



Submitted To:

Jeremy Doane
Pam Tokunaga
City Purchasing
Seattle Municipal Tower
P.O. Box 946847
Seattle, Washington, 98124-4687

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Request For Information
Seeking Revenue-Generating Marketing Ideas
Public-Private Partnership Concepts
To Develop Advertising-Supported Public Amenities
in the Right of Way

Submitted By:

JCDecaux North America
3 Park Avenue
New York, New York 10016

Contact:

Francois Nion, Executive Vice President
Tel. (213) 608-0910
Fax (213) 608-0901
Francois.Nion@JCDecauxna.com



Request For Information

Seeking Revenue-Generating Marketing Ideas Public-Private Partnership Concepts To Develop Advertising-Supported Public Amenities in the Right of Way

The City of Seattle is a dynamic economic and cultural community with a reputation for its quality of life, featuring a true downtown area with a high density of pedestrian and bicycle traffic, residential life welcoming families, high-end retail and vibrant nightlife. It is also a popular tourist destination, offering numerous parks, museums, restaurants and more. As such, it is a perfect candidate for a modern street furniture program that will further enhance its livability and its visitors' experience, while fostering the economy.

The fact that Seattle does not have a street furniture program yet provides a unique opportunity to design a plan that fully reflects the City's needs and today's urban way of life, featuring a variety of amenities such as transit shelters, way finding fixtures, map stands, interactive digital information kiosks, Wi-Fi hot spots and stations, filtered water fountains, recycling containers/compactors, EV charging stations, community bulletin boards, automatic public toilets, vending kiosks, community kiosks, news racks, bike racks and other amenities.

By issuing a single RFP for the entire program, the City will ensure that the fixtures and services provided are consistent in terms of their design and quality. Additionally, this will allow the City to benefit from its de-facto exclusivity on advertising on the public right of way rather than diluting its value by awarding multiple contracts: a single operator will be able to maximize revenue from the opportunity, while multiple ones would compete with each other, giving advertisers leverage to obtain lower advertising rates.

The amenities and services provided by a coordinated street furniture program do not necessarily have to all be associated to advertising. A good example of that would be automatic public toilets such as the ones JCDecaux has installed and been operating in San Francisco since 1995: by opting not to have commercial advertising on them, we were able to select the best possible locations for these amenities based on public need and proximity of utility connections without concern for their commercial value from the advertisers' standpoint. Meanwhile, the advertising column-kiosks whose revenue supports the program were all located with their revenue potential in mind. This same concept should be kept in mind when designing the advertising-supported street furniture program for Seattle.



Examples of successful marketing programs and contracts from other locations and jurisdictions

Jean-Claude Decaux invented the concept of the advertising bus shelter and signed his first street furniture contract with the city of Lyon (France) in 1964. Today we have street furniture contracts with over 3,600 cities worldwide including Boston, Chicago, San Francisco, Sydney, Vancouver, Barcelona and Paris. Most recently, JCDecaux was selected by the City of Sao Paulo (Brazil) to provide 1,000 advertising clocks under a 25-year agreement in a City that had banned outdoor advertising altogether just 5 years ago, a great testimony to the fact that street furniture advertising, when done tastefully, can positively contribute to the streetscape and urban livability at no cost to the tax payers. (See press release in Exhibit A of the Appendix).



Germany



France



Spain



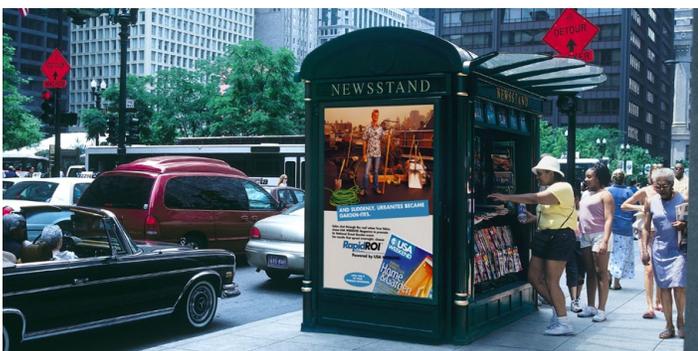
Australia



In San Francisco, advertising on 113 column kiosks, many of which serve as newsstands and community information kiosk, pays for 25 automatic public toilets under a 20-year concession contract.



In Chicago, JCDecaux has installed, operates and maintains more than 2200 pieces of street furniture under a 20-year concession contract that includes bus shelters, City Information Panels, multiple news racks and newsstands.





In Boston, the 25-year coordinated street furniture program also includes bus shelters, automatic public toilets, newsstands, City Information Panels and information column-kiosks.



Specific suggestions and examples of marketing opportunities not currently realized by the City of Seattle

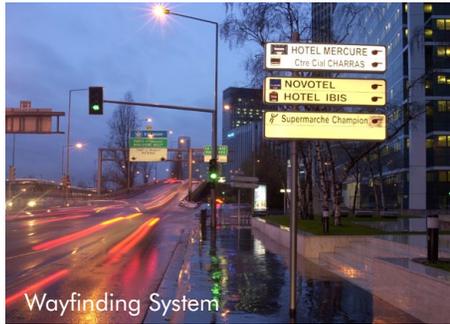
By not having an advertising-supported street furniture program, the City is passing on a valuable opportunity to provide better-quality fixtures and services to its constituents and visitors, while generating new revenue. Meanwhile, the City allows spectacular wall banners on private properties located in the core downtown area, which are not providing any benefits to the Community and the City.

The City should consider issuing an RFP for a coordinated street furniture program including a mix of advertising and non-advertising fixtures. The amount and type of street furniture and services provided will depend on the revenue potential of the authorized advertising program. Specifically, the City should consider allowing the following advertising opportunities:

- Advertising transit shelters in the downtown area
- City Information Panels in the downtown area
- Column Kiosks in the downtown area
- Digital billboards on city-owned land alongside the main expressways, similar to the City Digital Sign Program recently announced by the City of Chicago (see attached Press Release in Exhibit A of the Appendix)



Benches



Wayfinding System



Shelter with bin receptacles

The revenue from these advertising assets will allow funding other, non-advertising fixtures and services such as the ones listed on page 2 above. The revenue the City might expect receiving in cash from the program will depend on the mix of advertising and non-advertising fixtures, as well as the type and amount of additional services requested.

Anticipated Revenues (based on prior experience) from suggestions proposed by the firm during the RFI

The total outdoor advertising market for the greater Seattle area was about \$50 million in 2011. Based on our experience in other, comparable markets, we estimate that a well-sized street furniture program including digital billboards should be able to capture up to 10% of that market, or \$5 million, depending on the number, size and locations of the advertising panels.

Anticipated timeline (based on prior experience) for the design, planning and installation of suggested amenities and services

The implementation of a comprehensive coordinated street furniture program typically takes from 12 to 18 months from the time the scope is clearly defined, including the selection of designs and location for the various fixtures. The actual timeline depends greatly on the complexity of the program, particularly if the development of custom designs and/or services is required. Large-scale programs are often implemented in multiple phases over 2, 3 or more years.

Examples of the range of high quality street furniture that also includes advertising

Transit shelters, City Information Panels and column kiosks are good examples of high-quality advertising street furniture. When located in the heart of a city, these fixtures provide useful services while generating significant revenue to support the program. Indeed, for a typical citywide street furniture program, 80% of the revenue comes from these areas even if only 25% of the advertising panels are located there.

The quality of design of the fixtures and association of a truly valuable service to the advertising panel are therefore key to the success of an advertising street furniture program, because it is perceived positively by the community.



City Information Panels carry one panel of advertising on one side, and a service on the other side such as a city map, a public service/city information poster, a public pay telephone and/or interactive kiosk.



Column Kiosks are cylindrical structures with 3 display faces, two of which are used for advertising. The third face is reserved for the City and can host a variety of services. It can be used to display maps and/or City information, but thanks to the relatively large space inside the cylinder, it can also accommodate other types of services such as vending kiosks, recycling bins, interactive kiosks, WiFi routers or filtered water fountains to name just a few.



Glass Recycling Program



Information Map



Interactive Internet Kiosk



Internet Pay Telephone

Number, size, spacing, type and orientation of the advertising signs

The number of advertising panels required to support a coordinated street furniture program depends on the specific advertising market it is in, which dictates the rates advertisers are willing to pay for it. As the 12th ranking Media market (DMA), outdoor advertising in Seattle is not necessarily commanding the same rates as in larger markets such as New York, Boston or Chicago. However, street furniture advertising at key locations in the downtown area is certain to fetch higher rates than regular billboards outside of the city center.



Unlike billboards, street furniture advertising is sold in networks of multiple panels that deliver both reach and frequency to the advertisers. It is important that the density of advertising panels be sufficient in the most desirable areas in order to be able to offer good coverage to multiple advertisers at the same time. An average of at least two advertising panels per block in these areas would be typical. All the signs should be backlit and placed perpendicularly to the curb to offer the best visibility to incoming pedestrian and vehicular traffic. At the best locations, the use of scrolling poster technology or digital scrollers would help maximize revenue by featuring several advertisers in a loop.

The ad panels must meet standard industry sizes (approximately 6'x4' for transit shelters and City Information Panels and 11' x 4.5' for column kiosks).

Locational Criteria

The main criterion for transit shelter siting is the presence of a bus stop with high outbound use, which is often the case in dense retail zones in the downtown area. These locations are also very good from an advertising perspective, as they are guaranteed to be seen by a large number of people.

City Information Panels and Column Kiosks provide services that are mostly geared towards pedestrians who can easily stop to use them. They are therefore primarily found on downtown sidewalks, providing them with good visibility for the advertising while delivering the services where they are the most needed. Advertisers are like retailers; they are looking for well-known locations in the city and will pay a premium to have their advertising there. A good example is North Michigan Avenue and the Loop in Chicago: most advertisers buying a campaign in Chicago insist on having a presence there, and are willing to pay a much higher average rate for their entire buy in order to do so. Advertisers buying faces strictly located on North Michigan Avenue even pay up to 4 times more per face than they would for a "citywide" coverage.

Areas such as the Seattle Central Business District, core retail streets or key neighborhoods close to downtown such as Belltown, South-Lake Union, Capitol Hill/Broadway, Capitol Hill/Pike/Pine, emerging stadium District in Seattle would be equivalent to that and should absolutely be included in a coordinated street furniture program.

Major arteries leading to and from the downtown area provide good media exposure as well. Freeway exits and entrances around downtown represent good potential sites to reach traffic and generate advertising revenue. A study of the pedestrian and vehicular traffic flows is a good way to help identify potential locations.

Street furniture is often placed close to the curb in alignment with existing fixtures such as tree wells, hydrants, parking meters, bicycle racks etc. and in full compliance with all applicable rules and regulations, including those relating to accessibility.

Where possible, locations at street intersections and/or on medians offer the best visibility for the advertising.

A sidewalk width of at least 11 feet is required in most instances to accommodate street furniture elements without interfering with normal pedestrian flow.

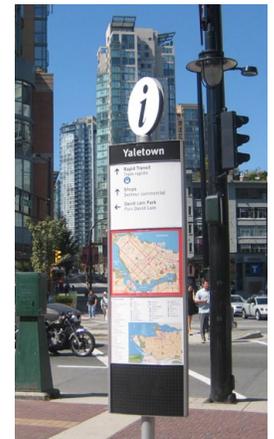


Amenities

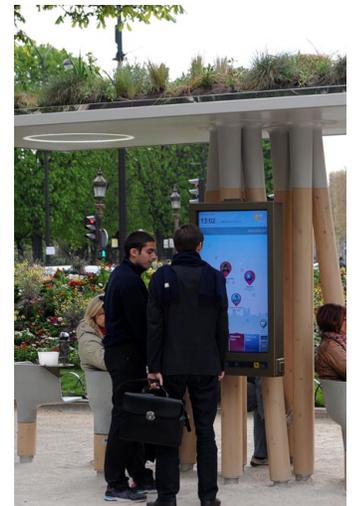
In order to ensure the success of a coordinated street furniture program for Seattle, the City should rely on a combination of proven revenue-generating elements that will safely fund the program – transit shelters, City Information Panels, Column Kiosks, Digital Billboards – and non-revenue generating services that will make it an even more valuable addition to the streetscape and contribute to the enhancement of the city’s livability.

The implementation of a coordinated street furniture program is a great opportunity to “cleanup” the sidewalks by replacing and consolidating existing elements of street furniture that might be aging or unsightly. It is also a way to bring in new services that meet the evolving needs and demands of modern urban life. The limit, really, is mostly dictated by the economics of the program.

Examples of potential replacement of existing amenities: transit shelters, multiple news racks, way finding, information panels



Examples of potential new amenities: automatic public toilets, recycling program, digital information kiosks, WiFi hot spots, filtered water fountains





Technology today offers possibilities that were not even conceivable a few years ago. While numerous applications resulting from this progress are now readily available through smart phones and tablets, very little has been done in the public space. With this in mind, the City of Paris launched last year a call to projects for “Intelligent Street Furniture”, asking private firms and individuals to propose innovative ideas for new urban services and fixtures making use of the new possibilities offered by digital technology. Four JCDecaux ideas have already been implemented on the streets of Paris for real-life testing by the public (see attached articles in Exhibit B). Centered around the Urban Decoder – an android-based platform enabling the use of custom applications providing interactive maps with local information, real-time multimodal trip planning, tourist guides, yellow pages etc. – three of these projects feature multi-touch interactive screens: the e-village, a free standing kiosk providing hyper-local information; a revolutionary multi-service concept bus shelter; and a “digital harbor” where people can sit, get connected, recharge and work or relax.

Working with vendors to develop street furniture that responds to local plans, standards and design guidelines

The City should work with the community and various stakeholders to develop general design guidelines and include them in the RFP. This should ensure that the proposals received take these guidelines into consideration, and that it will help smooth out the implementation of the program once awarded. The designs selected should be flexible enough to allow variations based on specific location conditions. The final RFP should provide the guideline by which the participants must comply and yet leave some flexibility for the bidders to provide design and creative ideas.

Maintenance

The key to the long-term success of a coordinated street furniture program is an uncompromising maintenance plan that demonstrates the operator’s commitment to keeping its street furniture in first-class condition over the years. Rather than imposing inflexible cleaning and repair schedules, the contract should establish cleanliness and repair criteria that have to be met. It is not unusual that certain neighborhoods might need more attention than others, and the operator should have the flexibility to adjust its maintenance schedule accordingly. The city’s goal should be that its street furniture be always clean and in working order – within reasonable, practical limits of course.

The best way for the City to ensure that they will benefit from such a first-class maintenance program is to check the various respondents’ references in that area.





Municipal Code Changes

The City should turn to other cities that have implemented street furniture programs to share their experience in terms of averting distraction to drivers and preventing visual blight. With highly successful street furniture programs in more than 3,600 cities around the world, JCDecaux's experience in these two areas speaks for itself, and demonstrates that a well-conceived, well-implemented street furniture program contributes positively to the urban streetscape and the city's livability.

In terms of including a digital billboard component in the street furniture program, the City should turn to the City of Chicago, which is in the process of passing an ordinance allowing the implementation of a similar program.

Most importantly, in order to maximize its opportunity to have a meaningful and successful coordinated street furniture program, the City should make sure to enforce its existing Sign Ordinance and not allow the proliferation of illegal advertising in the downtown area on private properties that captures part of the outdoor advertising market potential without providing any return to the City.



Exhibit A Press Releases



OFFICE OF THE MAYOR
CITY OF CHICAGO

FOR IMMEDIATE RELEASE

October 31, 2012

CONTACT:

Mayor's Press Office

312.744.3334

press@cityofchicago.org

MAYOR EMANUEL ANNOUNCES INTRODUCTION OF MUNICIPAL MARKETING ORDINANCE

*City Council to Consider Ordinance on New Recycling, BigBelly Trash Cans and
Billboard Initiatives Guarantee Millions in Revenue as Part of 2013 Budget Proposal*

Mayor Rahm Emanuel today announced the introduction of an ordinance that will allow for and help create three municipal marketing initiatives in 2013 to achieve the goal of raising \$18 million in new revenue for the City. The initiatives include advertising on the city's nearly 400 BigBelly trash cans throughout downtown, the creation of a new digital network of 34 sites on the city's expressways, and a sponsorship for citywide recycling efforts.

"These initiatives allow us to preserve critical city services, bring in new revenue and protect the City's historic integrity and character," said Mayor Emanuel. "While the city continues to crack down on illegal billboards, we are creating a billboard network with cutting edge digital technology that will allow us to better communicate with residents and travelers about important public safety announcements"

Last year, the City formed the Municipal Marketing Advisory Council, which includes eight professionals with significant experience in marketing, architecture, and the arts. The Advisory Council advised the city throughout the process, developing a series of guiding principles and providing an independent voice to the decision making process. The City conducted a rolling Request for Qualification process that started in November 2011 and produced dozens of ideas from the marketing and advertising communities across the country and even internationally.



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CITY OF CHICAGO

Chairman Carrie Austin, 34th Ward, said “Municipal marketing will bring much needed revenue to the city government, fostering opportunities in our neighborhoods while maximizing value for the residents. This is a win-win and I am pleased we are moving forward with this.”

“After years of trying and failing to achieve a municipal marketing initiative that works, this new approach offers the right combination of quality and new revenue for the City of Chicago without diminishing or damaging the City’s character and integrity,” said Alderman Danny Solis, 25th Ward, Chairman of the Committee on Zoning, Landmarks and Building Standards. “Mayor Emanuel’s team and an independent Advisory Council bent over backwards not just to get this done but to get it done right through a thorough, thoughtful and deliberate process that has led to the City exceeding its new revenue goals providing a critical portal of communication that will promote local arts and improve public safety.”

Currently, the City of Chicago has about 1,300 billboards that only provide \$1 million in revenue to the City in fees and fines. The digital billboard network, which will lead to 34 sites along the city’s expressways, will bring in a guaranteed \$15 million in 2013 and \$154 million over the life of the 20-year contract. The signs will be built through a new joint venture between Interstate Outdoor Advertising and JCDecaux, known as Interstate Decaux, LLC. Today’s ordinance will include proposed zoning changes that will be necessary for the new billboards to be built on City property.

“This approach puts Chicago on the cutting edge in marketing with the use of innovative, digital technology that will not just provide advertisements but also promote the arts and improve public safety communication through a new broadcast network,” said Justine Fedak, Chair of the Advisory Council and Senior Vice President and Head of Marketing for BMO Harris bank.

“This digital billboard network provides a unique and exciting opportunity to celebrate local and even international artistic achievements by displaying them on these billboards that spread across the city,” said Tony Karman, President and Director of EXPO CHICAGO and Advisory Council member. “This is a natural extension of Mayor Emanuel’s cultural plan for Chicago and discussions are already



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underway within the arts and culture community on how we can best maximize and extend the impact of this digital network for the benefit of all Chicago.”

In addition to the billboards, the City also announced a one-year partnership with Vector media to sell advertising on the BigBelly garbage cans throughout the loop. With this arrangement the City will receive 50 percent of any revenue that is achieved. Finally, in the coming weeks, the city will also be announcing a corporate sponsorship of the citywide recycling program. Chief Financial Officer Lois Scott and Advisory Council members briefed Aldermen about the proposed initiatives this week.



JCDecaux wins 25-year advertising clock contract in São Paulo

JCDecaux wins 25-year advertising clock contract in São Paulo

Business Wire

PARIS -- October 24, 2012

Regulatory News:

JCDecaux SA (Euronext Paris: DEC), the world's number one outdoor advertising company announces that, together with its Brazilian partner Publicrono (JCDecaux 80% / Publicrono 20%), it has been awarded the contract for the design, manufacture, installation, maintenance and marketing of the advertising faces on 1,000 digital clocks (providing a minimum of 2,000 advertising faces including a number of digital displays) for a 25-year period.

Five years after passing the "Cidade Limpa" (Clean City) law which prohibits advertising in its streets, São Paulo, the fifth largest Metropolitan Area worldwide, is reintroducing outdoor advertising in a regulated environment which is ideally suited to the Street Furniture concept introduced by JCDecaux.

JCDecaux called upon two internationally renowned "paulistanos" architects, Ruy Ohtake and Carlos Bratke, to integrate a sense of identity into the design of the most extensive clock project worldwide, featuring advanced digital technology.

The clocks will provide residents with useful information including the time temperature and air quality as well as city information (news, cultural even and the Municipality's Twitter messages...). Content, managed remotely by JCDecaux and updated in real time, will benefit from exceptional visibility thanks to high definition digital displays. The clocks will also facilitate São Paulo's city communications, particularly during events staged in Brazil economic capital; the FIFA Confederations Cup in 2013, the FIFA World Cup in 2014 and the Olympic Games in 2016.

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[Fracking Ban Reversed](#)
Spilman Thomas & Battle Represents Non-Energy Successfully in WV
www.spilmanlaw.com/Fracking_Ban

Advertisement



Jean-Charles Decaux, Chairman of the Executive Board and co-CEO of JCDecaux, said: «We are delighted to have been chosen by São Paulo to contribute to provide services and advertising in the fifth largest Metropolitan Area in the world. This contract award underlines the strength of JCDecaux's business model and our Group's ability, as the originator of the Street Furniture advertising concept, to meet the needs of the largest cities and their inhabitants. We are pleased that outdoor advertising will be returning to São Paulo through our innovative and aesthetic Street Furniture, providing useful services for residents and exceptional visibility for advertisers and their brands. This long-term contract demonstrates our commitment to the outdoor sector in Brazil, the world's 6th largest advertising market. JCDecaux aims to play a key role in Outdoor's growth, a sector that currently accounts for only 3.1% of media spend in a rapidly expanding market. »

Key figures for the Group

- * 2011 revenues: €2,463m ; H1 2012: €1,240m
- * JCDecaux is listed on the Eurolist of Euronext Paris and is part of the Euronext 100 index
- * No.1 worldwide in street furniture (426,200 advertising panels)
- * No.1 worldwide in transport advertising with 175 airports and 280 contracts in metros, buses, trains and tramways (367,800 advertising panels)
- * No.1 in Europe for billboards (208,500 advertising panels)
- * No.1 in outdoor advertising in the Asia-Pacific region (202,200 advertising panels)
- * No.1 worldwide for self-service bicycle hire
- * 1,013,500 advertising panels in more than 55 countries
- * Present in 3,700 cities with more than 10,000 inhabitants
- * 10,300 employees

Contact:

Corporate Communications:

Agathe Albertini, 33-1 30 79 34 99

agathe.albertini@jcdecaux.fr

or

Investor Relations:

Nicolas Buron, 33-1 30 79 79 93

nicolas.buron@jcdecaux.fr



Exhibit B Intelligent Street Furniture



The first article was a four part series published online on Daily DOOH (Digital Out of Home). The article can be accessed electronically via the hyperlinks below:

<http://www.dailydooh.com/archives/65986>
<http://www.dailydooh.com/archives/65992>
<http://www.dailydooh.com/archives/66000>
<http://www.dailydooh.com/archives/66018>

The second article was published this month in the New York Times. The article can be accessed electronically via the hyperlink below:

http://www.nytimes.com/2012/08/09/garden/a-bespoke-wi-fi-station-opens-in-paris.html?_r=3&ref=todayspaper



DailyDOOH

JCDecaux's Intelligent Street Furniture Russ Curry, Paris Correspondent, i-Conic Images

JCDecaux SA, has announced the installation of four of the Group's six Intelligent Street Furniture items selected by the Paris City Authorities as part of its process to evaluate new projects.

The company has designed 6 innovative items representing the company's vision for digital services in the urban environment. The aim is to make Paris easier to navigate and more accessible for the public.

It designed its offering around 5 major themes: discovering, getting information, sharing, working, and playing. Paris residents and visitors can experience the Concept-Bus Shelter, the "Décodeur Urbain" (City Box), the Digital Totem and Digital Harbour. Forthcoming innovative installations will include: the Digital Playground and the e-Village.

The Concept-Bus Shelter offers an array of multi-service innovations and is located on the corner of Boulevard Henry IV and Place de la Bastille. It represents the intelligent bus shelter of the future, combining unprecedented levels of comfort (a wider bench and roof, improved access and a glazed roof that provides lighting at night and filters the sun's rays during the day) along with innovative features such as a free WiFi connection, and mobile phone charging points. The bus shelter allows the public to find out more about Paris and the local area via a 72-inch screen displaying high-quality historic photos.

The bus shelter also offers a defibrillator monitored by a GPRS network, underlining JCDecaux's ongoing commitment to public service. A key part of this project was to provide practical, legible information that is easy to read from a distance. The screen is located above the bus timetables and displays news about Paris, France and the rest of the world. The bus shelter also enables users to view local classified ads, to find their way around the city and to find out about things to do in the neighbourhood.



Connecté, Glass Unlimited and La Parisienne de Photographie are also working with the Group on this project.





The Digital Totem is another of four JCDecaux items Of Intelligent Street Furniture selected by the City of Paris designed to make Paris easier to navigate and more accessible for the public.

The Digital Totem is an information system specifically designed for Paris. The large screen provides outstanding image quality even in bright light with high-definition digital imaging. The content is managed remotely and can be updated in real time. Designed by Patrick Jouin, the Digital Totem will provide information about the range of cultural activities in Paris, the latest municipal news as well as Twitter updates from the Town Hall.

Located on the corner of rue de Rivoli and rue Saint Denis, it offers a vibrant showcase for the City's communications.





At the bottom of one of the most famous streets in the world, the Champs Elysees, JCDecaux has installed another of its four items of Intelligent Street Furniture chosen by the City of Paris intended to make it easier to navigate through Paris and to render the City and more accessible to the public.

The Digital Harbour offers a haven of peace and quiet in the heart of the city. A first for the city streets, it provides a 100% connected area with internet access and space for discussions for people who want to work, rest or access information.

The brainchild of JCDecaux, the Digital Harbour provides a moment of respite from the bustle of the city. Designed by Mathieu Lehanneur, it draws upon the expertise of Interscène, ISS and Métalforming companies.



The plant-covered roof and partially wooden structure all help to create a relaxed and peaceful atmosphere. The Digital Harbour includes a free WiFi connection, recharging points for electronic devices, and the opportunity to use all the applications included in the City Box.

The swivel seats are equipped with tabletops designed for laptop computers, enabling users to work solo or to interact with others.

The Digital Harbour is located on the Rond-Point des Champs-Élysées.



A common feature of four JCDecaux items of Intelligent Street Furniture selected by the City of Paris to make it easier to navigate and more accessible for the public is the driver known as the 'City Box'.

All these services that help people move around the city and discover what Paris has to offer are provided by the "Décodeur Urbain", a common element shared by the different Intelligent Street Furniture items. This "City Box" offers users a range of applications on a 42-inch screen (or a 22-inch screen accessible to people in wheelchairs).

Jean-Charles Decaux, co-CEO of JCDecaux, made the following statement: "JCDecaux has played a part in the changing face of cities for more than 45 years so answering the invitation from the Paris City Authorities to submit projects was a fantastic challenge and a unique opportunity to try out new services.



We are delighted that the City chose 6 of our proposals and to be providing people living in and visiting the French capital with access to our Intelligent Street Furniture.



Providing a glimpse of the City of the Future, these projects create a new digital dimension in the urban environment that is accessible to all.

The fundamental principles underpinning our Intelligent Street Furniture projects include: integrated multi-functional solutions, attractive content and innovative design with particular attention paid to environmental issues. Created with the help of our leading technological partners and software application editors, our goal in this project is to help make Paris the most innovative of all World Cities.



Exhibit C Photos of the Vancouver Street Furniture Program



Bus Shelter



Bus Shelter



City Information Panel



City Information Panel



Automated Public Toilets



Bus Shelter Bench



Bus Shelter Map