



# Call for Projects “INVENTING THE GREATER PARIS METROPOLIS 2”

## General Rules for the Consultation

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## Preface – General guidelines related to the call for innovative urban projects

### 1. The ambition is to embody the vision and shared identity of the Greater Paris Metropolis and to participate in its construction

The Greater Paris Metropolis comprises 131 municipalities and more than 7 million inhabitants. It aims not only to improve the lives of its inhabitants, reduce inequalities and develop a sustainable urban, social and economic model, but also to enhance the image and the influence of the capital region in the world.

The call for innovative urban projects "Inventing the Greater Paris Metropolis 2" is firmly in line with the city's desire to build its medium-term strategic vision in its various areas of authority (environment, economic development, social housing) and, at the same time, to rapidly engage in operational actions within its area, with an approach based on coordination, which is respectful of local identities.

To support these medium to long-term public actions, candidates are invited to make proposals that will help build the Greater Paris Metropolis, making it exemplary and unique. The objectives of this call for proposals are the following:

- co-build an innovative, sustainable and resilient, supportive and intelligent metropolis, whose dynamics will be based on its ability to respond to the challenges of the 21st century, both from a global point of view and those related to the situation of its municipalities;
- contribute to economic dynamism and job creation in the metropolis;
- meet the housing and service needs of residents and anticipate future developments;
- ensure a high level of performance related to the mobility and transportation service of the metropolis – the service shall be innovative in its intermodal and digital nature;
- ensure exemplary action in relation to energy and environmental considerations;
- develop and promote the emergence of an inventive architecture sensitive to the originality of the metropolis;
- contribute to the artistic, cultural and social influence of the Greater Paris Metropolis;
- involve residents in the design and implementation of projects;
- anticipate new practices and “lifestyles” by proposing new concepts, places and services, and by promoting functional and social mixed use.

### 2. The objective is to support the emergence and construction of innovative urban and economic projects in the heart of the metropolis

The present call for projects is being conducted in partnership between Métropole du Grand Paris (hereafter referred to as MGP), all the member municipalities and their partners.

Its purpose is to select economic, urban and innovative construction projects with a view to their

concrete implementation in the short term in the different municipalities.

This call for projects aims to mobilize, for the benefit of the municipalities and under the responsibility of the Mayors, the inventiveness and expertise of groups of professionals possessing multiple skills and able to propose innovative solutions for fully integrated and financed projects: investors, property developers, architects, urban planners, construction firms, as well as all players involved in the ecosystems of innovation and creation.

Innovation is expected particularly in the following areas: urban planning, construction, architecture, economic development-trade-tourism-artisanship, energy transition-climate change and environmental quality, social and citizen innovation, culture and sports, mobility-multimodal transport-logistics, digitalization. Innovation is also desired in relation to the setting up and operational management of the projects.

The consultation will produce innovation at multiple levels, e.g. for a building, a parcel of land and an urban block. In this sense, proposals are expected so as to achieve the ambitious goal of innovating in terms of the entire urban system, and not only with respect to the different urban objects that compose the overall urban system. Assembly, co-design of objects and innovative processes will also be determining factors.

### **2.1. A framework per site based on a consistent and efficient approach at a metropolitan level**

In terms of innovation, the projects proposed for each site shall comply with the general guidelines and cross-consultation criteria described in the present General Rules, which are applicable to the entire consultation. However, due to the specific characteristics of each site, particular issues may be taken into account if they provide for better dynamics in the area in question and enhance the integration of existing or already programmed projects. These specific elements are described in the Specific Requirements for each site, which were drawn up by the municipality that proposed the site within the framework of the present consultation. These elements may also have been prepared in association with the developer of the Site. These different requirements constitute the reference framework for the candidates.

Each candidate proposing a project will have to produce an in-depth analysis regarding the relevance and efficiency of its innovative tender dedicated to meeting the specific needs of the site, as well as to contributing to the performance objectives expected at a metropolitan level. Many positive spill-over effects are expected, both for the target areas, thanks to the enhancement of their specific characteristics, and also at an overall and harmonised Metropolis level.

### **2.2. Diversity in the metropolis and varied urban situations to encourage a proliferation of projects and innovations**

The sites included in the present consultation cover very different and complementary situations, and are representative of the diversity and potential of the different areas:

- **sites experiencing significant change:** former industrial, tertiary or residential sites which will be undergoing major transformation;
- **economic and logistics activity zones** in which new concepts and new services are to be invented based on a multifunctional approach;

- **future multi-modal exchange hubs**, with a high level of visibility, and strongly addressing the challenges related to intermodal transport, development and construction potential;
- **city centres** to reinvent, especially in terms of being "a place to live and a place to exchange";
- **heritage sites and buildings** to be promoted and rediscovered;
- **"urban impediments"** whose impact must be reduced and corrected ...

### 3. Challenges to be addressed: multiple and integrated innovations as part of a reinvented partnership approach involving the population

Projects are expected to be innovative both in terms of their actual design and the solutions they provide to the various players in the city and municipalities.

Innovation must focus on both substance and form:

- regarding substance, the proposals must provide innovative solutions in relation to the content of the project, its schedule, technical specificities, ability to create economic, environmental, social and cultural value, as well as to contribute to the quality of life;
- regarding form, consideration will be given to the proposed procedures, the management methods, the forms of partnership, the consultation process, the management of time deadlines and the different project phases, and the business models and financing plans.

Projects shall be designed to perpetuate their innovative character and their gradual responses to new urban challenges, particularly environmental and social issues, and shall seek to put forth an exemplary model of a resilient metropolis. In addition to the implementation of the projects, the management and the maintenance of the new sites shall be the subject of a dedicated study supported by specific proposals.

The present consultation seeks to go beyond the design of simply constructed structures and seeks to focus on urban space in general and the movements within it. This consultation wishes to create a new understanding of the pace of urban life and of its evolutionary composition of space, time and use. This consultation invites proposals for the optimal integration of physical flows and networks, and the development of innovative urban services.

Projects shall include innovations in one or more of the following areas. This list is not exhaustive and is simply intended to illustrate the needs and expectations that could be met through this call for projects.

**Urban planning:** renewal of the city within its borders, reversibility of urban spaces, mixed use of functions, creation of ground floor activities, complementarity with multimodal exchanges, advance planning of integration of services and urban uses, city design and management, good practices for the design of social space, and attractive and accessible cities, etc.

**Construction:** innovative processes, materials and construction methods, digital construction, protection against noise pollution, occupant health and well-being, etc.

**Architecture and heritage:** reversibility of functions, mixed use within the same building, introduction of new features, the place of light, vegetation, etc.

**Economic development, tourism, trade, artisanship:** provision of innovative services to businesses, the population, users of the transport network and railway stations. Integration of the collaborative

economy. Development of innovative urban services and support for innovative urban uses. Development of innovative businesses (structure and nature of businesses, sociability and liveliness, etc.).

**Energy transition, climate challenge and environmental quality:** production and consumption at a local level, circular economy (environmental protection, recycling and efficient use of resources at a local level, management and recovery of waste ...), energy sobriety, smart grids, resilience and adaptation to climate change, water management, integration of nature in urban life, quality of life

**Social innovation and citizen involvement:** anticipating and accommodating new lifestyles, integrating the new ways of living, citizen projects, community life

**Culture:** revealing the energy and originalities of each municipality

**Multi-modal transport, logistics and mobility:** increase the influence of the “Grand Paris Express” through a smart connection (physical and digital connections) to other modes of public transport but also to individual (cycling, walking ...) and collaborative transport (car and bike sharing ...); integrate mobility into the design of new urban spaces, address the challenges of urban logistics

**Digital:** developing the urban digital services of the future, including inter-modality. Development of the smart city, creation of hybrid urban objects (data centres, etc.)

Candidates shall have great freedom in terms of programming, the choice of the business model, and urban and architectural forms.

The partnership framework which is proposed will be considered as an important component of the present consultation, especially in relation to the expected innovative cooperation between private and public organisations, international and local players, with university or private research, and with the population.

The ability of candidates to mobilize a diversity of talents and creative potential shall be particularly appreciated.

## Section 1 – GENERAL FRAMEWORK OF THE CALL FOR PROJECTS

### 1. Scope of the Call for Projects

The Call for Projects "INVENTING THE GREATER PARIS METROPOLIS 2" refers to the sites offered by the municipalities of the Greater Paris Metropolis. These sites are located within and around the Greater Paris Metropolitan area. The list of the sites in question and their names can be found on the public website indicated in Article 8.1.

The sites which are the subject of the present Call for Projects represent different types of land (building land, land with existing structures whose zoning may be changed, etc.) and different sizes of land.

The mayors of the municipalities in question have specified the special conditions applicable to their site in a document called "Specific Site Requirements", which is included in the Information Folder described in Article 9.

### 2. Aim of the Call for Projects

The aim of the Call for Projects is to select urban development or construction projects with a view to completing these projects in a short or medium-term timeframe for each site. These projects will involve a transfer of rights that may include one or more property sales, or the conclusion of a contract with property rights (construction lease, BEA lease, etc.).

Candidates will be able to make a tender for one or more sites included in the consultation. Each tender for a site will be assessed separately.

The Call for Projects will be organised in two phases:

- The aim of Phase 1 is to shortlist three candidates per site. These shortlisted candidates will be eligible to present their proposal in Phase 2. Where appropriate, the jury can select up to four shortlisted candidates.
- During Phase 2 the selected candidates shall prepare an intermediate report. Following an exchange with the Site Holders, the candidate shall submit a proposal.

Throughout the consultation, exchanges will take place via a shared electronic database ("Data Room") subject to the requirements specified in the present document.

### 3. Governance of the Call for Projects

The Call for Projects is organised by the "Métropole du Grand Paris" (hereinafter referred to as "MGP") in partnership with local authorities and other owners of the sites that are the subject of this consultation, and any relevant development organisations (hereinafter collectively referred to as the "Site Holder (s)"). As part of the site juries, it is these players who shall shortlist the candidates during Phase 1 and then select the winning tender upon completion of Phase 2.

To this end, the Site Holder(s) have formalized their involvement in the Call for Projects with MGP so as to define a common organization and working methods to ensure the success of the Call for Projects.

Candidates are reminded that the selection of the winning tender shall be subject to the approval of the deliberative body related to the competent municipality, within the framework of the rules which govern it and, in particular, in view of the valuation issued by the competent authority of the French State.

#### **4. Documents related to the Consultation**

The “Consultation File” is intended for all parties (candidates and Site Holders) and includes the following documents:

- the present General Rules related to the consultation and any future amendments
- the Specific Site Requirements which define the special conditions for each site
- the Information Folder indicated in Article 9.

When preparing their tenders, candidates should consider all the different elements in the Consultation File and should ensure compliance with the present General Rules and the specific requirements for each site.



## Section 2 – ORGANISATION OF THE CALL FOR PROJECTS

### 5. Calendar of the Call for Projects

The provisional calendar for the consultation is the following:

- **Launch date of the consultation: 23 May 2018**
  - Opening of the shared database to candidates and opening of the questions/answers process to candidates: 23 May 2018
- **Date of submission of files in Phase 1: 31 July 2018 at 12.00 noon.**
- **Date of selection of shortlisted candidates for Phase 2: 1 October 2018**
  - Opening of the shared database to candidates for Phase 2 and opening of the questions/answers process to candidates: 1 October 2018
- **Candidates upload documents and information on the shared database. This information shall serve as the basis for the Exchange Meetings: 30 November 2018**
- **Period of exchanges/discussions: December 2018-January 2019**
- **Date of submission of tenders: March 2019**
- **Selection of winning tenders: May 2019**

### 6. Participation requirements and composition of teams

#### 6.1. Definitions

**Candidate Team:** refers to all the Operator(s), Provider(s) and Partner(s) whose skills are associated to respond to this Call for Projects.

**Consortium Representative:** refers to the legal entity that shall represent all the members of the Candidate Team and that shall ensure the coordination.

**Operator:** refers to any company or group of companies, including real estate developers, responsible for carrying out the project if its team is selected. If the Operator is a consortium, the following is required:

- identify the companies belonging to the consortium in order to differentiate them from the Partners and Service Providers
- indicate whether the consortium has individual or joint liability
- designate the Consortium Representative that shall also be Candidate Team Representative

**Service Provider:** refers to any company, including project management, that is tasked by the Operator with participating in the Candidate Team.

**Partner:** refers to any company or association formally engaged in carrying out the project with the Operator, without being bound to the said Operator within the framework of a consortium.

#### 6.2. General Principles

Candidates shall be expected to present a Candidate Team able to fulfil all the innovation proposals listed in their tenders and able to satisfy the expectations of the Call for Projects and specific site requirements.

The skills, responsibilities and commitments of each member of the Candidate Team shall be precisely identified, especially regarding their status within the Team in view of the aforementioned definitions.

An Operator - including all companies that are members of an Operator consortium – shall not be authorised to submit several offers for the same site.

### 6.3. Incompatibility – Conflicts of Interest

The Candidate Team Representative is responsible for ensuring that the composition of its team and the submitted tender do not present any conflicts of interest. It must be able to present relevant proof upon the first request by MGP. Failure to do so will result in the disqualification of its application and tender by the Site Holder.

## 7. Changes in the Candidate Team during the Call for Projects Process

### 7.1. General Principles

Except for the special cases provided for in Articles 7.2 to 7.4, the composition of the Candidate Teams may change, subject to the prior express consent of MGP in relation with the relevant Site Holder. Said changes may be made during Phase 2 of the Call for Projects until the submission of the tender, so as to ensure that the Candidate Team's offer meets the innovation requirements and expectations of the Call for Projects as best as possible.

- The Operator constituted in the form of a consortium can thus add one or more new member (s) or replace one or more member (s).
- Likewise, the Operator, whether as an individual entity or constituted in the form of a consortium, may change the identity and/or number of Service Providers and Partners.

**These changes shall only be accepted if the modified Candidate Team has the skills and capacities which are at least equivalent to those which resulted in the shortlisting of their tender.**

The Operator may be incorporated as a dedicated company for the continuation of the project.

### 7.2. Candidate Team Representative

The Candidate Team shall designate a Candidate Team Representative during the First Phase.

The Candidate Team Representative shall be the sole interface with MGP and shall receive information communicated by the Site Holder and via the shared database. The Candidate Team Representative, or its alternate, in accordance with the conditions referred to below, shall sign the transfer of rights if the Candidate Team it represents has the winning tender.

Candidate Teams shall not be able to change the Candidate Team Representative during the present consultation. If a partial or complete change is envisaged by the Candidate Team in relation to the implementation of the project, the Candidate Team must expressly indicate this change in its tender. Site Holders may consider a request for a complete or partial change when:

- the substituted party is controlled by the substituting party within the meaning of Articles L. 233-1 and L. 233.3 of the French Commercial Code or is a leasing company if the lessee is the bidding party (or its substituted party controlled by it);

- the substituted party is one of the team members other than the Candidate Team Representative, and the substitution is justified for reasons related to the implementation of the project;
- the substituted party is a cooperative company whose participation is planned in the tender and whose main members are those planned in the tender;

In case of substitution, the substituted party shall produce all the documents and information required for the Candidate Team Representative.

In any case, the request for substitution shall not be approved if it does not comply with the rules applicable to the Call for Projects or whose purpose or effect, direct or indirect, is to unreasonably restrict competition, or challenge the selection of candidates or elimination of a Candidate Team.

### 7.3. Architect

As from the beginning of the Tender process, the Candidate Team shall include an architect for the design of the project and shall retain the said architect for all the stages of design, except if it obtains the express prior authorization of the said architect, MGP and the relevant Site Holder.

In any case, the Operator shall ensure the remuneration of the architect at all stages of the consultation and shall be able to prove the payment of this remuneration in its tender.

### 7.4. Equity intervention by the “Caisse des Dépôts”

The “Caisse des Dépôts” is a financial institution whose mission is to support French development and public interest projects. It works with local authorities, their partners and all stakeholders in relation with economic and development projects.

This consultation aims to select innovative urban projects, in the municipalities of the Greater Paris Metropolis, which will be completed according to a strict calendar.

As part of the Call for Projects “Inventing the Greater Paris Metropolis 2”, the “Caisse des Dépôts”, is prepared to support the winning consortiums through financial investment, provided that the projects are in line with its principles. CDC can be freely contacted following the end of the first consultation phase.

The main investment criteria of the CDC in real estate projects are:

- CDC acts as a prudent investor and positions itself as a minority shareholder;
- CDC seeks an optimization of the leverage effect on bank debt;
- CDC considers that it is not its role to be involved in:
  - o the operational aspects of the project, carried out by operators, through long-term leases;
  - o in real estate development activities;
- the project contributes to the development of the municipal areas and enables the creation of real estate value;
- the financial viability of the project must be demonstrated and the project must be financially profitable;
- the project must demonstrate a high level of environmental performance.

In this context, each of the candidates selected by the juries at the end of the first phase of the consultation - selection of calls for expressions of interest - may apply to the “Caisse des Dépôts” to

study a minority equity investment in the umbrella company for the real estate project. A favourable response may be given to all or some, and no applications may be received for the same site.

The analysis by the “Caisse des Dépôts” will focus on:

- the assessment of the project, especially in relation to its financial and economic feasibility;
  - and then on the implementation of umbrella company solutions and investment in the capital of the company to be created with the project holders, following the designation of the winning tenders by the final jury of " Inventing the Greater Paris Metropolis 2".
- Submitting an application to the “Caisse des Dépôts”

Applications to the “Caisse des Dépôts” shall be made exclusively by means of a dedicated form. This form shall be provided by MGP and shall be included among the documents given to the consortiums whose tenders have been accepted. This form is to be returned to the following email address: [Saisine.IMGP2@caissedesdepots.fr](mailto:Saisine.IMGP2@caissedesdepots.fr).

Applications may be made on the basis of the information submitted by the candidates during the expression of interest stage.

The “Caisse des Dépôts” undertakes to ensure complete confidentiality of information when analysing the applications from different consortiums regarding a same site.

Following the completion of the initial analysis of the application by the “Caisse des Dépôts”, and prior to the deadline for the submission of tenders, the “Caisse des Dépôts” may provide the Candidate Team Representative with a non-binding and non-exclusive letter of interest. After the designation of the winning tender, it will be possible to continue the analysis of the application.

After analysing the applications of the winning bidders, CDC’s possible equity investment shall be subject to the approval of its Investment Committees.

## 8. Applications and Tenders

### 8.1. Public website and registration procedure

Candidates interested in applying for the Call for Projects will have access to a public website: [www.inventonslametropoledugrandparis.fr](http://www.inventonslametropoledugrandparis.fr)

Candidates may use this website to consult a presentation of the sites which are the subject of the Call for Projects.

Candidates wishing to register for the First Phase must designate a "Team Manager". As from 23 May 2018, the Team Manager can access the website of the shared database

(<https://imgp2.espacenotarial.com>):

- the Team Manager must give the names of the team members and must initialise his manager's account. He will then receive an email containing a link to validate the creation of the account;
- The Team Manager can then set up the access rights to the shared database for the members of his team by filling in their first name, last name, company name, business sector and email address. Each person will then receive an email containing a link to validate the creation of the account and to receive the access codes to the shared database <https://imgp2.espacenotarial.com>.
- The Team Manager must appoint a person in his team to be in charge of the team. The latter will be responsible for validating the submission of applications and tenders to the shared database.

The access codes to the shared database will be emailed automatically to each user after the creation of the account has been validated.

Candidates will then be able to access the Information Folder in the manner provided for in Articles 8.1. and 9 of the present General Rules.

### 8.2. First phase of the consultation – applications

#### 8.2.1. Required documents for applying in the first phase of the consultation

The Candidate Teams shall submit a fully dematerialized application including the elements below. All documents must be written in French and contained in electronic files that must all be in PDF format and not encrypted (i.e. not protected by a password). In addition, the documents must comply with the size and naming conventions indicated below. It is strongly recommended that the candidates check that the PDF files can be opened without difficulty with Acrobat Reader software.

- (i) **DOCUMENT 1 - Presentation of the Candidate Team and its organisation** [form provided in the shared database]
- (ii) **DOCUMENT 2 - Presentation form for each member of the Candidate Team** [form is duly signed by each member; the form is provided in the shared database]
- (iii) **DOCUMENT 3 - References of the members of the Candidate Team:** Selection of five references for each member indicating: name of the project owner / name of the designer (s) / name of

the project / place and year of the project's execution / surface area / program overview / associated partners [one A3 page maximum per reference in landscape or portrait format]

**(iv) DOCUMENT 4 - Payment of architect fees:** [signed letter in PDF format]

**(v) DOCUMENT 5 - Financial information about the Candidate Team Representative:**

The required information is as follows:

- Sales turnover (excluding VAT) for the last three financial years. If appropriate, the percentage of the sales turnover (excluding VAT) related to those activities with a link to the present Call for Projects;
- Financial statements for the last three financial years;
- French K-Bis document;
- If applicable, an estimate of the financial resources for the project which will be committed by investors and financiers that have been approached.

**(vi) DOCUMENT 6 – Presentation of the proposed project:**

The presentation of the project shall only include the following documents in the formats which are indicated:

1. Aims and description of the project in relation to the specific requirements of the Site Holder [10 pages maximum in A4 size and in landscape or portrait format]
2. Description of the proposed innovations. These innovations must be in relation to all or a part of the areas specified in the present General Rules, the environmental ambition and actions for adapting to climate change [5 pages maximum in A4 size and in landscape or portrait format]
3. An A3 landscape or portrait board presenting a sketch of the envisaged architectural / urban project [reference images or diagrams or illustrations]

**The list of documents composing the application file is exhaustive. No price offer or estimate of a price range is requested from Phase 1 applicants.**

#### 8.2.2. Submitting the application

Applicants are invited to submit their files, in compliance with the specifications indicated in Article 8.2.1., directly in a dedicated tab of the shared database. Access to the shared database will have been granted beforehand as per the conditions stipulated in Articles 8.1. and 9 of the present General Rules.

To facilitate the dematerialized submission of applications in Phase 1, candidates are required to:

- ❖ **Use the name indicated in the General Rules of the consultation** (see article 8.2.1.) for each of these elements and add the name of the team without a space and in capital letters after « \_ »:
  1. « DOCUMENT 1 »
  2. « DOCUMENT 2 »
  3. « DOCUMENT 3 »
  4. « DOCUMENT 4 »

5. « DOCUMENT 5 »
6. « DOCUMENT 6 »

- ❖ **Submit a single document in .pdf format for each of the six required application elements in Phase 1.** For example, for « DOCUMENT 6 », only one .pdf document should be submitted. This single document must include all the following: aims and description of the project, description of the proposed innovations and the A3 landscape or portrait board presenting a sketch of the envisaged architectural / urban project.

The material conditions for uploading the documents and downloading the submission acknowledgment confirmation are specified in the shared database rules that candidates will have read and approved when they first login.

Documents may be uploaded on the shared database from 24 July 2018 **until 31 July 2018 at 12 noon**, Paris time at the latest.

Except for technical failures due to the overloading of the shared database, late submissions will be blocked and no submissions in any other form will be accepted.

### **8.2.3. Shortlisting of candidates eligible to make a tender**

The received applications will be analysed according to the following criteria, which will neither be weighted nor have a ranking of importance:

- Legal and financial soundness of the Candidate Team Representative
- Quality and suitability of the references in relation to the site objective and the candidate's proposal
- Urban development and project aims
- Environmental ambition
- Innovation ambition

The assessment of the applications will be submitted to a Commission which will shortlist the candidates based on the above criteria.

Three candidates per site will be eligible to participate in the second phase of the consultation. Where appropriate, the jury may choose to select a higher number of candidates, with a maximum of four.

Only candidates selected at the end of the first phase will be eligible to participate in Phase 2 of the Call for Projects. Candidates will be informed by registered letter with acknowledgment of receipt or by any other means allowing to determine with certainty the date and time of receipt.

### **8.3. Second phase of the consultation – tenders**

Candidates declared eligible to participate in Phase 2 of the consultation will be invited to submit a binding offer in accordance with Article 8.3.3. This tender will contain all the documents listed in Annex 1 of the present General Rules. Tenders will be analysed according to the criteria indicated in Article 8.3.4. The selection the tenders will be made by a jury in accordance with the conditions specified in Article 8.3.5.

### 8.3.1. Submission of tenders

Applicants are invited to provide their tenders, and any additional items following possible requests for clarification and exchanges, as described below.

Application documents shall be provided in the form of paper documents in THREE (3) copies of which one is replicable and shall also be submitted electronically in a dedicated tab in the shared database (<https://imgp2.espacenotarial.com>).

- Electronic submission of documents

The material conditions for uploading the documents and downloading the submission acknowledgment receipt are specified in the shared database rules that candidates will have read and approved when they first login.

Documents may be uploaded on the shared database as from a date that will be indicated via the said database to all the Candidate Teams declared eligible to participate in Phase 2.

Except for technical failures due to the overloading of the shared database, late submissions will be blocked.

- Paper submission of documents

Candidates shall submit by hand their successive documents in paper form **by a date to be specified at the time that Phase 2 of the consultation commences**. Candidates shall receive a submission acknowledgment receipt.

The application documents can be delivered from Monday to Friday from 9 am to 12 noon and from 2 pm to 6 pm to the address indicated below:

Métropole du Grand Paris  
15-17, avenue Pierre Mendès France  
75013 PARIS (France)

*The envelope with the application documents must read as follows: “Consultation Inventons la Métropole du Grand Paris 2. Ne pas ouvrir – Site [Indicate the name of the site]”.*

Applicants are informed that late submissions will not be opened or reviewed. If such a case arises, the documents can be collected at the address indicated above.

No submissions by fax or e-mail will be accepted.

In the event of differences in content between the dematerialized documents and the paper documents, the dematerialized documents shall take precedence.

### 8.3.2. Exchanges with the Candidate Teams

MGP and the Site Holders will organize a discussion period with the candidate teams on all aspects of the projects. Questions will refer to technical, legal or financial matters and the said questions will be communicated to the candidates beforehand.



For the preparation of these questions and to provide the basis of discussion for the meeting, Candidates shall beforehand submit on the shared database a summary report outlining the major features of their proposal and their initial working plans. These reports shall not be considered as offers, but merely as a basis for discussion. These reports will therefore not be assessed or graded.

**This report shall be submitted in dematerialized form** and shall include the following documents in separate electronic files:

- (i) **A document of up to 30 pages in portrait or landscape format including the following topics:**
  - Presentation of the Candidate Team
  - Content of the project:
    - o general presentation
    - o proposed work plan
    - o provisional calendar
    - o initial architectural proposal
    - o proposed innovations
  
- (ii) **The main principles of the proposed legal framework as well as any reservations or conditions of the candidate with regard to the specific site requirements**
  
- (iii) **The initial financial assumptions**, including the following:
  - o Based on the proposed real estate structure, an estimate of the purchase price or the rent/fees, and the terms of payment amount;
  - o Investment amounts of the proposed investors and financiers in the project proposed by the Candidate;
  - o An initial financial forecast of the completed operation. This forecast is to be prepared using the Excel sheet provided in the data room. This approach will enable the estimation of the acquisition price mentioned above.

The above will therefore be used as the basis of discussion. Exchanges will take place in accordance with a calendar and meeting agendas that will be communicated to the relevant candidates with a notice of at least five (5) working days.

The participation of at least one representative of the main team members may be required.

In compliance with the principle of equal treatment, the Site Holder (s) may also organize open sharing times. During these meetings, information would be distributed related to the objectives, the work plan and the schedule of the Call for Projects, and the proposed aim of the sites. Participants will be free to express their ideas about the different matters under discussion. During these times of exchange, the candidates will not be able to come into direct contact with the inhabitants of the municipalities.

### **8.3.3. Tenders**

After the discussion period about their intermediate report, the candidate teams shall submit a tender.

Candidates shall be expected to include the considerations raised during the discussion period.

After the submission of the tenders, MGP and the Site Holders may request additional information and clarifications regarding the technical, legal or financial aspects of the Tenders. The written answers provided by the Candidate Teams will be deemed to be an integral part of their Tenders.

The Tender shall include all the elements indicated in Annex 1.

At the time of the signing of the deed, the selected candidate shall pay all taxes, all expenses, the real estate security contribution and all notary fees relating to the transfer of rights.

The candidate shall be personally responsible for paying the fees of its advisors.

The candidate must acknowledge that, within the framework of the Call for Projects, and given the information it was communicated by each Site Holder, it was able to analyse, visit the field (assisted by its team, partners and duly qualified and experienced outside advisors), and that it was therefore able to assess the legal, tax, technical, environmental and administrative situation of the property and its project, and that consequently the project, if it is implemented, shall take place without any guarantee of any kind other than the eviction guarantee provided for in the French Civil Code.

The candidate must also acknowledge and accept that by submitting a tender, it has obtained sufficient information to implement the said tender according to the requirements presented in its tender and in accordance with the specific site requirements.

The tender shall be considered a firm offer and cannot be changed except in consideration of the jury's reservations and shall be maintained until the signature of the transfer of rights and, in any event, before a period of 18 months as from its receipt, unless otherwise specified in the Specific Site Requirements.

#### 8.3.4. Assessment of tenders

Tenders will be reviewed and selected according to the criteria below. It should be noted that the criteria will not be ranked or weighted.

- **The innovative nature of the project:** the innovations proposed by the project will be analysed in terms of the relevance of the innovation with respect to the urban context of the project, the nature and characteristics of the site, the state of the art and best practices in France and abroad in relation to the proposed innovation, and the contribution of the innovation to meeting the objectives outlined in the first part.
- **The quality of the urban development and architecture proposal of the project.**
- **The quality of the work plans.**
- **Environmental performance and adaptation to climate change.**
- **The legal and financial structure:** the jury will appreciate the legal security of the legal framework, and the coherence and viability of the financial framework.
- **The sale price:** the jury will assess the validity of the proposed price with regard to market prices, references provided by the State Property Office, the proposed services and guarantees and, of course, the nature and innovative content of the project.

#### 8.3.5. Selection of tenders

The selection of the tenders will be made by a jury. At the minimum, the jury will be composed of representatives of the Greater Paris Metropolitan and the relevant Site Holders.

The jury will interview the candidates and will rank the offers according to the criteria defined above.

Candidates will be able to submit their tenders using any type of document.

The jury may choose to express reservations in relation to the ranked proposals. However, any such reservations will not result in substantial changes to the offers.

Candidates will be informed of the acceptance or rejection of their tenders by registered letter with acknowledgment of receipt or by any other means allowing to determine with certainty the date and time of receipt. Decisions will be communicated within 15 days following the holding of the last of the juries.

The legal attribution of the sites to the winners will be the decision of the competent authorities of the Site Holder and, if necessary, the opinion of the State Property Management Agency.

If the selected candidate does not subsequently abide by its commitments as they appear in the tender, the Site Holder (s) reserve the right to negotiate with all the other teams which submitted an offer.

The finalization and the signing of the deeds will take place between the selected candidates and the Site Holder (s) according to the terms and the schedule indicated in the Specific Site Requirements for each site. If the jury expresses any reservations, and in accordance with the conditions referred to above, the winning party shall submit an additional tender which takes into consideration these reservations.

Any communication by the candidate related to its project shall mention that it is the winner of the consultation called "Inventons la Métropole du Grand Paris 2". This stipulation shall also apply to any communication subsequent to the consultation. For the site for which they were selected, candidates undertake to visibly indicate in full words "Lauréat d'Inventons la Métropole du Grand Paris 2" on the relevant information panels. The size and format of the panels shall enable viewers to clearly read the message from a distance. Candidates shall ensure that the size of the letters in the aforementioned indication is the equivalent of the size of the letters in the text.

## **9. Requirements for Accessing the Information Folder**

Given the large volume of documentation gathered for the purposes of this consultation, candidates will have access to a documentary database (the Information Folder) on a secure website of the "Chambre des Notaires de Paris". Some of the documentation will in electronic format (the shared database or data room) at the following address: <https://imgp2.espacenotarial.com/>

**To access this shared database, applicants must comply with the secure access procedure referred to in article 8.1. of the present General Rules.**

Candidates accessing the secure website shall individually sign a Non-Disclosure Agreement the first time they login and shall then be able to freely consult the entirety of the Information Folder at any time and shall also be able to print any documents they wish.

It will also be possible to ask questions online, which will be viewed by all candidates, in order to ensure equality between them. To preserve the anonymity of the questions, it should be noted that candidates must not under any circumstances sign the questions posted online or include any indications which may identify them.

Candidates having requested and obtained an access code to the secure website will be notified by email on a daily basis of any new questions or new documents which have been included in the shared database in relation to the sites which are the subject of the present consultation.

## **10. Site visit**

Group site visits will be organised by the Site Holder (s) following the registrations entered on the shared database.

## **11. Exchanges with the candidates throughout the entire consultation process**

Candidates wishing to obtain any additional information necessary for the preparation of their tender, should electronically send a written information request in French. Information requests must only be sent to the shared database (or data room) at the following address:  
<https://imgp2.espacenotarial.com/>.

In no case whatsoever will it be possible to ask any questions to MGP or the Site Holder (s) by post, email, fax or by verbal exchange.

Candidates should be aware of the following deadlines regarding the submission of information requests in the shared database:

- Deadline for sending questions via the shared database: 15 days before submission
- Deadline for the publication of responses to questions submitted by candidates in the shared database: 7 days before submission

Responses to questions will be transmitted simultaneously to all the candidates via the shared database. The responses will be anonymous in nature and may be summarized, if necessary.

## Section 3. Requirements related to the Call for Projects

### 12. Changes to the Consultation File

MGP, in consultation with the Site Holder (s), reserves the right to modify, supplement or update the Consultation File at any time, especially at the beginning of each phase of the consultation, and, at the latest fifteen, (15) working days before the date of submission of the successive documents.

Candidates will be expected to make their offer according to the changed Consultation File. No claims related to possible changes will be accepted.

### 13. Liability exclusion

The Site Holder (s) have in good faith created the Information Folder, which contains the important documents in their possession.

All forecasts, information, analyses and studies included in the Consultation File are provided for information purposes only. Notwithstanding the obligation of information for which the Site Holder (s) cannot be exempted, the content or the possibly inaccurate or incomplete nature of the Information Folder cannot under any circumstances incur the liability of the Site Holder (s), MGP or that of the parties having written the said information and cannot be used against them.

### 14. Essential and determining conditions

Candidates are reminded that for each site their tenders must comply with the requirements of the Consultation File and the Specific Site Requirements. Depending on the specific needs of each site and, in particular, the projected project schedule, it will include the essential features of the expected offers as well as the terms and proposed schedule of the candidates.

A structure for the transfer of rights will provide a legal framework for the candidates' commitments and define the level of guarantees and sanctions related thereto. The content of the said framework will be adapted to the specific needs of each site. For this purpose, the Site Holder (s) will define clauses that will guarantee the following:

- the implementation of the project according to the essential characteristics defined by each grade related to the specific site requirements;
- adherence to innovation regarding common practices, management and project creation;
- preservation of the project (purpose and/or attribution).

Depending on the sites and partners, other clauses will sanction and guarantee other types of commitments, for example social integration in the construction phase, environmental clauses related to the project and anti-speculative clauses related to certain types of housing.

Unless otherwise indicated in the terms of a particular site, the validity period of a tender is 18 months as from the date the tender is officially received. If the successful candidate decides not to proceed with the drafting of the contractual documents in accordance with the essential characteristics of its tender, as determined in the specific site requirements, the Site Holders may have recourse, in this respect, to a penalty whose amount, if any, will also be specified in the specific site requirements.

## **15. Absence of compensation**

In general, no compensation will be paid by MGP and the Site Holders to candidates for their participation in this consultation.

## **16. Additional information**

Candidates are informed that the legal deed related to the transfer of rights will be concluded in the before a French notary. As such, all costs related to the drafting, publication and archiving of the deed (notary fees according to the applicable full rate, land registration tax, salary of the archiving official, roles, fees of the surveyor designated by the candidate, miscellaneous expenses etc.) will be the sole responsibility of the selected candidate. Candidates should therefore include these costs in their financing plan.

## **17. Confidentiality**

Candidates undertake not to communicate any information of any kind that they may have received from MGP or from the Site Holder (s), or obtained in any way whatsoever, in writing and verbally, and from any information source in the context of the present Call for Projects, and in particular during the preparation of the rights transfer procedure (all information of this nature being "confidential information"), without the prior written authorization of MGP and the Site Holder (s).

Notwithstanding the above, candidates may disclose any confidential information:

- to their directors, corporate officers or others and their employees, as well as to the representatives of their advisers, insofar as it is necessary for these persons to have knowledge of this information for the preparation of land and/or real estate (it being agreed that the said directors, corporate officers or others, employees and representatives or councils will be informed by the candidate of the confidential nature of the information and that the candidate will have to ensure that these persons respect the confidentiality);
- to any bank or financial institution from which such party financed its participation in the planned operation and representatives of its advisers for the preparation and execution of the financing documentation;
- to the extent that disclosure is required by law or regulation.

## **ANNEX 1: REQUIRED CONTENT OF TENDERS**

enders shall be written in French and costs presented in euros. They must be dated and signed by the person authorized to empower the candidate team representative. Each tender document must be signed and stamped by the candidate team representative.

The tender shall contain seven separate and mandatory elements:

1. presentation of the Candidate Team
2. content of the project
3. implementation of the innovations
4. legal framework of the project
5. financial framework of the project
6. financial proposal
7. if required, the form for the “Caisse des Dépôts et Consignations”

### **Requirements related to electronic submission:**

- All files must be in PDF format and non-encrypted (i.e. not protected by a password);
- When creating PDF files which include the graphics boards (for example, from AutoCAD), candidates shall ensure that all models are merged to allow consultation using Acrobat Reader software;
- The electronic version of the presentation boards in A0 format with a rigid support shall be reduced to A3 format to allow for easy consultation using Acrobat Reader software.
- It is strongly recommended that candidates check that PDF files can be opened without difficulty using Acrobat Reader software.

Selected candidates shall submit the above documents (written in French) in paper form. In addition, an electronic file containing the same documents must be submitted. The electronic files must comply with the size, format and naming conventions indicated below:

#### **1. Presentation of the Candidate Team (document 1)**

Candidates must complete a form that will be communicated to them on the shared database. This form requires a detailed description of the **composition of the Candidate Team**, including the roles, responsibilities and expertise of each of its members in relation to the project. This form will include the model letter of authorization of the consortium’s representative, in case this is necessary.

It should be noted that Operators or groups of Operators must indicate whether they will use the expertise of other partners and service providers. If necessary, the nature of the commitment must be specified in relation to the tender (letter of commitment, memorandum of understanding, etc.

The form requires a presentation of the individual candidate or members of the consortium, as well as all the partners, financiers, operators, designers/prime contractors, experts, technical consultants, contractors, users or others, who are involved in the project. For each one of these parties it is required to indicate their purpose and their degree of involvement in relation to the design, implementation and operation phases. The organizational structure of the Candidate Team and the respective roles assigned to each of its members must also be specified.

It should be noted that the Candidate Team Representative indicated in the tender, who will sign the legal documents and will incur legal and financial liability to the Candidate Team, irrespective of its

legal structure, must remain identical to the person designated in Phase 1, and if necessary, until the signing of the transfer of rights, unless the Site Holders accept a request for complete or partial substitution in accordance with the conditions stipulated in the present General Rules.

## 2. Content of the project (document 2)

Candidates shall provide a detailed description of the following:

- **a general presentation** (maximum 5 pages in A4 landscape or portrait format) outlining the general philosophy of the project; the objectives; and a demonstration of how the project addresses the issues and challenges described in the general rules of the consultation, the specific site requirements and the information from the data room.
  
- **programming** (10 pages maximum including a summary table in A3 landscape or portrait format) – an explanation of the various components of the project including their various uses and the target audience of the project, as well as the different events which are projected for the site.
  
- **project implementation calendar** (2 pages maximum in A3 landscape or portrait format).
  
- **the project** from a sketching point of view (texts and diagrams) shall include:
  - o A booklet which explains the project (15 pages maximum in A3 landscape or portrait, and easily reproducible):
    - presentation of the architectural aspect (organizational, technical, aesthetic and financial);
    - rationale behind the project's integration in its urban environment and the relation with its surrounding areas;
    - in-depth presentation of the proposed construction and materials approach (durability, comfort of use, advantages in terms of operations and maintenance, etc.);
    - an explanation of the projected measures to meet the quality, environmental and energy performance objectives, as well as circular economy measures;
    - an analysis indicating the compliance of the project in relation to land use planning;
  
  - o Graphics boards (30 pages A3 maximum, easily reproducible):
    - ground plan indicating the roads, the organisation of outdoor spaces, etc;
    - significant architectural plans which show the structure principles, possible design, the vertical and horizontal circulations as well as the spaces assigned to each functional entity;
    - plans for the ground floor and adjoining outdoor spaces;
    - where applicable, one or more outdoor views of the main facades and/or one or more cross-sections in order to better understand the project;
    - views to visualize the inclusion of the project in the site and its immediate environment
    - any other diagram or graphics element to better understand the project;
  
  - o Presentation boards in A0 format on a rigid support, freely created by the teams, the content of which can be used for the presentation of the project to the jury or during a possible exhibition of the projects (3 A0 panels maximum) - these signs are to be provided in only two (2) copies. A holder indicating the name of the consultation "Inventons la Métropole du Grand Paris " will be sent by MGP and must be used.



The scales for the documents or graphic elements, specific to a particular site, may be indicated in the specific site requirements. If there is no indication, by default the scale to be used is 1/500<sup>th</sup>.

Moreover, candidates must also authorize MGP and the Site Holder (s) to use the presentation and visual elements of their tenders for the publication of a book, an exhibition or other communication actions dedicated to Inventing the Greater Paris Metropolis 2.

MGP reserves the right to request that the winners provide a 3D digital model in a predefined format for the common promotion of the projects in digital media. Such requests will be made after the submission of the tenders.

### 3. Implementation of the innovations (document 3)

Candidates shall provide the following to describe in detail the implementation of the innovations:

- **Description of the innovations** (10 pages maximum in A4 portrait or landscape format, excluding any annexes) presenting the innovation challenges which are addressed and demonstrating the innovative nature of the project.

To this end, Candidates shall present a comparison to demonstrate the added value of the project and its "avant-garde" dimension.

Regarding technological innovations, candidates shall provide a quick overview of the state of the art and a benchmark of competing solutions which are either experimental or have been deployed. For the other innovations (project components, type of use, related to the real estate or financial framework), candidates shall provide as much information as possible based on recent scientific or legal publications.

Candidates shall also highlight the contributions of these innovations in the following different areas:

- o environmental ambition and adaptation to climate change: reducing the carbon footprint of the project and increasing the use of renewable energy;
  - o citizen participation in the definition of the project: the various procedures for consulting the users of the project as part of its evolving nature;
- **The Commitment and Assessment Agreement** which contains the performance indicators relating to the implementation of innovations. This agreement must present the way in which the reaching of the innovation targets will be measured. Candidates must fill in a template related to the Commitment and Assessment Agreement, which will be communicated on the shared database.

### 4. Legal framework of the project (document 4)

Candidates shall provide a description of its legal structure in five (5) pages maximum in A4 format, including:

- the proposed type of transfer of rights;
- the future legal organization of the real estate complex, which, in particular, will ensure the implementation of the innovations;

- the legal relationships (type of contract – e.g. a real estate development contract) and roles (e.g. investor, developer, operator, etc.) of each team member in the implementation of the project.
- any legal innovations implemented as part of the project, indicating the feasibility in full legal security.

## **5 Legal commitment of the candidate (document 5)**

The firmness of the offer shall be ensured by:

- the agreement of the candidate related to the framework of the transfer of rights or to the terms and conditions of the transfer of rights that will be communicated on the shared database in due course for the submission of tenders;
- the candidate's financial proposal as set out in document 6 of the tender;
- the submission of the legal and financial commitment in accordance with the template communicated via the shared database. This document must be completed, initialed and signed by the authorized representative. The signing of this document will indicate the legal acceptance by the candidate of the entire Consultation File and any additional elements communicated via the shared database (transfer of rights framework or the terms and conditions of the transfer of rights) according to the legal and financial terms proposed in the tender. For each site, the legal and financial framework which must be included in the tender, will be included in the Information Folder.

## **6 Financial proposal (document 6)**

Candidates shall offer, according to their proposed real estate framework, a purchase price or rent/royalty fees and the terms of payment.

In the case of a lease or tenancy agreement, the rent or the fee shall include:

- a guaranteed minimum rent or fixed fee;
- a proposal for a variable amount, where applicable, in accordance with the stipulations provided for this purpose by the transfer of rights deed or the terms and conditions of the transfer of rights specific to each site.

In the event of a sale, the price proposal must include:

- a minimum total price;
- a breakdown of the minimum total price per unit price (square metre/surface area) and per component and classification (type of use, purpose, typology of housing, etc.);  
any additional costs and incentives in accordance with the stipulations of the specific site requirements, the transfer of rights deed and the terms and conditions of the transfer of rights specific to each site.

Whatever the nature of the transfer of rights, the price (price, royalty or rent), the price shall be expressed in constant euros (March 2019) as a net sales price excluding duties, excluding value-added tax and excluding fees. For properties owned by the City of Paris, prices must be indexed. Regarding

the latter, the properties of partners may be adapted. In case of doubt, the quoted price shall be considered as a net sales price excluding duties, excluding value-added tax and excluding fees.

In support of its tender, candidates shall submit a detailed breakdown based on the Excel spreadsheet that will be provided on the shared database. The purpose of this Excel sheet is to demonstrate all the assumptions and calculations related to the expenses and purchase price, proposed rent or fee, and the terms of payment. It is understood that candidates are free to change and/or add to the format of the suggested operations report in this table, and to add any additional tabs to specify the breakdown of the cost/revenue items of the balance sheet, as well as the related financing arrangements.

At the minimum, the detailed financial proposal shall include the following:

- A booklet in 5 pages maximum in A4 format presenting the details of the financial and commercial assumptions for each element of the program, including:
  - o Rent and/or purchase price of the land proposed by the candidate in its tender;
  - o Sale price assumptions per square metre/surface area expressed in cost excluding taxes and duties; annual rent assumptions excluding taxes and charges; and the capitalization rate assumptions used for the preparation of the operations report;
  - o Assumptions related to construction costs, including the detail of the sizing ratios of these costs per square metre/surface area per type of use. For cost items relating to the common areas and/or any equipment, the candidate shall briefly present the sizing procedures specific to these types of costs.
  - o Details related to the rates or assumptions used to calculate the project management and marketing fees for the project, as well as the margin;
  - o Detailed breakdown of the provisions for taxes and shareholdings provided for in the balance sheet;
  - o Where appropriate, when a revenue generating activity is included in the tender, the candidate shall provide a detailed presentation of the estimated sales turnover, the tariff structure, the occupancy/attendance rate, the expected profitability, etc.
  - o Where appropriate, if the tender includes plans to develop innovative urban services, the candidate shall indicate the financial and commercial assumptions, and explain to what extent these new uses impact the project's balance sheet and even more so the land acquisition price.
  - o The candidate shall also provide details in this booklet about the sources or studies used to formulate the financial and commercial assumptions.
  
- A booklet in 2 pages maximum in A4 format showing the details of the financing plan for the operation with the proposed overall financing structure, specifying, where applicable, this plan for each of the parties holding a fraction of the planned operation. At minimum, this financing plan must indicate the following:
  - o sources of financing: equity, quasi-equity, bank financing, intragroup loan, government subsidies, etc.
  - o indicative financing terms, especially the all-in rates associated with each source of financing;
  - o condition precedents, rights and/or obligations affecting the availability of each source of financing for the project

All the financial elements of the tender shall be expressed in unit price per square metre/surface area per type of use and in relation to the site.

The candidate shall provide all information relating to all the above-mentioned points and shall give any additional information that is deemed useful.

Candidates must submit a firm financial offer including details of the proposed exit prices or rentals per type of lot. The firmness of the financial offer will be determined by:

- the signing of the framework document relating to the legal and financial elements of the candidate's tender by the duly authorized representative (see above);
- submission of letters of commitment from investors and/or project financiers;
- the submission of letters of commitment from the end users and a description of all the contractual arrangements up to the end user, provided that the latter participates in the innovation project.

To this end, the candidate shall complete the form (provided in the Excel spreadsheet) related to the project participants. The candidate shall provide a detailed breakdown by project element, project leader, financier and/or investor, as well as the proposed lessee.

Candidates are informed that MGP and the Site Holder (s) reserve the right not to accept a project whose financial soundness could be jeopardized due to the absence of necessary and sufficient guarantees.

**7 Model (document 7)**

**8 Where applicable, the dedicated form for submission to CDC (Document 8)**