist bidder teams will receive ahead of phase 2. In practice, the bidder teams will only include in the 50 pages' project description the main results of the carbon assessment, all the details (calculation, justifications etc.) should be detailed in a dedicated appendix.
 - o The bidder team will present the architectural, urban design aspects of the project (outline). They will explain the principles for the integration of the project into its urban and/or natural environment; and detail the design choices in term of construction methods and materials used. Finally, they will add a note analysing the project with regard to alignment with the local urban plan and if the project is subject to authorization or other permits for works (eg building permits, demolition permits, prior declarations, rezoning, environmental approval, heritage approval, etc.).
 - o The bidder team will detail the community benefits of the project, and they will also explain the existing and future strategy for engaging with civil society and the public consultation in the design and operational stages of the project.

3. The commitment and performance monitoring protocol

The bidder teams must submit the commitment and performance monitoring protocol, dated and signed by the representative. A template of protocol will be provided within the dataroom during the second phase of the bid. The bidding teams will have to:

- summarise the environmental performance of their project regarding the 10 climate challenges, and including the carbon assessment;
- specify their commitments regarding these project elements in the implementation and operational stages of the project, it being agreed that these commitments may be specified in the subsequent deeds for rights transfer.
- define the indicators and the resources mobilised to ensure these commitments are met over time.

4. The legal set up

The chosen legal set up will be presented both for the site transfer agreement contract with the City and, if applicable, for the deeds to be signed with the bidder team investors and operators.

Regarding the final site transfer agreement contract between the representative and the City, final proposals will detail: the nature of the rights to be transferred or granted and the provisional schedule for the completion of the contracts. It should be noted that no other suspensory conditions than those indicated in its conditions and clauses will be accepted.

The sub-contractual arrangements between the representative of the bidder team and the future operators, final users, etc. will be described. Therefore, the commitments made by the representative towards the City, and which will be transferred into these contracts, will be stated. The legal methods for the later management of the different spaces and their proposed uses will also be specified.

5. The financial proposal and set up

The bidder team will explain, according to the proposed legal set up, a financial proposal. As this stage, the bidder teams need to justify the feasibility and the financial viability of the project and will bring evidence, for example with a letter of commitment from the investors.

The price offer will be expressed in local currency, exclusive of seller fees and transfer duties, net Value added tax and net fees. In case of any ambiguity the price indicated will be *de facto* considered as exclusive of seller fees and transfer duties, net Value added tax and net fees.

Bidder teams are informed that the Cities reserve the right to not select a project whose financial basis is doubtful due to the absence of necessary and sufficient guarantees.

The financial proposal will be supported by the project financial plan and economic model.

Note that some cities have defined a minimum price for the property transfer, in that case it will be clearly specified in the SSR of the site.

6. The legal-financial form

The final proposal is firm as:

- the applicant has agreed with the clauses and conditions of site transfer defined in this consultation and through the documents submitted in the dataroom;
- its financial bid is as laid out in the proposal.

Therefore, the submission by the representative of the legal-financial framework, completed, initialled and signed by the representative, will be taken as an acceptance of the essential and decisive conditions, requirements and clauses for the site transfer according to the legal and financial conditions suggested in its proposal and those applicable in the relevant city.

For each of the sites, the legal-financial form to be attached to the proposal will be available in the dataroom during the second phase of the call.

7. A0 Panel

The bidder teams will produce 3 presentation panels of its project (format A0 or tabloid format portrait/vertical layout stuck to foam-back cardboard of 1cm thickness). These panels will be presented to the members of the final jury, and then potentially exhibited to the public.

Submitting The Final Proposals

The deadline and conditions for the submission of proposals will be specified in the specific regulation that will be provided to the finalist bidder teams ahead of this final phase. The proposals will have to be submitted both in paper form in several copies (of which one is reproducible) and in digital format via a dedicated tab in the database of each of the sites hosted on the dataroom.

Provisional Selection Criteria For The Second Phase

For each site, and in addition to what is specified by cities for individual sites in the second phase, the final proposal will be evaluated and selected on the basis of the following criteria:

- 1. The solutions proposed to address the challenges** previously defined. The jury will assess and judge:
 - o how the solutions proposed to address the challenges are efficient, relevant for the site and replicable across the City;
 - o the reliability of the carbon assessment provided by the team, the relevance and the replicability of solutions proposed to reach, or at least strive after the zero carbon objective. The main principles to carry out a carbon assessment are detailed in the Appendix 2 to this document, further guidance more specific to each type of project will be provided to the finalist bidder teams ahead of phase 2;
 - o the methodology and strategy for community engagement and for defining community benefits.

2. **The price offer and the financial feasibility:** the jury will assess the validity of the proposed price compared to market prices and to the nature and environmental content of the project. In addition, given the aim of rapid implementation of the project and exemplarity, the jury will also assess the financial feasibility of the project and its economic viability over time.
3. **The capability of the bidder team to deliver the project.** Coherence between the nature of the project and the capacity of the team. The composition and experience of the team and more specifically the soundness of the project leader must guarantee their technical and financial capacity to successfully implement the proposal.

For this final phase, these three criteria may be weighted, the weighting coefficient will be defined by the City and indicated to the finalist bidder teams ahead of the start of the phase 2.

Nomination of Winners

After the submission of the final proposals, each City will proceed with the support of C40 with their analysis and evaluation of proposals for each of the sites for which they are responsible. The technical analysis will cover the selection criteria defined above. These technical analyses will be considered by the members of the evaluation juries.

For each of the sites, the evaluation jury will be set up by each City and with the support of C40.

The shortlisted teams may be invited to make an oral presentation of their proposal to the jury and to answer any subsequent questions. An invitation will, if applicable, be sent to each shortlisted team which has submitted an admissible proposal.

The shortlisted teams can, in that case, use any relevant visual or audio-visual media tools they want. The Cities and C40 may use these tools later for public communication purposes.

Each jury will draw up a ranking of the proposals considering the possible weighting of the criteria defined by the City. This ranking will be sent to the deciding bodies of each City, with the aim of making a final selection, in accordance with its own applicable rules.

For each site, the name of the winning team will then be notified to the selected bidder team who will be obliged to maintain its proposal up to the signature of the deeds for site transfer.

If the selected bidder team does not, at a later stage, observe its commitments as stated in the proposal, the City reserves the right to not finalize the site transfer with the selected candidate. The Cities may even in that case decide to negotiate with other teams having submitted a proposal, and to retain another proposal according to the specific methods and procedures applicable in each City.

APPENDIX 2 – MAIN PRINCIPLES OF THE CARBON ASSESSMENT

As each project must aspire to being zero carbon, all bidder teams will have to provide a clear and reliable assessment of the greenhouse gases emissions of their project; this will be required at the second phase of the competition. As we expect bidder teams to submit different types of innovative projects, for different types of sites, further specific guidance on the methodology for assessing greenhouse gases emissions will be provided to the finalist teams before phase two.

Key Definitions and Meanings

Greenhouse gas emissions: the terms 'greenhouse gas' (GHG), carbon and carbon dioxide emissions are often used interchangeably. For the purpose of this assessment, we consider all greenhouse gas emissions as carbon dioxide equivalent emissions (CO₂e), as per the Kyoto Protocol convention.

Embodied carbon: refers to the greenhouse gas emissions generated throughout the lifecycle of a product i.e. during manufacture, transportation, use and disposal.

Zero carbon: for this assessment, zero carbon refers to 'net zero' greenhouse gas emissions. This means that any sources (release) of greenhouse gas emissions are balanced by sinks (capture or storage) of greenhouse gas emissions.

Carbon positive: when the stores (sinks) of greenhouse gases are greater than the release of greenhouse gas emissions, or the amount of renewable energy generated onsite is greater than the amount of energy consumed onsite, for example.

Main Principles of the Carbon Assessment

All bidder teams must have in mind that the following main principles will be applicable for the detailed carbon footprint:

Transparency: bidder teams will need to ensure that their methodology for the carbon assessment is fully transparent. Bidder teams will be required to disclose all relevant methods, data sources, calculations, assumptions and uncertainties to enable the reviewers to assess the credibility of the results.

Use of recognized methods for assessing sustainability: the bidder teams should comply with nationally and locally required sustainability standards and methodologies, where applicable, for example GHG Protocol, Bilan Carbone, LEED, BREEAM, Estidama, EDGE, ISO standards, etc.

Beyond 'business as usual': for all stages of the project, the bidding teams will be expected to qualify the priorities decided on and demonstrate how the proposed project performs better than a 'business as usual' approach through a description of actions taken to achieve GHG reductions against prevailing norms. If possible, quantify the avoided emissions that would occur outside of the chosen site but are possible thanks to the project (for example an increase in electric mobility thanks to a new charge infrastructure or a new construction technique that will be made available publicly after the project). Special recognition will be given to projects that show innovation in greenhouse gas reductions, or those which achieve 'carbon positive' status.

Scope: Bidder teams will be expected to consider the carbon impact of the project throughout the project lifecycle, quantifying greenhouse gas emissions where possible and demonstrating the proactive measures taken to reduce actual and embodied greenhouse emissions relative to common practice, at the following stages:

- Pre-construction: design and procurement strategy and allocation of responsibilities from contractual obligations to incentivised carbon performance approaches
- Construction: energy used during construction, embodied energy of materials etc.
- Occupation: all energy used during the operation of the building
- Expected maintenance and renovation through the lifetime of the building (e.g. solar panels, heating system, elevators, etc.)
- Transportation from people, goods and materials going to and from the building
- End of life: energy required for deconstruction, reuse of building materials etc.

Highlight the specific efficiency of the project, by providing a relevant key performance indicator (KPI): for example kgCO_{2e}/m², kgCO_{2e}/desk, kgCO_{2e}/specific activity, etc.

Use of carbon offsets: all projects should adhere to the energy hierarchy (see climate challenge 1), with carbon offsetting used as a last resort to account for unavoidable greenhouse gas emissions. All carbon offsetting must comply with internationally accepted carbon offset criteria, and should occur locally or be directly related to the project of the bidder teams.

Impact and replicability: special recognition will be given to projects which demonstrate a future proofing approach how innovation and deep GHG emissions reductions could be replicated beyond the selected site