Consultation framework document

Call for innovative urban projects

Reinventing Paris

Converting offices into housing
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While home working is growing like never before and has become a real driving force in the face of the different phases of the epidemic spread of Covid-19, the place of work – more specifically workplaces – is sparking much debate, and is just one solution for the creation of housing.

Yet contrary to what one might think, creating housing also involves creating offices. If the conversion of offices into housing is indeed a key area of Parisian policy, they need to continue being built throughout the Paris and metropolitan region and more in line with the requirements of businesses and the times we live in (factoring in the reversibility of plans, accessibility of certain spaces to residents, and shops on the ground floor etc.).

Moreover, creating housing in a city as densely populated as Paris will not be done by systematically filling derelict areas and every empty abandoned space, at the expense of the quality of life and urban history of Paris.

We therefore have two objectives:

- Build more offices to meet the demand of companies to set up new spaces that are better suited to new practices;
- But also convert more obsolete offices left vacant to create housing on a more intense scale.

These conversions will bring a mix of use to the arrondissements of Paris, which are mainly dedicated to offices, and will help rebalance Paris and the Metropolis of Greater Paris.

The launch of this call for innovative urban projects (APUI – appel à projets urbains innovants) © embodies this momentum where the city wishes to focus its efforts.

It is also part of an adaptive approach to the various crises we are experiencing, both in terms of health and climate. Indeed, with this call for projects, the City of Paris, supported by C40, the global network of cities combatting climate change, is also launching a debate about how to optimise the existing stock of buildings with the aim of reducing the need for new construction and thus limiting associated greenhouse gas emissions.

In this APUI, the word “offices” refers to economic activities in the broadest sense, i.e. conventional offices, but also garages, or large businesses, for instance.
The conversion of buildings is thus a tool to accelerate a more frugal, resilient and environmentally friendly model of a city.

The working method that we want to see become widespread aims to facilitate the management of these conversions of offices to housing while rapidly adapting these sites to serve the public interest as well as the interest of all stakeholders.
PART 1
The objectives of the call for innovative urban projects

Context and objectives for all parties

The aim of this APUI is to select urban projects for concrete realisation in an accelerated implementation schedule.

Faced with the Covid-19 health crisis and the combined challenge of adapting the supply of offices to new business practices and continuing to build housing, including social housing, the city wants to help private office owners wishing to convert their properties or to sell them.

In the context of rapid change in office buildings linked to new uses of work (flex office spaces, rapidly expanding home working, convivial spaces and co-working etc.), the city is already supporting the production of new office buildings adapted to the challenges of today and tomorrow, especially in the arrondissements of eastern Paris.

In addition to the problem of offices left vacant, private, partly state-controlled and public stakeholders have to part with properties in the context of an economic crisis leading to the rethinking of property and financial strategies.

The city intends to position itself as a facilitator of these changes in support of a sector that has been shaken but which is still crucial in the lives of thousands of Parisians and millions of residents in Greater Paris.

This support of the city in favour of development or enhancement (through a sale or by another means) will:

- promote rapid and secure development in administrative processes, both in terms of the processing of building permits and road permits, and the support of the local urban plan;
- actively highlight this conversion work to enhance the attractiveness of the site to architects, developers and investors, and multiply the bids received;
- create value, as a result of the previous two points; and
- encourage a long-term and fruitful partnership that will enable support for the establishment of future projects.

For the City of Paris, it will be a matter of ensuring compliance with planning, environmental and architectural objectives as supported by the Paris executive and specified in this document (see page 6, “Innovation framework”), at the top of which is the renovation of part of the properties in favour of housing planning, particularly social housing.
This support will benefit all parties through a facilitating and particularly flexible working methodology throughout the process, from consultation to delivery.

This APUI will inevitably lead to exemplary and trailblazing achievements by the Paris of tomorrow, as the future bioclimatic local urban plan will set out.

Finally, with the launch of this consultation, the city wants to launch an appeal to all owners, property managers and investors wishing to participate in this APUI with a flexible and ad hoc schedule which will allow everyone to join the momentum at any time in the coming months.

**Innovation framework: review of the local urban plan**

Depending on the sites, their configuration, their urban integration methods, their environment and their potential, the bidders’ commitments will have to be prioritised. The aim is not to innovate on all fronts, but to identify the most significant local characteristics and needs on each site to develop a rigorous, useful and ambitious project.

The innovation framework presented in this document is therefore an indication of the key issues in Paris that need to be taken into account.

For each site, the city will specify the urban and planning policies resulting from the combined and shared expectations of building owners and the city.

The response to this APUI will need to be informed by both urban and planning policies, the general innovation framework and the individual identity established by each bidder.

As such, the innovation framework developed below cannot be considered exhaustive. Conversely, the inclusion of a significant number of these issues into the proposed projects will be encouraged.

**Bioclimatic local urban plan**

The city’s commitment to the review of the local urban plan (PLU – *Plan local d’urbanisme*) will in the coming years translate into different phases of democratic debates with Parisians, allowing new urban policies to emerge for the next fifteen years. The implementation of the bioclimatic PLU, envisaged for late 2023 to early 2024, will undoubtedly occur after the processing of the building permits for the first sites of this APUI.
For this reason, the city intends to make these first sites shining examples and symbols of Parisian construction by 2030.

Thus, bidders will have to commit themselves to carry out particularly ambitious and experimental projects as to substance, uses and design.

In support of this, the city intends to commit to a new partnership method and accelerated project monitoring.

The first sites of the calls for innovative urban projects

To date, the sites included in this APUI are:

• Higher education facilities – 19 rue des Bernardins (5th arrondissement);
• AP-HP headquarters, Avenue Victoria (Paris Centre);
• Former power distribution centre, City site – 6 rue d’Aboukir (Paris Centre);
• PSA RETAIL garage, 62 avenue de la République (11th arrondissement);
• Renault garage, 29 quai de Grenelle (15th arrondissement); and
• TATI Barbès, 4 boulevard de Rochechouart (18th arrondissement).

These sites have a variety of characteristics and are part of different urban contexts that will need to be understood by project owners. This diversity reflects the city’s desire to allow innovation to be expressed in different urban contexts.

All these sites are built and reflect a particular era, an architectural identity and past uses. Far from turning their backs on this urban history, and in light of environmental issues, the bidders’ proposals will have to be part of these distinctive and local stories.

The list of sites and owners participating in the APUI is intended to grow as time goes by.

It is therefore more a question of launching a partnership approach between the city, owners and bidders, facilitating the management of all those involved in these conversion projects.

This list will be regularly fed on the dedicated page of the APUI on the website paris.fr, thanks to the gradual involvement of new stakeholders.
PART 2
Organisation of the call for innovative urban projects

The city proposes that a methodological framework be established by site, with the following proposal given as a rough guide. A specific structure will result from each site, and will be inspired by all or part of the following principles. This method can be given and adapted for each site in a document shared between the city and the owner.

Launch of the call for tenders/projects by site

Each owner wishing to develop or enhance their property launches a call for tenders/specific projects with their own tools and provides bidders with specifications and a dataroom to receive bids and pass on documents on the site location.

The city passes on its information on the dedicated page of the APUI on the website paris.fr.

Running of the call for innovative urban projects

The running of the call for innovative urban projects is stated in the owner’s specifications, and is adapted to the specific challenges of each site. It can, for example, be based on the key stages below:

- phase 1: launch of the call for tenders/projects by owner and site and selection of around four to ten bidders;
- phase 2: tendering of the bidders’ initial offers, and the first jury for the selection of two to five finalists;
- phase 3: tendering of final offers and final jury.

Bidders are invited to express their interest to the owner in response to the call for tenders/projects that will be launched for each of the sites, and under the conditions specified by the sale specifications defined by the owner.

Given the expected work of each bidder, the city strongly recommends that the bidder agents be able to pay their prime contractors, and in particular the architectural firms.

Following the final jury, negotiations on the commitments of the bidder on the site and in particular with the owner, are undertaken – without the city – and on the basis of the project selected by the jury in phase 3.
At the same time, the city is on hand to start discussions with the winner regarding the processing of the building permit and all the procedures involved in the development of the project.

The make-up of the files to be submitted by the bidders is described in part 3 of this document.

Make-up of the juries
For each site, a jury will meet twice, according to the make-up defined below (likely to change):

- Representatives of the owner (majority);
- Representatives of the city, which may include:
  - Emmanuel Grégoire, first deputy mayor of Paris in charge of urban planning, architecture, Greater Paris, relations with the arrondissements and the transformation of public policies;
  - Ian Brossat, deputy mayor of Paris in charge of housing, emergency accommodation and refugee protection;
  - A deputy mayor of Paris whose delegation is specifically concerned by the site;
  - The arrondissement mayor of the site; and
  - A representative of the urban planning divisions.
- Qualified individuals in the fields of architecture and urban planning:
  - The general manager of the Paris Urbanism Agency;
  - The general manager of the Pavillon de l’Arsenal; and
  - Two architects appointed by site.

Selection criteria
Projects will be reviewed then selected on the basis of criteria that have been set out in the specifications and which may include the following criteria:

- The bid price;
- The innovative and integrated nature of the project, in accordance with the innovation framework set out in this document and the urban requirements established by the city; and
- The economic feasibility of the project and the viability of the economic model used for it; with the aim of rapidly executing the project and with an exemplary objective, the criteria for the feasibility of the project and its economic viability over time are essential.

Access to information
This call for innovative urban projects is launched via the dedicated APUI page on the website paris.fr. It involves all sites identified by the city and its partners presented in the first part of this document.

The dedicated web page will be regularly fed sites as and when new owners are committed to the process.

The owners will open one dataroom per site, providing bidders with a good number of documents which help explain the project, and allowing bids to be received. The management of these datarooms is fully entrusted to each owner.

The latest news about each site will be relayed on paris.fr (dedicated web page) from the items provided by the owners (schedules and visuals etc.).
The city provides potential owners or bidders with an email address for any request for information or a sign of interest: reinventerbureauxlogements@paris.fr.

The City of Paris is also creating a logo block: which can be affixed to all the communication tools of owners or future developers (developers and builders) as part of this approach so that it is identified by professionals as well as Parisians.

Make-up of the file submitted by the bidder

Expression of interest

As soon as the consultation on the call for innovative urban projects is launched, bidders will express their interest to the site owner in response to the call for tenders/projects launched.

In addition to the documents required by the owner, the city asks bidders to submit:

- a planning statement of intent; and
- a methodological and environmental statement.

The bidder’s offer

Note that bidders may be required to submit an offer, of which the owner is the sole recipient and in accordance with the methodology set out in the owner’s specifications, in two stages:

- All bidders authorized at the end of the period for expression of interest will be invited to submit a first bid, known as the initial offer; and
- Bidders whose initial offer has been pre-selected by the first jury will be allowed to submit a final offer.

It is specified that the offers, whether initial or final, will be almost equivalent as to form, the final offer being a completed and revised version of the initial offer.

In addition to the documents required by the owner, the city asks bidders to submit:

- Phase 2 – initial offer:
  - An A3 book (in PDF format) with plans, cross sections, current elevations and project drawing;
  - At least two images of prospects of integration;
  - Statements as to architecture, structure, environment, materials, planning, commitments, floor areas, prices, forecast schedule.
- Phase 3 – final offer:
  - Initial offer completed following the comments made by the first jury, including any new graphic or other elements to explain the project as best as possible; and
  - Three A0 boards (two with graphic elements, the last of free expression) and white contextual model on a scale of 1:200.