

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 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

In 2005, 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 close to 100 of the world's greatest cities and our membership represent over 700 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 being 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 together to shape a carbon-neutral, prosperous future.

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

Reinventing Cities will function as an open contest designed to be used as a vehicle to promote decarbonised, resilient and sustainable urban environments into multiple cities around the globe. The bidding teams will be invited to submit their best proposal for ready-to-go project that must creatively address both content and form, and demonstrate that environmental performances can be achieved in combination with high-quality 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 documents:

- The Regulation document (this document), common to all sites unless otherwise indicated in the Site Specific Requirements document (SSR).
- One Site Specific Requirements document (SSR) for each site, where each city details the specifications for the redevelopment of its site, outlines the local rules and procedures (planning, bidding/purchasing procedures, requirements and conditions, etc.), and indicates its specific timeline.

Therefore, the bidding 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 prevail over the common requirements defined in this Regulation document.

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 which are quickly available, and 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, regardless of whether the site is owned by the city itself or by a city partner.

For each site, the bidding 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 regulation.

For each site, these legal arrangements can take different forms: sale agreement, rental contract, lease-back, occupation 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 SSR the information concerning the type of site transfer chosen by each site owner for its site.

The Sites

Participating cities have identified underutilized sites and invite multidisciplinary teams, that include architects, urban designers, developers, environmentalists, neighbourhood groups, artists etc... to compete for the opportunity to transform these sites.

These sites comprise a diverse supply of land use at various state 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 participating cities hope the proposals submitted by the bidding teams will combine a range of solutions to address environmental challenges the cities face.

The sites proposed for the competition can be found on the public website www.c40reinventingcities.org.

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 timeframe of the competition is outlined below. The specific timeline for each site will be published on the website and will be included in the SSR.

- Competition kick-off: to be indicated in each SSR
 - Information about the process and the site available on the public website www.c40reinventingcities.org;
 - opening of the dataroom phase 1;
 - publication on the website of the present expression of interest regulation, and of the SSR for each site.
- Phase 1 'Expression of Interest' (3 to 5 months)
 - input into the dataroom by the cities and C40;
 - development of the Expression of Interest by the bidding teams;
 - questions/answers via the dataroom;
 - site visits for the bidding teams;
 - **submission of expressions of interest: to be indicated in each SSR.**
- Analysis of the expressions of interest and selection committee for expressions of interest (2 to 3 months).
- Phase 2 'Proposal' (4 to 6 months)
 - opening of the dataroom phase 2 to shortlisted applicants only;
 - opening of the questions/answers and possible dialogue with the shortlisted bidding teams;
 - **submission of proposals.**
- Analysis of the proposals and final selection committee (2 to 3 months)

The present document details the regulations for the Expression of Interest phase. A specific regulation for each site will be provided to the finalist bidding teams for the second phase of the competition (final proposal).

The bidding teams will find in Appendix 1 information on the organization of the second phase of the competition (final proposal). This information is subject to change and provided for information purposes only.

The Bidding Team Qualifications

The purpose of Reinventing Cities is to encourage new types of collaborations that can create novel approaches and attractive projects. The “Bidding teams” or “teams” will be the term used to describe all of the involved members involved in 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 bidding 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, developers, investors and contractors, teams could include creative project holders, start-ups, artists, community stakeholders, etc.

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

While not required, the team may combine international and local expertise. The presence of a local partner will be critical to assist in complying with the locally applicable rules and regulations and to facilitate local stakeholder involvement.

In the expression of interest phase, the bidding 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 the organization/company that will be the lead representative of the team and will bear ultimate responsibility on behalf of the team. The team must also designate the person who will be the main point of contact to exchange for C40 and the City. Note that for this phase, it is not required - while it is highly appreciated - for the team to include a developer, investor or financial backer with capacity to implement the team’s project.

More detailed requirements for the bidding teams and legal entities themselves 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 Bidding Teams

The competition defines 10 Challenges for Climate that are listed below. The bidding teams are invited to address these challenges in order to deliver a decarbonized, resilient and sustainable project.

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 fits in with its surroundings. In the SSR, each city has indicated specific environmental challenges and objectives for their site.

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 bidding teams must propose solutions to minimize the carbon impact. In addition, the bidding teams can use local carbon offset to reach carbon neutrality.

In the expression of interest phase, the bidding teams explain the general approach of their project. The expression of interest submissions will therefore only have to briefly describe the proposed solutions.

In the second phase, the shortlisted teams will be encouraged to include in their final proposal an assessment of their project's carbon footprint and to provide quantitative details.

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

1. **Energy efficiency and low-carbon energy** (mandatory). The objective of this challenge is to reduce the GHG emissions and the environmental impact of energy production and consumption.

The proposed development should go beyond current 'Business-As-Usual' energy standards to demonstrate exemplary energy efficiency, clean energy usage and strive to achieve net zero energy or 'positive energy' status. The energy strategy developed by the bidding teams should strive to include the following: (i) passive design and efficient building form and fabric; (ii) energy efficient appliances/equipment; (iii) occupant control, monitoring and evaluation of energy consumption; (iv) on-site and off-site production and consumption of renewable energy; (v) energy storage; (vi) societal benefits related to sustainable energy.

Energy efficiency is a high 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. Fostering the production and use of clean energy at the site is also key.

2. **Life cycle assessment and sustainable materials management** (mandatory). The objective of this challenge is to reduce the embodied carbon of the project which refers to the lifecycle greenhouse gas emissions that occur during the manufacture and transport of construction materials, as well as the construction process itself and end-of-life aspects of the building.

The project should prioritize building retrofits over demolishing old buildings or building new ones. And choose construction materials with lower emissions from the extraction-, manufacturing-, transportation- and end of life phase. For example, timber and low-carbon concrete. Reusing and recycling construction materials is also of great importance.

3. **Low-carbon mobility**. The objective of this challenge is to foster sustainable mobility options. The bidding teams should design their projects to facilitate and encourage walking, cycling,

public transport, shared vehicles and electric and other low-emission vehicles and to de-incentivize the use of fossil fuel transport.

The proposed development should go beyond 'Business-As-Usual' to demonstrate exemplary standards of green mobility to reduce energy consumption related to transport as well as to contribute to clean air standards.

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. Climate resilience and adaption.** The objective of this challenge is to develop a project that is resilient to current and future climate hazards specific to the location of the site. Bidding teams should integrate climate resilience measures throughout the project.

The project should be resilient towards climate hazards such as, temperature rise, increase in intensity and frequency of winds and storms, flooding, sea level rise, droughts. This means that the project should include a climate change assessment, including the climate hazards that the specific site is exposed to and under which climate change scenarios/what time horizon? With this assessment as a starting point, projects should seek to implement adaptation measures.

Resilience should cover two aspects: (i) Occupant resilience, such as tree planting or shaded areas to protect residents from the heat island effect. (ii) Building resilience, such as reinforced foundation in locations where strong winds could cause damage, consideration of how droughts could affect building material stability or modular design. Other examples include, water evacuation mechanisms in flood prone areas such as with water retention basins and significant permeable areas.

- 5. Ecological services for the neighbourhood and green jobs.** The objective of this challenge is to use the site to develop new ecological services for the neighborhood that will help foster sustainable lifestyle and consumption habits and will reduce the environmental footprint of the city, whilst creating green jobs.

Bidding 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, development of sustainable freight and urban logistics, creation of pooled and shared services, creation of new public parks, etc.

Bidding teams should also consider integrating methods of producing and trading goods that foster sustainable consumption habits such as encouraging local production and urban agriculture, embracing circular economy approach with 'Fab-labs', zero-waste stores and shared spaces that allow retailers and craftspeople to experiment and pool their resources.

Finally, bidding teams should consider hosting and incubating green start-up companies onsite, providing jobs in ecological sectors and stimulating green job development.

- 6. Sustainable water management.** The objective of this challenge is to develop sustainable water management systems.

In order to address the impacts of water shortage or droughts, bidding teams should seek to lower water demand (e.g. low-flow fixtures and appliances, smart metering) and manage water usage sustainably (e.g. provide wastewater treatment solutions, collect rainwater).

In order to address the impacts of flooding or rain/storm damage, bidding teams should include systems to evacuate water efficiently and increase permeable areas to avoid flooded areas.

Bidding teams should consider both potable and non-potable water management in the design of their project and should prioritize water saving where possible.

- 7. Sustainable waste management.** The objective of this challenge is to accelerate the transition towards a zero-waste city and to develop sustainable waste management during the project's operational phase, in order to reduce greenhouse gas emissions while providing co-benefits such as reduction in scarce resources extraction and fossil fuel consumption.

Bidding teams should consider developing services, actions and tools that help decrease solid waste generation on the site, specifically by reducing single-use and non-recyclable plastics and surplus food, and by fostering goods reparability and recyclability. Bidding teams should also consider implementing source separated collection, specifically for food scraps and other organics.

- 8. Biodiversity, urban re-vegetation and agriculture.** The objective of this challenge is to preserve biodiversity, and to develop greenery and urban agriculture to mitigate climate risks and to foster sustainable environment.

Bidding 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, to mitigate heat island effect and to reduce energy needed to cool and heat buildings (e.g. green roof and wall gardens). This could also include development of local and sustainable food systems (urban agriculture) in order to decrease food miles and to raise awareness about the benefits of fresh, seasonal food and local production.

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

- 9. Inclusive actions, social benefits and community engagement.** The objective of this challenge is to develop inclusive services and actions to serve the needs of the local population, and to involve the local community and stakeholders in the development of the project.

Bidding teams must ensure that the project strives to serve the needs of the residents and the neighborhood where it is located. An emphasis should be placed on understanding the existing neighborhood context so that the project is responsive to major needs, challenges and issues of the local residents and businesses (both those in the formal and informal economy). Examples

include developing projects that will be accessible to different parts of the population (social background, age, gender, origin, economic status, etc.), prioritizing mixed-used development, and promoting projects and activities that support citizen health and wellness.

Moreover, the bidding teams are required to involve local stakeholders and surrounding neighborhoods in the project design and future management; effective community engagement is important to ensure that the proposed project is relevant and appropriate for those living and working in the area.

10. Innovative architecture and urban design. The objective of this challenge is to combine environmental performances with high-quality architecture and urban design. Projects must upgrade the site while integrating into the urban environment and the wider neighborhood in which the site is located.

The bidding team should 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 (e.g. rooftops or basements), developing new types of services for the inhabitants and the users of the site, designing public space to foster activity and connectedness. Besides upgrading the site itself, proposals must therefore also contribute to improving the wider precinct or neighborhood in which it is located.

Further guidance relating to the 10 challenges for Climate and information on the main principles to carry out a carbon assessment are provided in the document called *Guidance to Design a Low-carbon, Sustainable and Resilient Project* that is available on the website.

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 bidding team and its organisation;
- presentation of the project and development concept for the site;
- presentation of the intended legal and financial set up.

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

1. The bidding team:

The composition and the experience of the bidding team is a criterion used to assess the quality of the project within the framework of the competition. The bidding 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 bidding 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 bidding team lead 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:
 - references for past experiences on similar project for each of the bidding team members (a maximum of five references per team member);
 - a letter of authorization for the lead representative of the bidding team signed by all the team members which officially endorses the lead representative's entity and certifies that they agree with the conditions of their participation;
 - The relevant documentation highlighting the legal and financial qualifications of the bidding team lead representative.

2. The Project

The project description (roughly 10 pages in the A4 or US-Letter format) will include the following components:

- a summary presentation of the general approach of the project, its objectives and its contribution to the objectives of this competition;
- a brief description of the program uses and the outlines of the project development;
- a brief presentation of the proposed solutions to address the 10 challenges outlined above.
- 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 bidding teams are not required to provide detailed architectural drawings or designs. Architectural drawings will therefore 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 bidding team. This memo will outline:

- the proposed type(s) of property transfer, in case where this has not been pre-defined by the site owner or by law or local rules;
- the duration of the transfer 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 bidding 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 “Submit a project” tab visible on each site’s webpage. Your application must be provided in the language(s) indicated in the SSR.

The process for uploading the documents and for receiving the confirmation of your submission are explained upon logging in to the shared database.

The deadline for uploading files to the database is indicated on each site’s in the SSR. 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, bidding 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 bidding 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 will not be weighted unless it is specified in the SSR:

- 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 with regards to the city's goals and objectives as outlined in the SSR. They will specifically evaluate the relevance and quality of the programme, including the uses and activities proposed for the site.
- 2. The solutions proposed to address the 10 challenges** defined above. The jury will assess the quality of the proposed solutions and their replicability across the city and the world. While the bidding teams are encouraged to address all the challenges, it is important for teams to emphasize the relevant challenges that are most relevant for the site, meaning the ones that will enable the City and the local neighbourhoods to catalyse change towards decarbonized, sustainable and resilient urban development.
- 3. The suitability of the team.** The jury will assess the coherence between the composition and the skills of the team and the nature of the project. The jury will also assess the experience and financial capacity of the team in order to successfully implement the proposed 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 bidding 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 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 SSR).

The City may ask the bidding teams to provide any additional information or clarification to assess 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 recommendation for the City to retain the finalist bidding teams. The general rule is for cities to select 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 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 organize 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.

In addition to that listed above, and where applicable in a specific city, submission and compliance requirements and conditions regarding bidding 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 BIDDING TEAMS

Dedicated Website

<http://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 regulations of the competition 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 bidding 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 bidding 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 two calendar weeks (equal to 14 consecutive days) before the deadline for the submission of the Expressions of Interest.

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 bidding 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.

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 c40reinventingcities.org website. The City and C40 will analyze the questions and respond.

Site Visits

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

CONDITIONS AND COMMITMENTS OF THE 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 application submission date. Bidding teams must therefore respond based on the latest modified files.

The City and C40 have prepared these files in good faith. They contain 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 on the proposals received on one or more sites, with the bidding teams not having the right to request any compensation in return.

Bidding 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 bidding teams will not present their projects during these events.
- To gather public input on project goals and ideas.

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

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.

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 sites owners or C40, or obtained in any manner whatsoever except from the public information published on the website

Notwithstanding the above stipulations, the bidding 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 (with 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 bidding teams should ensure that these persons respect this 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 bidding teams will receive an additional regulation document that will include the necessary information regarding how the phase will be structured, conditions and requirements for final proposals and selection criteria. In this Appendix 1, bidding teams will find an outline of the organization of this final phase of the competition (final proposal). This information is purely provisional, subject to change and provided for information purposes only.

Provisional Content of the Final Proposals

The final proposals will be drafted in the language indicated by each City at the beginning of Phase 2. The final proposals shall be dated, signed and stamped by the lead representative's entity.

As the proposal that will be successfully selected at the end of this final phase will lead to subsequent contractual agreements, the submissions must clearly identify and define the name and legal nature of the corporate or organizational entity responsible for the bid and financial offer (the lead representative), as well as the identity of all the other team members. The team lead representative will bear the responsibility for all relevant local compliance (and subsequent contractual) requirements with respect to the bid submissions. The lead representative entity must appoint a main point of contact for this purpose.

The final submission of the proposal will be considered as a commitment from the lead representative of the bidding team in all aspects, specifically the financial aspects and those regarding the proposed program and future use. The final proposal submission 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 lead representative and the bidding team members, with regards to both the design and the programming of the project, and its implementation methods.

The final proposals should be made of five (5) different documents:

- **A completed Bidding team Form** to present each team member and their role in each phase of the project.
- **The Presentation of the Project**, to provide all the necessary details about the proposed project, specifically regarding the 10 Challenges for Climate identified in the initial regulation document.
- **A Performance Monitoring Protocol**, which is a tracking tool to be drawn up by each finalist team to monitor the long-term achievement of the solutions and commitments the team made for the redevelopment of the site.
- **A Description of the Legal Setup and the Financial Arrangement** to organize for the property transfer and the setting up of the operational project.
- **Illustration Boards** with drawings and concepts.

Please find below more details about these five documents.

1. A Bidding Team Form completed (document 1)

The finalist teams must complete a new Bidding Team Form that will be provided to the shortlisted teams at the beginning of phase 2. This form substitutes the one submitted at the Expression of Interest phase and will report any changes in the composition and organisation of the team.

2. The Presentation of the Project (document 2)

The final proposal will include a project description document of maximum 50 pages in A3 or tabloid format, made of text, sketches and drawings in a format of the candidate's choice (appendices are not to be counted within the 50 pages, but must not exceed 20 pages in the A3 or tabloid format). This project description document will include:

- A detailed presentation of the schedule and activities 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 for each future use;
- A presentation of the project and more specifically of the solutions proposed to strive for carbon neutrality project and to address the 10 Challenges for Climate identified in the initial Regulation document. To guide the finalist teams with their rationale in choosing to emphasise specific challenges over others, as well as with the justification of the solutions proposed and their integration within the project, a guidance document is available on the website. This document also provides some guidance for the shortlisted bidding teams to carry out a carbon assessment of their project. In the second phase of the competition, the shortlisted teams are indeed encouraged to include in their final proposal an assessment of their project's carbon footprint and to provide quantitative details for the main KPIs outline in the guidance document.

The presentation of the project will describe the solutions proposed to bring the project to a high standard of sustainability. The finalist teams will outline their project's ambition and objectives and will explain the relevance of their solutions for the City and the site, as well as their replicability. They will also detail how the finalist teams intend to implement and to make these solutions operational.

In practice, the bidding teams will only include the main indicators, information and results in the 50 pages project. All the details (calculation, justifications, etc.) should be detailed in a dedicated appendix that must not exceed 20 pages.

This project presentation will specifically include:

- A carbon assessment of the project and the precision of the bidding team's carbon objectives. To define their carbon objectives, the bidding teams are encouraged to provide the KPIs outlined in the document called *Guidance to Design a Low-carbon, Sustainable and Resilient Project* available on the website . *If you are unable to perform a detailed carbon assessment of your project, an estimation can be made based at minimum on your location, construction surface, and existing carbon data concerning energy consumption.*

- A detailed presentation of the environmental performances of the project, including the description of the proposed solutions to deliver a decarbonized, sustainable and resilient project (challenges 1 to 8). The bidding teams are encouraged to provide the KPIs outlined in the document called *Guidance to Design a Low-carbon, Sustainable and Resilient Project* available on the website.
- An evaluation of the community benefits of the project, and details about the strategy of the team for engaging with civil society and the public consultation in the design and operational stages of the project (Challenge 9).
- A presentation of the architectural and urban design of the project (challenge 10), including:
 - Principles for the integration of the project into its urban and/or natural environment;
 - Design choices in terms of construction methods and materials;
 - A note analysing the project regarding its alignment with the local urban plan and whether it is subject to specific authorization or permits (e.g. building permits, demolition permits, prior declarations, rezoning, environmental approval, heritage approval, etc.).
 - The following drawings and plans:
 - Architectural renderings;
 - Site plan;
 - Floorplans of the ground floor and articulation with the outdoor areas;
 - Floorplans of the most significant floors (indicating the main structural principles, the vertical and horizontal flows, the spaces dedicated to the different functions);
 - Sections and elevations;
 - Any other sketches, plans or drawings needed for a comprehensive understanding of the project.

Note that this project description document will need to weigh a maximum of 400 Mo.

3. The Performance Monitoring Protocol (document 3)

The Performance Monitoring Protocol is a tracking tool to be drawn up 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 in a comprehensive manner, the Performance Monitoring Protocol strictly differs from - but is additional to - the environmental assessment that the finalist teams must submit as part of the presentation of their project (document 2)

The Performance Monitoring Protocol is an important document that will serve as baseline for the winning team and the City to finalize the site transfer agreement after the competition process.

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

Within the Protocol the finalist teams must:

- Summarise the key components of their project, develop the content of the solutions proposed and detail **the measurable goals and commitments set for each solution considered**. If the goals 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 solution considered, including the methodology and the indicators. Teams must consider all the phases of the project: design; implementation; and operational stages.
- Define the means and resources the team will allocate to ensure their commitments will be met over time.

The finalist teams must submit the Performance Monitoring Protocol, dated and signed by the lead representative of the bidding team.

The document consists in a set of filled-out tables, gathering the information detailed above. The protocol cannot exceed 20 pages (A4 or US letter format) and appendices are forbidden. To support the finalist teams to draft their Performance Monitoring Protocol, a document called “Guidance to the finalist teams to draft the performance monitoring protocol” will be made available to the shortlisted teams at the end of the Expression of Interest phase.

4. The Legal Setup and Financial Arrangement (document 4)

For Phase 2, the finalist teams will describe the legal and financial set-up of the project in the following three (3) documents (will be adjusted by each city prior to phase 2):

- **The legal framework proposed by the team for the site transfer (memo)**, including 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 real-estate project: prospection, juridical and financial structuring, building phase and commercialization, etc. If applicable, the finalist team can also provide additional information regarding:
 - The internal sub-contractual arrangements within the team, specifically with the future operators, final users of the site, and the legal structure that will be arranged to execute the project.
 - The legal methods for the future management of the different spaces and their proposed uses.
- **The price offer and financial arrangement.** In accordance with 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 (tax, fees...) to make sure that the price offer will be comprehensive 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 the breakdown of construction and development costs, expected time 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. Finalist teams are informed that the City reserves the right to not select a project with a weak financial basis due to the absence of necessary and sufficient guarantees.

5. Illustration Boards

Each finalist team shall 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 may be set in a portrait or landscape viewing.

The finalist teams must submit a digital version of these boards when they submitting their final proposals through the website. They must also bring a printed copy of the board when they will be invited to present their project in front of the final jury. They will then leave the printed board to the members of the jury. The City reserves the right to use these boards for potential future public presentation of the project.

Note that these Illustration Boards will need to weigh a maximum of 200 Mo.

Submitting The Final Proposals

The final proposals must be submitted electronically using the tab named “Submit a project” in each of the site’s webpage.

The process for uploading the documents and downloading the receipt is explained upon logging into the shared database.

For each site the deadline for uploading files to the database will be communicated to the shortlisted teams at the beginning of the second phase through the SSR and the site’s dataroom. Late uploads or other formats will not be accepted.

Provisional Selection Criteria for The Second Phase

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 City’s goals and objectives outlined in the SSR. They will specifically evaluate the relevance and quality of the programme, including the uses and activities proposed for the site.

2. The proposed solutions to address the 10 Challenges for Climate

The jury will assess the team's carbon objectives and the quality of their carbon assessment. The jury will also assess the quality and the innovative nature of the proposed solutions and their replicability across the city and the world. They will specifically consider:

- a. The efficiency and relevance of the environmental solutions in order to achieve a low-carbon, sustainable and resilient project; and the reliability of the environmental and carbon assessment provided by the team (challenges 1 to 8).
- b. The community benefits of the project and the methodology and strategy for community engagement (challenge 9).
- c. 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 arrangement

The jury will assess:

- a. The financial feasibility of the project development and its economic viability over time.
- b. The consistency of the price proposed for the property transfer with the 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 and the experience of the team, and more specifically the capabilities of the lead representative, must establish the technical and financial capacity of the team in order 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 technical analysis will cover the selection criteria defined above.

The City may ask the bidding teams to provide any additional information or clarification required for the understanding and the assessment of their proposal. Responses must be provided in the form requested and within the set deadline. In exceptional cases, if the City considers that, based on the final proposals received, the evaluation jury won't be able to make a final selection, the City reserves the right

to organise a negotiation meeting with each of the shortlisted 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 jury will evaluate the proposals using the selection criteria defined above.

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

For each site, the evaluation jury will issue recommendation 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 its proposal up to the signature of the deeds for 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 teams which submitted a final proposal, with respect to the ranking draw-up by the jury which has been 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 and Support to finalist Teams

1. Access to information

The website dedicated to the Reinventing Cities competition is <http://www.c40reinventingcities.org/>. It is open and accessible to all.

The datarooms will be accessible from the page dedicated to the site on the [c40reinventingcities.org](http://www.c40reinventingcities.org) website. During phase 2, each dataroom will be secured, with restricted access for the finalist bidding teams of the site.

The lead representative of the finalist team is considered the main point of contact of the City and C40. Each lead representative will be granted access to the dataroom. The lead representative can share the code to access the dataroom with other members of their team.

The site dataroom includes material gathered by the City for the competition (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, etc.). The dataroom will also include important documents and forms relating to the competition procedure for this final phase.

The dataroom will be regularly updated by C40 and the City up to two (2) calendar weeks (equal to 14 consecutive days) before the deadline for the submission of the final proposals. All the finalist teams will be personally informed by email on each of any changes.

The *Conditions and Respective Commitments of the Bidding teams, Cities and C40* described in the initial Regulation document remain applicable. The finalist teams must specifically pay attention to the important rules of confidentiality.

2. Communication procedures

Up to three (3) calendar weeks (equal to 21 consecutive days) before the deadline for the submission of the final proposals, 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 c40reinventingcities.org website. The answers provided to the most important questions will be gathered and included in a consolidated FAQ that will be shared with all the finalist teams throughout the site dataroom.

The finalist teams are asked not to make direct contact with the City's representatives but to ask all their questions relating to the competition and to the site through this system.

The finalist team can request a site visit by sending a message/question through to the question box on the webpage dedicated to the site. Dates will be proposed to all the finalist teams for group visits.