



Reinventing
Cities

Reinventing Cities

*A global competition for zero-carbon and resilient
urban projects*

Regulation for the Expression of Interest Phase

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INTRODUCTION

Foreword by the Mayors

Climate change and global warming present an existential threat to humanity 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 of their widespread uptake and adoption.

As Mayors, we are committed with C40 to move a step forward in our fight against climate change and to organise 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 practices, typologies and uses. 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 participating Cities

About C40

C40 is a network of mayors of nearly 100 world-leading cities collaborating to deliver the urgent action needed right now to confront the climate crisis. C40 represents 700+ million people and one-quarter of the global economy. To learn more please visit the website www.c40.org.

OVERVIEW OF THE COMPETITION

Objectives

Reinventing Cities is an international competition initiated by C40 to stimulate zero-carbon developments across the globe and to transform underutilised sites identified by cities into beacons of sustainability and resiliency.

Reinventing Cities will:

- Foster collaboration between the private and public sectors to deliver zero-carbon urban regeneration.
- Support the implementation of innovative ideas that can be rolled out on a global scale.
- Help drive forward public policy to support decarbonized, sustainable, and resilient cities.
- Accelerate the change and innovation in the global building sector, which is responsible for 40% of emissions.

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

Competition framework

The competition consists of two phases: an Expression of Interest (phase 1) open to all, and a Final Proposal (phase 2) restricted to the finalist teams.

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

- The **Regulation** document (this document) applies to all sites unless otherwise stated. This document refers to phase 1. In addition, the bidding teams will find in Appendix A, information on phase 2, which is provided for reference only and is subject to be adjusted by each city after phase 1. In Appendix B, they will also find the *Guidance to Design a Zero-carbon, Sustainable and Resilient Project* that aims to support bidding teams in preparing their project.
- For each site on the dedicated web page, bidding teams will find one **Site Requirements** document (SR), that outlines the site specifications, including local rules (planning requirements, bidding procedures, etc.), the city's expectations for the redevelopment, the terms of the property transfer and the specific timeline. Note that in addition to the SR, the city

will provide specific competition documents and information regarding the site (maps, plans, urban planning rules etc.) through a dedicated *dataroom*.

The bidding teams are expected to submit proposals that comply with the general objectives and requirements detailed in this Regulation document and the ones provided in each SR. Note that the local rules and legislation prevail over the common requirements defined in this Regulation document.

Outcomes

In this competition, cities or city partners propose underutilised sites that are ready to be released and transformed. Reinventing Cities will enable them to identify and select the best projects for the redevelopment of their sites.

For simplicity, throughout the rest of this document, the term “city” will refer to the site owner, regardless of whether the site is owned by the city or another entity.

The sites proposed for the competition comprise a diverse supply of land with a wide range of sizes and typologies – from existing buildings to empty parcels, and from a small plot in a city centre to a large site in a new development area. The sites proposed for the competition can be found on the public [website](#).

For each site, bidding teams will compete to acquire the site and to implement their project. Their submitted projects will be holistic from inception to implementation and operation and will demonstrate how environmental performances can be achieved together with community benefits. Projects must also include a financial plan to turn the proposal into reality.

At the end of the competition process, each city will organise the legal agreement to finalise the site transfer, in compliance with local laws and regulations. For each site, the legal arrangement can take different forms: sale, lease, a rental contract, lease-back, occupation, joint venture, etc. Note that the use of “site transfer” in this document will refer to all these potential options. The bidding teams will find in the SR the information concerning the type of site transfer chosen by each city for its site.

General timeline

The general timeline of the competition is outlined below. The specific calendar and deadlines for each site are specified on the page dedicated to the site on the website and the SR.

- **Competition kick-off**, the information about the sites is released and available at www.c40reinventingcities.org

- **Phase 1 'Expression of Interest'** (3 to 5 months)
- **Analysis of the expressions of interest and selection of the finalist teams** (2 to 3 months)
- **Phase 2 'Final Proposal'** (4 to 6 months)
- **Analysis of the final proposals and selection of the winning project** (2 to 3 months)

Please refer to Appendix A for information on the content and requirements of phase 2 submissions.

Bidding team qualifications

Reinventing Cities aims to encourage new types of collaborations that can create novel approaches and innovative projects.

The bidding teams must be multidisciplinary, develop the project from the genesis to the implementation and operational phase and turn the proposal into reality. Therefore, bidding teams are encouraged to form a consortium as soon as possible so that operators and future users of the site can give substance to the project and adapt it to specific needs.

The bidding teams must at least comprise:

- A qualified person in charge of the project design such as an architect or an urban designer (mandatory from the Expression of Interest).
- An environmental expert (mandatory from the Expression of Interest).
- A developer, investor, or financial backer with the financial capacity to implement the project (recommended for the Expression of Interest phase and mandatory for the Final Proposal phase).

In addition, bidding teams are also encouraged to include other stakeholders such as creative project holders, start-ups, academics and community associations.

While not required, the bidding teams may combine international and local expertise. The presence of a local partner is recommended to assist in complying with the local rules and to facilitate the involvement of local stakeholders.

Finally, the bidding teams must designate:

- The organisation/company that will be the team representative and will bear ultimate responsibility on behalf of the team.
- The person who will be the main point of contact for the exchange with C40 and the city.

More detailed requirements for the bidding teams may be included in the SR.

Throughout the rest of the document, the term “bidding teams” will refer to all the members involved in a consortium applying to the competition.

The 10 Climate Challenges

Reinventing Cities projects must strive to achieve carbon neutrality and develop resilient and people-centred places.

The pathway to achieving such projects requires a combination of solutions. The choice of these solutions should be made in consideration of the site, its configuration and how it fits with its surroundings. In each SR, cities have indicated specific environmental challenges and objectives for their site.

The competition defines 10 Climate Challenges that bidding teams are invited to address:

1. Green buildings and energy efficiency (mandatory)
2. Clean construction and building life cycle (mandatory)
3. Low-carbon mobility
4. Climate resilience and adaptation
5. Sustainable lifestyle and green jobs
6. Sustainable water management
7. Circular resources and sustainable waste management
8. Green space, urban nature and biodiversity
9. Social inclusion and community engagement
10. High-quality architecture and urban design

Teams should refer to the document *Guidance to Design a Zero-carbon, Sustainable and Resilient Project* for guidance on the 10 Climate Challenges and information on the main principles for conducting a carbon assessment. This document is available in Appendix B.

In the Expression of Interest phase, the bidding teams should explain the general approach of their project. The Expression of Interest submissions should therefore only briefly describe the proposed solutions. In phase 2, finalist teams will be encouraged to include in their final proposal an assessment of the carbon footprint of their project and to provide quantitative details.

EXPRESSION OF INTEREST GUIDELINES

Submission content

The Expression of Interest submission shall include the following main documents:

- **Team form**
- **Presentation of the project**
- **Illustration board**
- **Legal and financial set-up (if applicable)**

The documents must be written in English and/or in the language indicated in the SR and use the local currency. Each of the documents will be dated and signed by the team representative.

1. Team form

A team form is provided for each site and available in the *dataroom*. The bidding teams must fill in the form and include it within their Expression of Interest proposal. The form has three main sections:

1. Information regarding the team representative.
2. Information regarding each team member, including their role, duration and stages of contribution to the project (design/implementation/operation), experience and skills.
3. Appendices:
 - References of past experiences on similar projects for each team member (a maximum of five references per team member).
 - A letter of authorization signed by all team members officially endorsing the entity of the team representative and certifying that all members agree with the conditions of their participation.
 - Relevant documentation highlighting the legal and financial qualifications of the team representative.

2. The presentation of the project

The project concept (**maximum of 10 pages in A4 or US-Letter format**) will include the following information:

- A presentation of the project's general approach and contribution to the objectives of the competition.
- A description of the land uses proposed for the site.
- A presentation of the strategy developed by the team to minimise carbon emissions and the solutions proposed to address the 10 Climate Challenges.
- A description of initiatives undertaken or planned by the team to consult and involve local stakeholders and inhabitants in the project.

3. Illustration board

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

4. The legal and financial set-up (if applicable)

Teams must include a note **(maximum of one page in A4)** presenting the legal-financial framework proposed only if:

- The type of property transfer is not defined by the city or by local rules.
- The duration of the transfer (in case of concession, lease or occupancy) is not set by the city.

If the above information is already specified by the city in the SR, bidding teams are not required to include the legal and financial set-up note in their Expression of Interest submission.

Note that at this stage, the legal and financial aspect is only a declaration of intent by the bidding team. The team's definitive commitments will be defined in the final proposal. Note that some cities have defined a minimum price for the property transfer; in that case, it will be specified in the SR of the site.

Submission process

The Expression of Interest must be submitted electronically using the "Submit a project" button visible on the webpage of each site.

The deadline for uploading submissions is indicated on each SR. Late uploads or other formats will not be accepted.

Please upload all documents in one file (e.g. a compressed zip file) which must not exceed 1.5 GB.

Evaluation of submissions

For each site, the Expression of Interest will be judged and selected according to the following criteria:

- 1. Relevance of the project to the specifics of the site.** The jury will assess the team's understanding of the specific challenges of the site and the adequacy of their proposal to the city's objectives and local rules as outlined in the SR. They will specifically evaluate the relevance and quality of the land use destination, including activities proposed for the site.
- 2. Strategy to minimise carbon emissions and proposed solutions to address the 10 Climate Challenges.** The jury will assess the team's objectives and strategy to minimise the carbon footprint of their project. The jury will also evaluate the quality of the proposed solutions and their replicability across the city and around the world. Bidding teams must emphasise the solutions that are most relevant to the site, meaning those that support the city and local communities to catalyse change towards a low-carbon, sustainable and resilient urban future.
- 3. Suitability of the team.** The jury will assess the coherence between the composition and skills of the team and the nature of the project. They will also assess the experience and financial capacity of the team to successfully implement the proposed project.

These criteria will not be weighted unless specified in the SR. Furthermore, additional evaluation criteria and compliance requirements may be defined in the SR of each site and must be read in conjunction with this regulation document.

Information on local and/or national planning and bidding rules is provided within the SR and the *dataroom* of the site. It is important to note that the information may not be exhaustive, and it is the responsibility of the bidding teams to inquire about the rules that apply to 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.

Following the submission of the Expressions of Interest, the city will undertake, with the support of C40, a technical analysis of the Expressions of Interest, based on the evaluation criteria defined above (and if any, in the SR).

The city may ask the bidding teams to provide any additional information or clarification to evaluate the Expressions of Interest. Responses must be provided in the form requested and within the set deadline.

For each site, the city supported by C40 will set up a selection committee that will issue recommendations for the city to retain the finalist teams. The general rule is that cities select 3 finalists per site, but for some specific cases, the city may decide to retain more finalists, with a maximum of 5 finalist teams.

The selected bidding 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 an e-mail followed by an official letter. After the selection process has concluded, the City may organise a discussion with the shortlisted teams according to local rules in a format which will be specified subsequently. The selected bidding teams will also be informed of the comments made by the selection committee on the project's strengths and weaknesses, of areas where there is room for improvement, and may be able to discuss the legal/financial arrangements.

ACCESS TO INFORMATION AND SUPPORT

Dedicated website

www.c40reinventingcities.org is the website dedicated to the Reinventing Cities competition. It is open and accessible to all. The bidding teams can consult the competition regulations and the presentation of the sites, including a page dedicated to each site. Further information about the competition procedure may be published at any time on the website.

Shared *dataroom* and information

During the Expression of Interest phase, the bidding teams will have access to a shared database (*dataroom*) accessible from each site's webpage. To access the *dataroom*, bidding teams must fill in a form using a regular e-mail address.

The *dataroom* will host one folder per site and will contain information and background documents gathered by each city for the competition. These information files will be updated regularly by C40 and the city up to two (2) calendar weeks (equal to 14 consecutive days) before the deadline for the submission of the Expressions of Interest.

Each folder will include site information, such as photos, maps, land or building surface areas, regulatory information, urban planning documents, local standard bid conditions, submission/compliance requirements, risk and flood prevention plans. This information will allow the bidding teams to assess the technical, environmental, administrative and financial elements associated with each site.

Up to three (3) calendar weeks (equal to 21 consecutive days) before the deadline for the submission of the Expression of Interest, questions relating either to the site or to the competition may be asked through the question box on the page dedicated to the site on the website. The city and C40 will analyse the questions and respond.

Site visits

For non-accessible sites and sites that are already built on, cities may organise site visits. Registration for visits can be done through the website.

CONDITIONS AND COMMITMENTS OF BIDDING TEAMS, CITIES AND C40

Conditions of the competition

The city and C40 reserve the right to make modifications to the files up to two calendar weeks (equal to 14 consecutive days) before the submission deadline. Bidding teams must therefore respond based on the latest uploaded files.

The city and C40 prepare these files in good faith. They contain all relevant documents in their possession. They may not be held accountable or liable for any reason whatsoever, particularly regarding the information and content of the files and their 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 with the proposals received on one or more sites. The bidding teams will not be entitled to ask for any compensation in return.

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

Public meetings

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

- Provide information on the objectives, the procedure and the timeline of the competition.
- Gather public input and ideas on the project goals.

Note that the bidding teams will not present their projects during these events.

Where relevant, the minutes of these meetings will be published in the *dataroom*.

Additionally, an open space on the website, under the “Meet-up” button, allows users to contribute by expressing their opinions and proposals.

Confidentiality

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

- The proposals submitted by the bidding 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 bidding teams may have received from the site owners or C40 or obtained in any way other than the public information published on the website.

Notwithstanding the above clauses, bidding teams may disclose any confidential information:

- To their administrators, social or other representatives and their employees, as well as to their board representatives, insofar these persons must have knowledge of such information for the preparation of the land and/or property agreements (it being agreed that the aforementioned persons must be informed of the confidential nature of the information and the bidding teams must ensure that these persons respect this confidentiality).
- To any bank, 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 execution of the financing arrangement.
- If the disclosure of the information is required by law or regulation.

APPENDIX A – PROVISIONAL SECOND PHASE GUIDELINES

(If selected to submit a final proposal)

At the beginning of phase 2, the finalist teams will receive an additional regulation document prepared by the city with the support of C40. This document will include the necessary information regarding how phase 2 will be structured, conditions and requirements for the final proposals and selection criteria. In this Appendix, bidding teams can find an outline of the second phase of the competition. **This information is purely provisional, subject to change and provided for reference only.**

Content of the final proposal

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

The proposal will show evidence of the commitments made by the team representative and the bidding team members. The final proposal will be in the language indicated by each city and must consist of five different documents:

- **Team form**
- **Presentation of the project**
- **Performance Monitoring Protocol**
- **Description of the legal setup and the financial arrangement**
- **Illustration boards**

More details on these documents can be found below.

1. Team form

Finalist teams must complete a new team form which will be provided to them at the beginning of the Final Proposal phase. This form substitutes the one submitted for the Expression of Interest phase and will report any changes in the composition and organisation of the team.

2. The presentation of the project

The final proposal will include a project description document of **a maximum of 50 pages in A3 or tabloid format**, made of text, sketches and drawings in a format of the candidate's choice. All the details (calculation, justifications, etc.) should be outlined in a dedicated appendix which must not exceed 20 pages in A3 or tabloid format.

The presentation of the project will specifically include:

- **A detailed carbon assessment of the project.** The team is expected to explain their strategy to minimise the carbon emissions of their project and to strive for zero carbon. To carry out the carbon assessment of their project and to define their carbon objectives and commitments, finalist teams are encouraged to follow the guidance and to provide the KPIs outlined in the document called *Guidance to Design a Zero-carbon, Sustainable and Resilient Project* available in Appendix B. If a team is unable to perform a detailed carbon assessment of the project, an estimation can be made based at least on the location, construction area, and existing carbon data on energy consumption.
- **A presentation of the environmental performances of the project**, including the description of the proposed solutions and the objectives and commitments of the teams to deliver a zero carbon, sustainable and resilient project (challenges 1 to 8). Finalist teams are invited to explain the relevance of their solutions for the city and site, as well as their replicability. They will also detail how the team intends to implement and to make these solutions operational. Teams are encouraged to follow the guidance and to provide the KPIs outlined in the document available in Appendix B.
- **An evaluation of the community benefits of the project**, and details about the strategy of the team for engaging with the local community in the design and operational stages of the project (challenge 9).
- **A presentation of the architecture and design of the project** (challenge 10), including:
 - Integration of the project into its urban and/or natural environment.
 - Design choices in terms of construction methods and materials.
 - Analysis of the project's alignment with the local urban plan to verify whether it is subject to specific authorisation or permits (e.g. building permits, demolition permits, prior declarations, rezoning, environmental approval, heritage approval, etc.).
 - Drawings and plans to provide a comprehensive understanding of the project (e.g. architectural renderings, site plan, floorplans of the

most significant floors and articulation with the outdoor areas, sections and elevations).

- **A detailed presentation of the land use destination proposed for the site**, specifying the surface areas built and broken down by sub-sector or by building, together with a table summarising the distribution of the floor area for each future use.
- **A detailed presentation of the project's timeline and phasing.**

3. The Performance Monitoring Protocol

The document should consist of a set of filled-out tables, gathering the information detailed below. The protocol cannot exceed **20 pages (A4 or US letter format)** and appendices are forbidden.

The Performance Monitoring Protocol is a tracking tool developed by each finalist team to monitor the long-term achievements of the solutions proposed by the team for the redevelopment of the site. Dealing with the commitments of the team towards the sustainability of the project comprehensively, the Performance Monitoring Protocol strictly differs from – but is complementary to – the environmental assessment that the finalist teams must submit as part of the presentation of their project (document 2).

The Performance Monitoring Protocol will serve as a baseline for the winning team and the city to finalise the site transfer agreement after the competition process.

The scope of commitments must be drafted by each finalist. Finalists are not required to include in their Performance Monitoring Protocol all the solutions they have proposed and therefore may choose to monitor all or part of the solutions proposed in their project. They are indeed encouraged to identify and include in their Protocol the most important commitments and solutions.

Within the Protocol, the finalist teams must:

- Specify their objectives and commitments regarding the carbon footprint of their project.
- For each of the 10 Climate Challenges, specify **the key measurable objectives and commitments**. If the objectives cannot be quantitatively monitored, the team will explain why and outline substantial details that could contribute to the monitoring of the solution proposed.
- Detail the monitoring process for each component or solution considered, including the methodology and the indicators. Teams must consider all the phases of the project: design, implementation, and operational stage.

4. The legal setup and financial arrangement

For phase 2, the finalist teams will describe the legal and financial set-up of the project in the following three documents which may be adjusted by each city before phase 2:

- **The legal framework proposed by the team for the site transfer.** This includes the nature of the rights to be transferred (or granted) and the provisional schedule for the completion of the contracts. The finalist teams will also describe the process to carry out their project: prospecting, juridical and financial structuring, building phase and commercialization, etc.
- **The price offer and financial arrangement.** Following the proposed legal setup, the finalist team will present their financial proposal. The price offer will be expressed in local currency and will provide all the necessary details (taxes, fees, etc.) to ensure that the price offer is complete and aligned with the local practices.
- **The business plan and economic model of their project.** The finalist teams must justify the feasibility and the financial viability of their project and must bring evidence of their business plan. The business plan (preferably in Excel format) must include a breakdown of construction and development costs, expected periods and profitability levels, specifying the envisaged funding plan accompanied, if possible, by evidence, such as letters of interest or commitment from investors or financial backers testifying as to the financial soundness of the proposal. The city reserves the right not to select a project with a weak financial basis due to the absence of necessary and sufficient guarantees.

5. Illustration boards

Each finalist team must provide **one to three boards (A0 (864 x 1118 mm) or 3:4 (36x48 inches) format)** to present their project. The boards may include drawings, illustrations and text. They can be set in a portrait or landscape viewing.

Submission process

The final proposals must be submitted electronically using the tab named "Submit a project" on the webpage of each site. Please upload all documents in one file (e.g. a compressed zip file) which must not exceed 1.5 GB.

Selection criteria

The final proposals will be evaluated and selected based on the following criteria:

1. The relevance of the project to the specifics of the site

The jury will assess the team's understanding of site-specific challenges and the adequacy of their proposal regarding the city's goals and objectives outlined in the SR. They will specifically evaluate the relevance and quality of the land use destination including the activities proposed for the site.

2. The strategy to minimise carbon emissions and proposed solutions to address the 10 Climate Challenges

The jury will assess:

- The team's carbon objectives, the emission reduction strategy and the quality of their carbon assessment.
- The quality, relevance and replicability of the proposed solutions to achieve a zero carbon, sustainable and resilient project (challenge 1 to 8).
- The community benefits of the project and the methodology and strategy for community engagement (challenge 9).
- The architectural quality of the project and its integration into its urban and/or natural environment (challenge 10).

3. The soundness of the business model and the relevance of the legal and financial agreement

The jury will assess:

- The financial feasibility of the project development and its economic viability over time.
- The consistency of the proposed price for the property transfer with market prices and with the expected benefits of the project (development of new services, environmental benefits, community benefits, etc.).

4. The suitability of the team

The jury will assess the coherence between the competencies of the team and the nature of the project. The composition, capabilities and experience of the team, and in particular of the team representative, must establish the technical and financial capacity of the team to successfully implement the proposed project.

Nomination of winners

After the submission of the final proposals, the city will proceed with the analysis and evaluation of the proposals with the support of C40.

The city may ask the finalist teams to provide any additional information or clarification required for further understanding and the assessment of their proposal. In exceptional cases, if the city considers that, based on the final proposals received, the evaluation jury will not be able to make a final selection, the city reserves the right to organise a negotiation meeting with each of the finalist teams, and to ask them to submit an updated proposal before the evaluation jury.

The evaluation jury will be set up by the city with the support of C40.

The finalist teams may be invited to make an oral presentation of their proposal to the jury and answer any subsequent questions.

For each site, the evaluation jury will issue recommendations for the city to retain the winning team. After the final decision of the city, the name of the winning team will then be notified to the selected team who will be obliged to maintain their proposal up to the signature of the deeds for the site transfer, with a maximum period of 18 months after the notification.

If the selected bidding team does not, at a later stage, keep its commitments as stated in the proposal, the city reserves the right to withdraw from the finalisation of the site transfer with the selected candidate. In that case, the city may decide to negotiate with the other finalists teams who submitted a final proposal, with respect to the ranking draw-up by the jury, validated by the deciding body of the city. Finally, the city may retain another proposal according to the specific methods and procedures applicable in the city.

Access to information

During phase 2, each *dataroom* will be secured, with restricted access to the finalist teams of the site.

The *Conditions and Respective Commitments of the Bidding teams, Cities and C40* described above remain applicable.

APPENDIX B – GUIDANCE TO DESIGN A ZERO-CARBON, SUSTAINABLE AND RESILIENT PROJECT

C40 has developed a guidance document that aims to support teams in developing a zero-carbon, sustainable and resilient project. This document provides guidance and requirements on the 10 Climate Challenges and information on the main principles for carrying out a carbon assessment. Bidding teams can find this document [here](#).