

Contest as the form to acquire most excellent design solution in spatial planning, urban planning and architecture

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Abstract: In this article, basing on available studies of public procurement forms of design services in spatial planning, urban planning and architecture, was attested that, with fulfilling high organizational standards, most excellent form is contest. It ensures the choice of studies which in the best way take into the consideration criteria of city development balance and offer the highest quality of design solutions. In the later stadium of realization the design solutions have crucial influence on urban space.

Keywords: balanced city development, architecture, contest

JEL codes: R51, R58

1. Introduction

The main aim of this article is to indicate that among available forms of public procurement of design services in spatial planning, urban planning and architecture, the most excellent as to the quality of available studies is contest. To distinguishing the contest from the other forms, the most significant criteria is not the price but the substantive worth of study, which implements given design terms and conditions, for instance the method of implementing balanced development rules.

2. The quality of public investments and contemporary rules of urban planning

The high quality of public investments is one of implementing conditions rules of urban planning ensuring widely understood spatial order and balanced development. Method of adapting public space and architectural – technical solutions for public buildings significantly influences on urban space quality, including landscape and urban environment.

One of the first documents defining contemporary rules of urban planning is „Charter of the New Urbanism” (Congress for the New Urbanism, Canons of Sustainable Architecture and Urbanism, 2016: 3-5) which was signed in the present form at the Fourth Congress for the New Urbanism in Charleston in 1996. Particular points of the „Charter” precisely define urban planning rules in the meaning of region, cities, districts as well as urban rules – till the single building. Many of those rules refer to planning public investments – indirectly or directly.

The following rules are deserving of particular attention in the context of public investments:

- The main task of architecture and urban landscape designing is spatial defining streets and public space as the shared area.
- Particular architectural project should harmonize with the surrounding. It is the over – style rule.
- Revival of urban space is dependent on safety. Streets and building designing should lead to creating safe environment, regarding openness and accessibility.
- Streets and squares should be safe, comfortable and interesting for pedestrian. Appropriately arranged, influence pedestrian traffic and enable relations with neighbours, favoring the integration and protection of local community.
- Architecture and landscape design should take into consideration local climate, topography, history and building practice.
- Public buildings and gathering places demand the most important localization to consolidate community identity and democratic culture. They require specific form because their role differs from the other buildings and places creating the structure of city.
- Each building should allow citizens experiencing character of the place, its climate and time. Usage of natural methods of cooling and heating could encourage better usage of natural resources.

- Security and restoration of historical buildings, districts and landscapes proves continuity and evolution of urban community”.

According to the author of present article in case of execution of financial investments, particularly public spaces and buildings, choosing projects by contest method provides guarantee of accomplishment of above mentioned tasks.

3. Methods of awarding public procurement

Polish public finance entities (in the meaning of public finance regulations) while choosing contractors related to design and investment realization are obligated to applying regulations Act of 29 January 2004 Public Procurement Law (2015 item 2164, as amended) This Act does not apply procurements and contest which value does not exceed equivalent of 30.000 euro¹.

According to the mentioned above regulation, in case of ordering realization of building project, services and contests regulations² apply.

In case of procurement of realization building facility, designing and building project realization the construction works regulations apply³.

In order to choose contractor of public procurement, purchaser prepares and executes procedure of procurement granting. This procedure should be executed in the way of providing fair competition and equal treating of contractors.

This procedure serves choosing contractor who extended the most beneficial offer – withing the meaning of mentioned above act – it is this offer which presents the most beneficial balance of price or cost and other criteria related to the public procurement object, particularly in case of artistic or scientific activity which subject cannot be described in advanced unambiguous and exhaustive or which in the best way fullfils other criteria than price or cost when the price or cost is stable or offer with the lowest price or cost when the only criterion is price or cost.

¹ While converting value of public procurements to zloty, rate of zloty in relations to euro is accepted by President of Ministers by means of regulations. Currently obtained rate was defined by regulations of President of Ministers określony in 28 December 2015. about the average zloty rate in relations to euro which is the base to calculate the value of public procurement (Journal of Laws 29 December 2015 section 2254) which is now 4,1749 zł.

² Services – in the meaning of regulation are all benefits which object are not the building works or deliveries,

³ Building works – in the meaning of the law designing and performing building works robót in the meaning of the Act of Building Law and the realization of building object using any means according to needments defined by purchaser.

While choosing contractors by entities of public finance sector defined in the act public procurement modes obtain.

Essential modes:

- nonlimited tender
- limited tender

Purchaser has full freedom of choosing one of the essential modes. It means that each of them could be applied without any premises.

Nonlimited tender – is a mode of procurement granting in which in response to the public announcement, offers can be submitted by all concerned contractors. It is the most opened out of given methods of awarding procurement, thus its name: „nonlimited tender". Name of this mode emphasizes unlimited possibility of submitting offers by all concerned contractors.

Limited tender it a mode of granting procurement in which in response to public announcement, the contractors apply in order to receive tender admission, and the offers can be submitted by invited contractors. The limited tender procedure two stages can be distinguished:

1. contractors qualification by the purchasing entity basing on submitted applications concerning admission to proceeding;
2. main tender, in which all contractors who were invited by purchaser, take participation and the choice of the most beneficial offer.

Mode of limited tender, regarding two stages of proceeding, finds usage when procurements are those of high value.

Other methods of awarding procurements can be applied when specific circumstances, defined by mentioned above act, happen.

Announcement negotiations – it is a mode of awarding procurement in which after public announcement about the procurement, the purchaser invites all contractors admitted in proceeding to extend initial offers, conducts negotiations and then invites them to extend offers. While proceeding the procurement granting in the announcement negotiations mode, three phases can be distinguished:

1. contractor qualification for participating in negotiations based on admission applications;
2. submitting preliminary offers and negotiations with chosen contractors
3. evaluation and offers studying.

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Purchaser can grant an order on building works in the announcement negotiations mode, if at least one of following circumstances occurs:

1. in the proceeding led previously in the nonlimited or limited tender mode all offers were dismissed and the primary order conditions were not significantly altered;
2. value of order is lower than amounts defined in regulations issued on the basis of Article 11 section 8⁴;
3. solutions available on the market are not able to satisfy, without their adjustment, purchaser needs;
4. building works, deliveries or services involve design or innovative solutions;
5. order cannot be granted without earlier negotiations because of specific circumstances concerning its character, complexity, legal or financial conditioning, and what is more risk relevant to building works, deliveries or services;
6. if purchaser is not able to describe the subject of purchase in sufficiently precise way regarding particular norms, European technical evaluation, mentioned in Article 30 section. 1 point 2 c, common technical specification, mentioned in act Article 30 section. 1 point 2 d, or technical reference.

Competitive dialogue – is a mode of granting procurements in which after public announcement purchaser leads with chosen by himself contractors dialogue, and then invites them to make offers. Purchaser can accord procurement in the competitive dialogue mode, if circumstances similar to announcement dialogue mode occur. Purchaser can divide dialogue into stages to limit the number of solutions. Purchaser dialogue until the moment, when he is able to define solution or solutions meeting most of his needs. Definition is based on comparison of given by contractors' solutions.

Negotiations without announcement – it is a mode of granting procurement, in which purchaser negotiates conditions of contract of public procurement with contractors chosen by the purchaser. Afterwards the contractors are invited to make offers. In this mode the procurement being initiated with the exclusion of public announcement about procurement. Purchaser decides by himself, which contractors will be informed about the procurement and which will be invited to

⁴ These are the level amounts variable defined by economy minister ordinance about the amount of orders value and contests, when the duty of communicating announcements to the Publication Office of the European Union. The amounts are defined with regard to effective law regulations of European Union

participate in negotiations. It is at the same time the mode of granting procurement which significant and mandatory item are negotiations with contractors. The purchaser can grant the procurement in the mode of negotiations without announcement, if at least more than one circumstances appear:

1. in the proceeding led previously in the nonlimited tender or limited tender mode, none of application of admission to participate in the proceeding was not lodged, none of offer was submitted or all offers were refused or all contractors were disqualified from the proceeding, and primary procurement conditions were not significantly altered;
2. the contest was carried, in which invitation to negotiations without announcement at least two authors of chosen entries;
3. subject of deliveries order are things fabricated only to experimental, exploratory, scientific and development purposes. Mentioned above things which don't serve running by purchaser wholesale production, in purpose of achieving market profitability, covering costs or development;
4. with regard to urgent need of granting procurement which does not result from reasons lie on the side of purchaser, which could not have been predicted, the deadlines specified for nonlimited tender, limited tender or announcement negotiations cannot be complied.

Free order – it is a mode of granting procurement, in which the purchaser grants procurement after negotiations with only one contractor. Purchaser can grant the free order if at least one of following circumstances appears:

1. deliveries, services or building works can be performed only by one contractor due to the following reasons:
 - a) technical of objective character,
 - b) related to exclusive law protection resulting from separate rules
2. if there is not existing reasonable alternative solutions or substitutive solutions and lack of competition is not result of purposful limitation of procurement parameters;
3. deliveries, services or building works can be performed only by one contractor, in the case of granting procurement in artistic or creative activity;
4. subject of deliveries order are things fabricated only to experimental, exploratory, scientific and development purposes. Mentioned above things which don't serve running by purchaser

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wholesale production, in purpose of achieving market profitability, covering costs or development;
what is more they can be produced only by one contractor;

5. the contest was carried in which the invitation of author of chosen entry to negotiations in the free order mode was an award;

6. with regard to special situation which does not result from reasons lying on the side of purchaser, which he could not predicted, it is required immediate performance of procurement, while the deadlines defined for other modes of granting procurement can not be complied;

7. in the proceeding led previously in the nonlimited tender or limited tender mode, none of application of admission to participate in the proceeding was not lodged, none of offer was submitted or all offers were refused due to their inconsistency with subject of procurement description or all contractors were disqualified from the proceeding, and primary procurement conditions were not significantly altered;

8. in case of granting, in the period of 3 years since the day of granting primary procurement foregoing service or building works contractor, procurement based on repetition of similar services or building works, if such procurement was predicted in procurement announcement fot primary announcement and accordant with its subject as well as overall value of the procurement was took into consideration while calculating its value;

9. in case of granting foregoing contractor primary procurement, additional orders deliveries, which aim is partial exchange of delivered products or installations or enhancement of present deliveries, extension of exisiting installations, if contractor exchange would obliged the procurement to acquire materials which would characterized with other technical properties, what would lead to technical incompatibility or disproportionately serious technical difficulties in usage and maintaining those products or installations;

10. it is possible to grant the procurement of deliveries on particularly profitable conditions in connection to liquidation activity of other subject, executive or receivership proceeding;

11. procurement on deliveries is granted commodity exchange in the meaning of act of 26 November 2000 r. on commodity exchange

12. procurement is granted by foregin – owned establishemnt in the meaning of foreign service regulations, and its value is lower than the amounts defined in regulations based on Article 11section 8;

13. procurement is granted for own military unit in the meaning of Armed Forces of the Republic of Poland regulations about staying outside the country, and its value is lower than the amounts defined in regulations based on Article 11 section 8.

Electronic auction– it is a procurement mode, in which with use of form placed on the website, enable to entry essential datas in the mode of direct connection with this website, contractors submit next more profitable offers (increments), which are automatically classified. Purchaser can grant procurement on building works in the electronic auction mode, if the order value is lower than the amounts defined in regulations based on Article 11 section 8.

Price inquiry – it is procurement mode, in which purchaser inquiries about price contractors chosen by himself and invites them to make offers. Purchaser can grant the procurement in price inquiry mode if the object of procurement are deliveries or services generally available and with stated quality standards, and the order value is lower than the amounts defined in regulations based on Article 11 section 8. This mode does not concern design services and building works.

Contest – according to statutory definition – public vow, in which through public announcement purchaser pledges an award for realization and transferring of the right to chosen, by competition court, contest work, particularly out of range of spatial planning, urban design, architectural – structural design oraz data processing.

Contest awards range:

1. financial or material award,
2. invitation to negotiations in the mode of negotiations without announcement at least two authors of chosen contest works,
3. invitation of an author of chosen contest work to negotiations in the free order mode.

The contest organizer is purchaser. Contest can be organized as single – stage or two - stage. In two – stage contest, the first stage is for choosing elaboration, responding to needments defined in contest's statue. In the second stage the competition court, basing on criteria defined in contest's statue, evaluates contest works which are basing on elaborations chosen in the first stage. Purchaser impanels competition court and defines organization, constitution and work mode of competition court. Competition court consists of at least 3 persons impaneled by purchaser. Members of competition court are strictly persons who possess qualifications to evaluate contest works. If the special provisions demand possessing particular eligibility to evaluate contest works, at least 1/3

of competition court members, including its chairman, have to possess mentioned above eligibility.

Out of analysis presented above legal forms of granting public procurements, resulting that only in the contests mode while choosing an offer (in this case these are contest works) the price of design service is not taken under the consideration⁵. The only criterion is the quality of elaboration.

4. Contests – organization, advantages, disadvantages

In practice architectural, urban - architectural or urban contest is a procedure in which the group of professionals, architects, urban planners and landscape architects compete with each other on the equal, predetermined conditions. The aim of this competition is to present in the defined deadline and basing on identical for all participants, contest conditions, creative design elaborations.

These studies are the response to purchaser announcement and refer to equal range of contest for all participants. The aim of organizing contest is the possibility to choose the most excellent work by independent and professional competition court with reserving the anonymity of contest works.

The decisive factor of the contest success is its organization. Regulations about public procurement do not regulate many of major matters related to contest organization, for instance expectations concerning contests statutes or criteria of court member choice. Mentioned above element have principal influence on quality of both participants and elaborations.

The organization in Poland, which guarantee the highest standards in the architectural contest organization is SARP (Polish Association of Architects). The Associations possess experience of many years in organizing this type of projects. Through many years the association developed pattern of contest statute and what is more the group of over hundreds of competition judges was chosen basing on accomplishments. This guarantee the highest level of chosen works. „The Contest Standards” developed by SARP which defining rules of preparing contests recommende by SARP present the complexity of contest organization and the professional

⁵ Purchaser, in order to limit cost of investment to the amount anticipated for this aim, can define maximal cost of investment realization, including cost of preparing project documentation, as the one of conditions which the contest work must reach

approach which is demanded. In general comments of this study (OW SARP, 2015a, 2015b, 2015c) it is said that:

„Due to ensurement of high standars of contests and preserving by SARP European standars of preparing and carrying through the contests, taking into consideration statutory commitments SARP towards professed architects environmental expressed in standards conscientioussnes of profession providing our clients the highest standards of services, SARP preparing and carrying thourgh the contests or delegating to work in competition courts its members, if and when essential formal – legal and substantive conditions of the contest will be fulfilled, preferred due to the idea of the contest and its character, distinguished the contest from tender mode.

Conditions advised to accomplish by Purchaser/ Contest organizer:

1. Defining precise aim and object of the contest.
2. Defining size (in square metres) and workable costs (total and for 1 square meter) of investitions, realised on the basis of specific contest study (project documentary).
3. Costs assessment of project documentary, project architect's supervision (as % out of realization costs or as amount) and detailed content of work project, as well as other actions undertaken by author according to Regulations of the Infrastructure Minister from 18 May 2004. about defining methods and basis of preparing investment cost, calculating scheduled costs of project works and scheduled building works costs defined in functional – applied programme.
4. Precisie and direct indication ways of contest result usage.
5. Two – stages contests are preafereable. In the first stage Participants apply their contest works which present in general manner previously defined concept and basic project solutions, while in the second stage Participants invited, according to the choice of Competition Court, present concept, precise and developed on the basis of possible recommendations of Competition Court. In the two – staged contest financial awards and amounts decitated to awards with honor should be provided for each of the Participants qualified to the second stage.
6. Reliability of Competition Court consisted of people possessing right qualifications to evaluate contest works and definement of composition of Competition Court (number of members of Competition Court) before accession to defining Contest Regulations.
7. In the contest, the primary rule must be the absolute rule of anonymity of contest Participants towards members of Competition Court as well as anonymity of contest works on every contest stage.

8. Readability of contest conditions and directness of demands expected in equal way from Participants of the contest both on the stage of applying for admission and stage of elaboration.
9. Simplified rules for Participants to admit them to take part in the contest, when the work study is evaluated by professionals indicate the level of contest Participant but not at his past realizations. Demand of, on the contest stage only declaration which confirms conditions of participating in the contest is allowed by Public Procurement Act.
10. Defining substantive criteria of contest works evaluation, where the leading criterion can be price or adequacy of method and form of evaluating contest works being understood as the Opus according to the Act on Copyright. It is regarded as the impossible, in most of the cases, reliable and accurate evaluation of creative project work using points or other form basing on mathematical rules. The rule should be accepted, that Competition Court evaluate contest works using criteria of evaluation in holistic way.
11. Adequacy of the scope of the contest study to the object and aim of the contest.
12. Granting in the contests financial awards for the 1st, 2nd and 3rd place of adequate height to the contest task (scope of the study concept) and preferring granting financial amounts for distinction, no matter if the award is in the form of invitation to negotiations while elaborating project documentary. Such invitation can not replace financial awards. The pool of financial prizes must be guaranteed.
13. Contest conditions should provide participants of the contest proper secure of their copyright, both personal and material. Regulations concerning copyrights should be defined in precise, readable and not rendering interpretation difficulties. It is not unacceptable to transfer proprietary copyrights to Purchaser without any payment, as well as in the way which is inconsistent with the content of regulations of the Act of 4 February 1994 on Copyright and Neighbouring Rights. In particular granting and withdrawal of award cannot lead directly to give the purchaser the permission to administrate laws relative to study contest work by other designer. It is also unacceptable to require sharing of mentioned above permission on the stage of admission and participating in the contest.
14. Definitely it is forbidden to recommend the contest where one of the award is invitation to negotiations in the mode of negotiations without announcement at least two authors of chosen contest works.

15. Attached to Contest Statute – essential resolution of the contract (or contract formula) to prepare project documentary which is specific elaboration contest work and/ or evidence of services, have to be real and the regulations concerning rights and duty of the Purchaser and Contractor have to be symmetric.

Acceptance by Purchaser/ Organizer mentioned above demand and indications of SARP in relative to content of Contest Statute will make possible to SARP cooperate while preparing and executing contest or delegating Competition Court of SARP with full support of SARP to the contest (contest promotion in the architectural environmental).”

SARP with headoffice in Warsaw and twenty-five local departments is able to provide professional contest organization in the whole country and architects belonging to this association work active for the purpose of contest popularization – as the most excellent form of granting procurements for architectural and urban design. In the booklet „ARCHITECTURAL CONTESTS information for purchasers” developed by Warsaw Department of SARP we find opinions known and valued architects, who convince to organize contest by SARP. Marcin Mostafa, architect and former President of Warsaw Department (OW SARP 2015c: 2):

“Architectural contest select the best project of buildings which are built in Poland. They stimulate innovativeness and creativeness and as well they give the possibility to come into existence of community awareness for the institutions and organizations. The architectural contest provides investor with many responses for one problem. Thereby enable choice of the most excellent solutions out of entered propositions. It helps to select the project in harmony with demands of Act of Public Procurement. Association of Polish Architects from many years participates in organizing architectural contests. We possess the experience in organization, evaluating and announcing information about the architectural contests.”

Similar opinion is presented by Jerzy Szczepanik-Dzikowski an architect (<http://www.owsarp.home.pl/pub/00-broszura/Konkursy%20OW%20SARP.pdf> access November 2016 p.7), contest judge of SARP, one of the founder of polish architectural studio JEMS Architects, which since 1988 roku realizes most of the prestigious investments in the whole country, being at the same time (most of them) result of participating and winning in the architectural contests:

“Architectural contests are respected all over the world as the generally respected form of obtaining the best designs. Their undeniable asset is referencing to invention and talent of the

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authors, simultaneously demands of technical skills. Competing sparkles the deepest reservoirs of creative energy. Architectural contests bring the highest quality deriving not only from the quality of materials, not only from the financial amounts on investments, but also out of quality of idea, intellectual and emotional investment.. Contest solutions create broad spectrum of possibilities, which allow to evaluate complexity of the contest and help to make right choice. The method of carrying the contest, defining the contest task, competence and neutrality of jury are decisive elements. Proper organization of the contest demands treating each design task as unique project. Task and demand have to be clearly specified. Defining needs of the client, spatial, social, cultural context, in which the specific contest task will be realized is a fundamental demand of contest success. Appropriate contest judging demand integral observation both the task and architectural creation which brings solution. Association of Polish Architects has over a hundred years of organizing contest tradition by departments work on their substantive and organizational issues. SARP comand several hundred cadre of contest judges possessing broad skills and of many speciality prepared to evaluate wide spectrum of questions related to design tasks. SARP experiences can be used both in the contests organized basing on the Act of Public Procurement and those organized for developer or private organizations or even individuals.”

Architectural and urban contests, except of basic advantage which is the choice of offers basing on the criterion of the quality, posses many other.

The contest works are anonymus, this eliminates bias of evaluation. Judges treat and evaluate equally all works.

The purchaser receives from few to several dozens of design solutions. The most prestigious architectural contests gather even several hundreds out of Poland and foreign countries. Design solutions characterize with diversity and different approach to the object and the contest formula provides equal chances in the competition for all participants. Recognizable architectural studios with great experience are treated equally as young architects with no experience.

Many variants of solutions of the same contest task gives possibility to chose the most suitable option.

Contest judges of high qualifications, many of them recognized as authorities in the architecture and urban design offer their knowledge and experience, what guarantees choice of the best works.

The advantage of the contest could be that it is itself the promotion of the investment, contest is widely promoted and participation of leading personalities from the architect world as the judges guarantees attention of the best architect studios from all over the country and the media. Prestigious contest can be the source of advertising for particular investment, and as a result additional financial source.

Contests have disadvantages too. They result from their advantages. Open formula of the contest allows to participate in it every person who will meet the initial conditions. Therefore it cannot be guaranteed that groups who take part in the contest will provide solutions on the level that is expected by organizer and purchaser. Similar situation is related to contest judges. „Law quality of judgement” will not let to choose the best design work. On the final quality of the contest consist all elements of the procedure. Interesting task, professional organization of the contest and the best judges attract the best architectural studios what as a result guarantees the highest level of design works.

In the case of problematic themes when the opened formula of the contest is highly inadvisable, there is a possibility to organize so called „closed formula contest”. In this formula purchaser invites to the contest chosen by himself at least 3 designers (or groups). Closed formula contests are organized when the theme of the contest and the spectrum of the work demand wide technical studies and high financial and material amounts or in other way reasoning entrusting the task to chosen designers (who guarantee meeting the design demands).

The crucial problem for the contests is the lack of agreement between the author of chosen contest work and purchaser on the stage of negotiations in the mode of public procurement (such as negotiations without announcement or negotiations in the free order mode). Such problem happened in contest organized in 2012 by Opole to design architectural – urban concept for Technological – Scientific Park. The winner, selected out of 46 works by Contest Court with architecture authorities such as Andrzej Duda and Marcin Sadowski, was not performed because his authors – the group Jójko+Nawrocki Architekci – did not come to agreement with the purchaser. Similar situation occurred during international Architectural Contest – the theme Museum of Modern Art organized in 2005 in Warsaw. (It is the most notorious failure of the contest in Poland and the conflict between sides continues until today)

Presented above the disadvantages do not devalue the meaning of the contest and most of them can be eliminated by proper and correct organization. Undisputed argument for the contest is

the leading and prestigious designs which, without contest, would never come into being. Let the prizes and prestigious awards speak for the contest designs:

- philharmonic hall in Szczecin (author: Estudio Barozzi Veiga) – won main award during the most important European architectural contest Mies van der Rohe in 2015 (as the only building in Poland so far);
- building of historical communication Centrum Dialogu PRZEŁOMY in Szczecin (author: KWK PROMES architect Robert Konieczny) - attained the title of „The best building in the world in 2016” and „The best cultural object in the world” in the prestigious contest „World Architecture Festival”;
- building of the Museum of the Opole Country in Opole (author: db2 Architekci) – achieved the nomination to the award Mies van der Rohe, Award 2009 and the title „The prize of the Year SARP 2008”.

5. Conclusion

The quality of public investments realized for the cities has the significant influence on the quality of urban space. One of the ways of the high quality of those investments is the choice of the most excellent design solutions. Analysis of the possible legal form of granting public procurement indicates, that the form which gives the most possibilities of receiving designs works of highest quality are the contests, because only in this form while evaluating the price of the procurement is not taken under the consideration. Only the quality of work which is the object of procurement. Evaluation of the design works in the contest by professional Contest Court gives the possibility to choose the solutions which, in the most excellent way, suits the criteria of balanced development of cities. The contest formula encourages creative approach to design task. Necessary conditions to achieve formulated aim, which is selecting the design work of high quality, is professional organization of the contest.

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Konkurs jako forma pozyskiwania najlepszych rozwiązań projektowych z zakresu planowania przestrzennego, urbanistyki i architektury

Streszczenie

W artykule w oparciu o analizę dostępnych form udzielania zamówień publicznych na usługi projektowe z zakresu planowania przestrzennego, urbanistyki i architektury wykazano że przy spełnieniu wysokich standardów organizacyjnych najlepszą z form jest konkurs. Gwarantuje on wybór opracowań, które w najlepszy możliwy sposób uwzględniają kryteria zrównoważonego rozwoju miast oraz oferują najwyższą jakość rozwiązań projektowych. Projekty te w późniejszej realizacji mają zasadniczy wpływ na jakość przestrzeni miejskiej.

Słowa kluczowe: zrównoważony rozwój miast, architektura, konkurs