



Haras national du Pin

LE DOMAINE DU CHEVAL ROI



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# CALL FOR PROJECTS HIGH-END HOTELS AND RESTAURANTS

as part of the Grand Project  
for the tourist, economic and  
cultural development of the  
Haras du Pin



Call for Expressions of Interest (CEI) with a view to issuing a public domain occupancy permit.

This document sets out the rules of the consultation process.

The deadline for submission of applications is 30 July 2022.





## A SITE WITH ITS PLACE IN HISTORY

The Haras National du Pin, the national stud, is known as “**VERSAILLES FOR HORSES**” and bears the stamp of the Grand Siècle (the 17th century, under the reign of Louis XIII and Louis XIV).

Born out of the determination of Louis XIV and Colbert, it was built between 1715 and 1730 in the horse-breeding area of Orne in Normandy. It was the first Royal Stud, commissioned by Louis XIV to develop horse breeding in his kingdom. After the French Revolution, which had brought an end to the era of the Royal Studs, Napoleon re-established the monument’s noble standing.

### THE OLDEST OF THE NATIONAL STUDS “1,000 MEN AND 1,000 HORSES”

Nestled in a **bucolic setting** where horses reign supreme, the Haras National du Pin estate stretches over **more than 1,100 hectares** (almost twice the size of the Versailles estate), criss-crossed by some wonderful symmetrical lanes.

Once exclusively dedicated to horse breeding, the Stud has endured the twists and turns of History and is now a tourist site hosting myriad events throughout the year. Its long history is still apparent in its heritage and traditions (the shows, museum, and so on).

## AN EXTRAORDINARY SETTING

### ■ A VERY EXTENSIVE SITE

The Haras du Pin estate covers more than **1,100 hectares, 360 hectares of which are managed by the Haras du Pin public administrative entity**. There are also 270 hectares of state-owned forest, while the rest of the estate is home to the IFCE (the French Horse and Riding Institute, which runs training and awareness activities and experimental work) and a branch of the INRAE (the National Research Institute for Agriculture, Food and Environment).

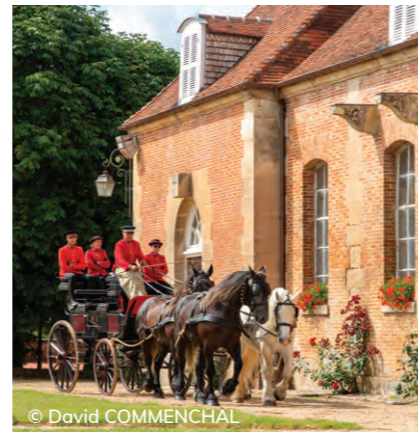
### ■ STUNNING NATURE, SPLENDID VIEWS

The Haras du Pin epitomises the **picturesque bocage countryside of meadows and hedges**, combining landscapes that remain perfectly unspoilt as far as the eye can see, with a classical woodland configuration and an “idealised” version of Orne’s countryside before the castle.

### ■ HERITAGE - EXTRAORDINARY POTENTIAL RIPE FOR DEVELOPMENT

The architectural heritage of the Haras du Pin today offers a major opportunity, given its distinctiveness, its scale and its availability. With more than 16,000 m<sup>2</sup> of buildings, it strikes a harmonious balance between the landscape and the architecture, with overall consistency between the different scales of the site.

**Le Haras du Pin: an establishment that retains its past prestige but that now requires an ambitious project to maintain its showcase status**



## ONE BRAND, MULTIPLE VALUES

From the outset, the Haras du Pin has upheld its image as a “national stud farm”. It retains a strong reputation in the professional and sporting world, and with the general public.

The Haras du Pin conveys the **values associated with horses – elegance, performance, nobility and power** – while capitalising on what makes it unique: **art of living and culture, traditions, its historical heritage, the Normandy terroir, and know-how.**

## THE TERRITORIAL AND MARKET CONTEXT

### ■ THE LEADING TOURIST SITE IN ORNE...

Around 40,000 visitors per year (self-guided tours, shows – not including sporting events).



An average 70 days of equestrian competition between April and September, with attendance varying between 100 and 500 visitors for regional-level competitions, 500 and 2,000 for national events, and 1,000 (carriage driving) and 10,000 (Le Grand Complet eventing) for international events.

### ■ ... BUT WITH A LIMITED OFFERING

The current offering is focused on guided tours and the interpretative space, together with equestrian shows and competitions. There is no accommodation on site and the catering offer for non-equestrian events is limited at the site: this has a strong negative impact on the site’s role as a venue for business tourism.







### ■ AN AREA CONDUCIVE TO SLOW TOURISM, COMPLEMENTING OTHER TOURIST SITES

The site has numerous assets conducive to the development of a differentiated tourism offering:

- the unspoilt, authentic Normandy countryside
- closeness to the Pays d’Auge, Le Perche and some remarkable sites (the Bohin needle factory, the Montormel Memorial, the Fernand Léger & André Mare Museum)
- positioned on several walking and horse-riding routes and on the tourist route between the seaside resorts/D-Day beaches and Mont-St-Michel
- a relatively isolated site (1-3 hours’ drive from the large cities, including the Paris region) but with great potential for holidays and short breaks



### > A UNIQUE SITE READY TO BECOME A DESTINATION



### THE PHILOSOPHY BEHIND THE GRAND PROJECT

With backing from the **State**, in late 2020 **Normandy Regional Council** and **Orne Council** agreed to launch a vast development project for the Haras du Pin, the main objectives of which are:

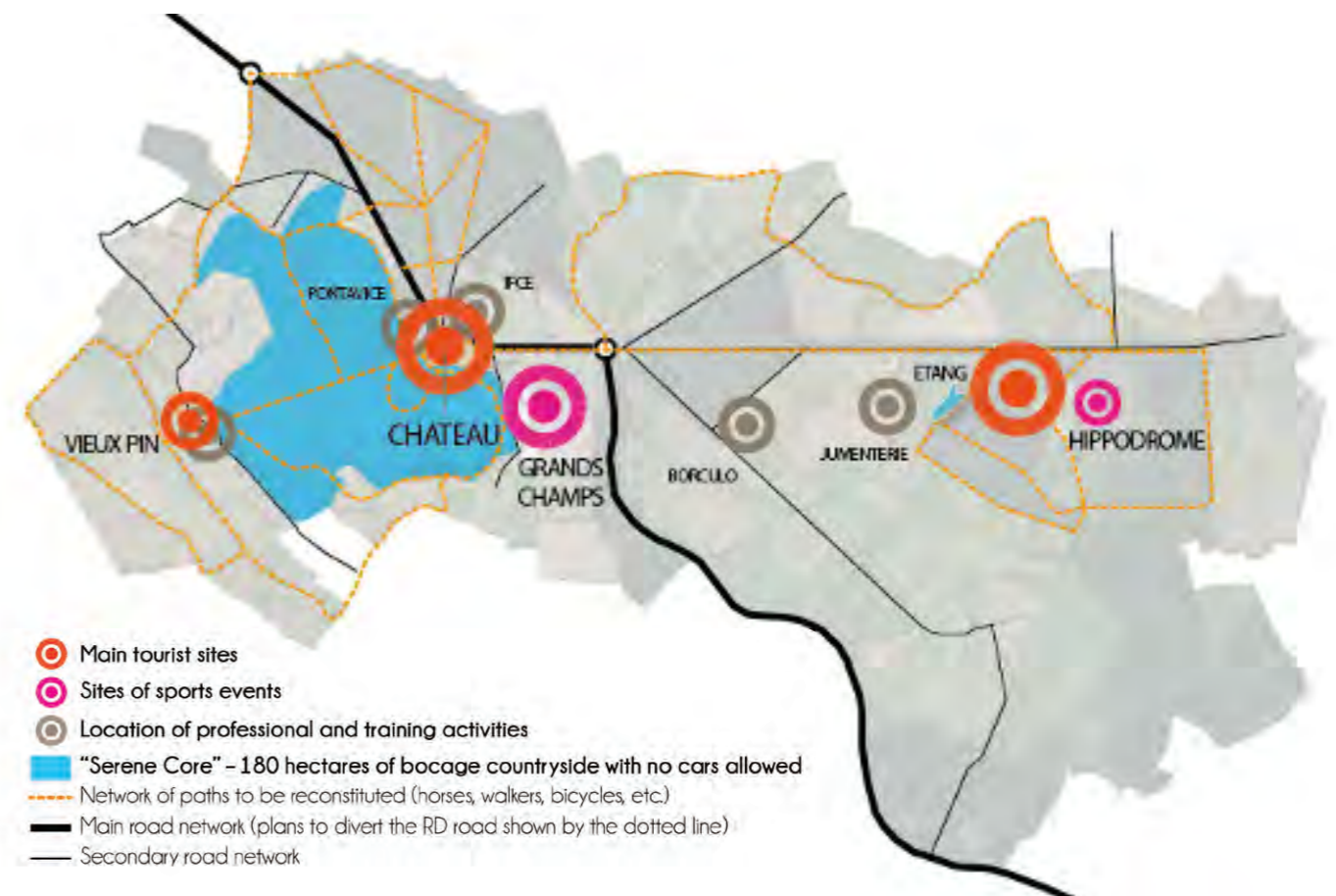
- changing approach and philosophy, which are currently focused on vocational training and sports
- shaping a new mindset, firmly anchored in the societal issues of the 21st century
- creating a new role for the horse, in a contemporary, ecological relationship with this animal which conveys universal values.

### ■ A THEMED RURAL “RESORT” TYPE DESTINATION, ONE-OF-A-KIND IN FRANCE

The development strategy will aim to diversify the offering available at the Haras du Pin, with accommodation and catering (top-of-the-range hotels, nature-centred accommodation, holiday rentals, etc.), a range of activities (nature-focused, active well-being, meditation, equestrian leisure activities, etc.) and the related services.

### ■ UNIQUE POSITIONING: HORSES AND PEACEFULNESS

The project is centred on a “**Cœur Sérénité**” (a Serene Core) of 180 hectares of protected, bocage countryside (no cars) where horses are free to roam among visitors, similar to Nara Park in Japan. In addition, there is a network of 30 km of footpaths and bridle paths for visitors to explore the entire estate.







## THE VARIOUS FACETS OF THE GRAND PROJECT

### ■ HERITAGE VISITS

Interpretation centre, concept store, tearoom, shop, and so on.

### ■ ACCOMMODATION AND CATERING

### ■ THE HORSE

Ethological equitation, horse riding courses, training courses, horseback trekking, artistic residencies, a wooden equestrian theatre, etc.

### ■ MAKING THE MOST OF THE NATURAL SETTING

"Wellness" offers, workshops and nature activities.

## THIS CEI COVERS THE HIGH-END HOTEL AND RESTAURANT OFFERING

A hotel will be created in the prime areas at the heart of the site.

The upmarket positioning, midway between hôtel de charme and the new generation of contemporary hotels, will appeal to different kinds of guests (about 60 rooms).

There will be facilities and services for business guests staying for several days or just for the day (3 or so seminar rooms). The offering will also include a spa/wellness area hosting activities to recharge body and soul, partnered with the hotel and open to outside visitors.

A restaurant blending tradition with modernity (seating for around 65) will be located in the historic centre.

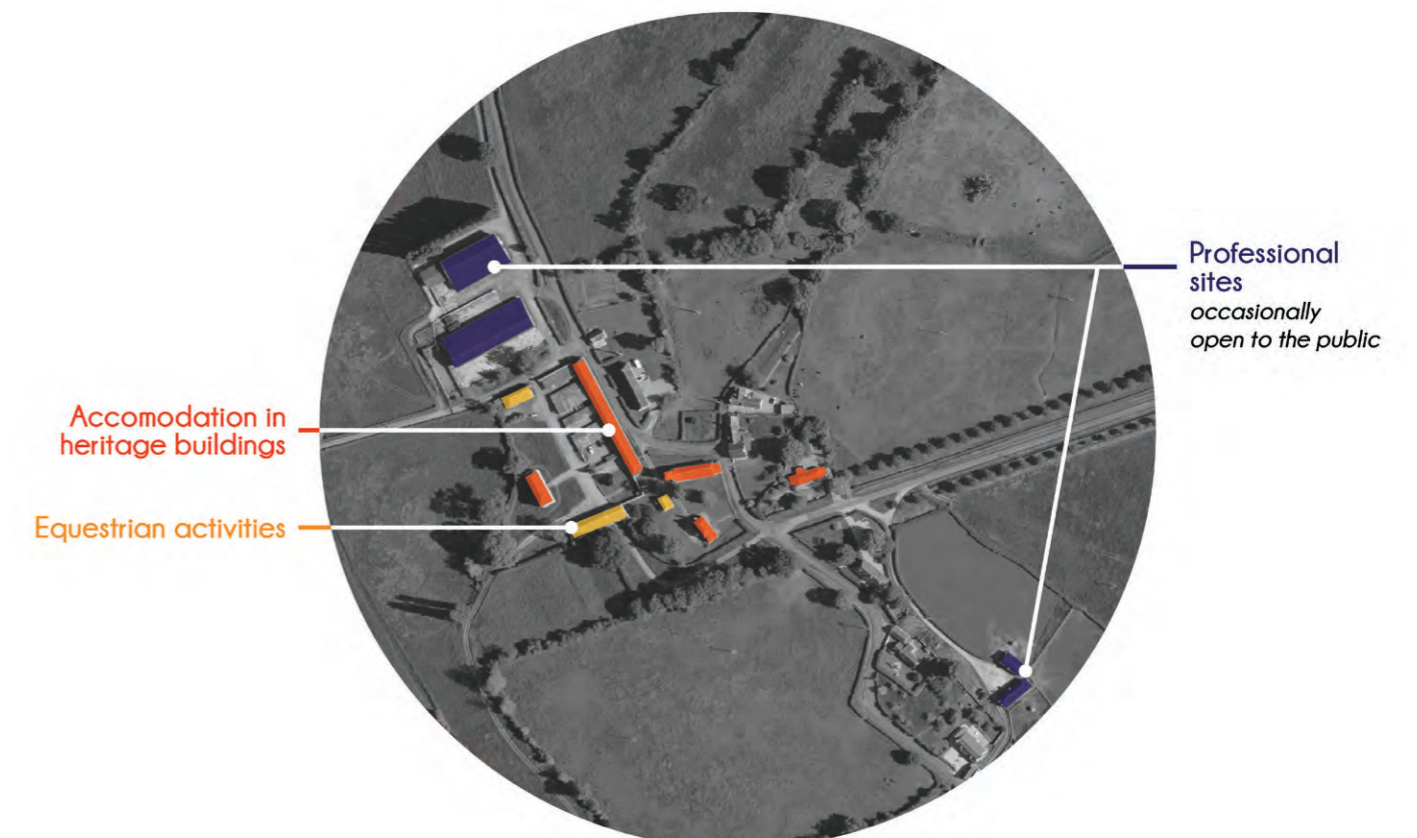
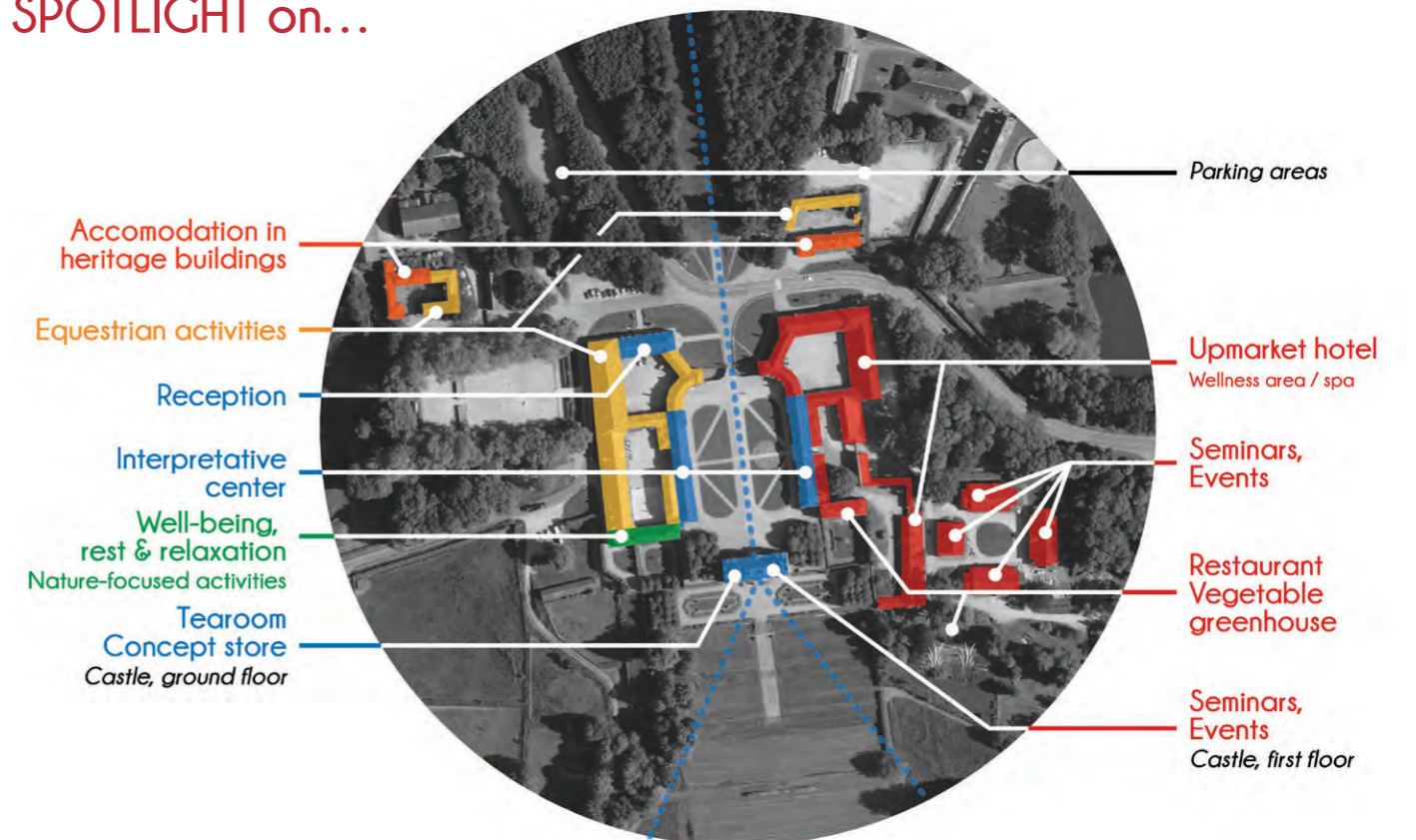
As an option, a second restaurant forming part of the project for a Centre of Sporting Excellence in the Grands Champs area, developed around the concept of sharing and offering table service, sales at the counter, plus mobile catering services during equestrian competitions, for example.

All the marketing and scheduling information for the Grand Project can be found in the documents enclosed with this CEI (the "supporting documents"):

- A tourism positioning study for the Grand Project
- The Centre of Sporting Excellence project and restaurant market research
- Surveys of the existing site and current attendance data



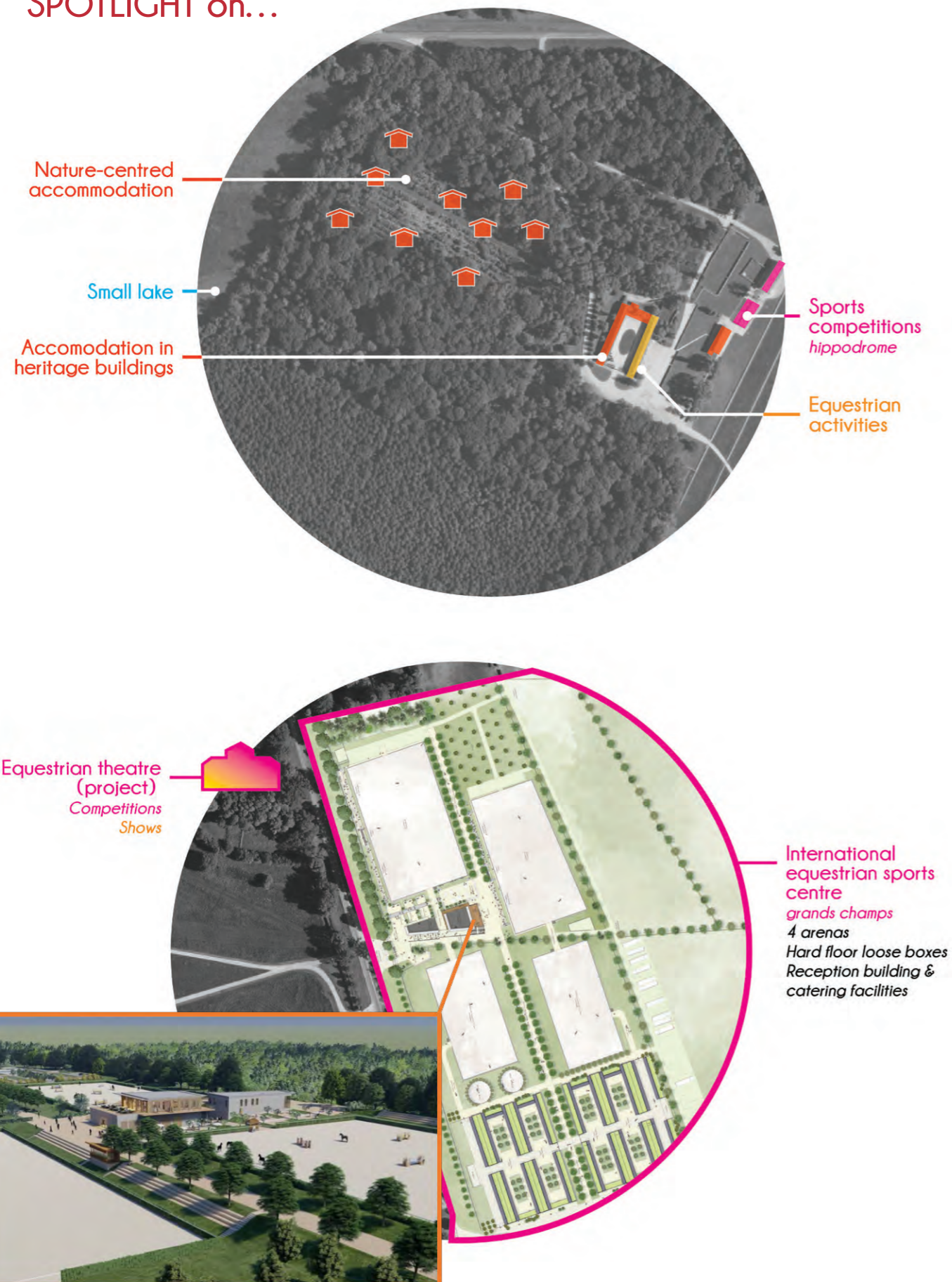
## SPOTLIGHT on...







## SPOTLIGHT on...



## THE GRAND PROJECT HAS NOW BEEN LAUNCHED

### THE CENTRE OF SPORTING EXCELLENCE UNDER CONSTRUCTION

Normandy Regional Council and Orne Council have agreed to jointly fund the international equestrian sports centre for a provisional budget of €22 million. Work is now underway and scheduled to be completed in 2024.

### SOURCING OF PRIVATE OPERATORS IN 2021

Once the tourism strategy for the Grand Project had been approved, the Haras du Pin held discussions with economic operators to test and evaluate the relevance of the tourism programme. This first round of meetings addressed the core issue of motivation and activities to attract visitors:

- Accommodation offering
- Restaurant options at the heart of the site and at the international equestrian sports centre
- A well-being and rest & relaxation offering
- Equestrian and nature-focused activities anchoring the site's Horses and Serenity positioning

The lessons learned from these discussions:

- The "slow-tourism" programme and positioning were confirmed
- The geographic location is not a drawback
- Clear interest shown in the quality positioning
- Initially, **focus efforts on creating a high-end accommodation offering, along with a restaurant, and a nature-centred accommodation offering.**

### TRANSFORMING THE ORGANISATION

The Haras du Pin will be the subject of a transfer of ownership in application of Article 269 of French law no. 2022-217 dated 21 February 2022 on "Differentiation, Decentralisation and Deconcentration" introducing various measures to simplify local public action (known as the "3Ds law").

The Haras National du Pin public administrative entity will be dissolved, and the estate and its assets will be transferred to the ownership of Orne Council by the end of the summer at the latest.







## NEW GOVERNANCE FOR THE GRAND PROJECT

With the dissolution of the public administrative entity, **Orne Council and Normandy Regional Council will jointly oversee implementation of the Grand Project** through a legal structure (or structures) that remain(s) to be defined, to handle the necessary investments and operating expenses.

Investments will concern structural developments across the entire estate, and at the very least the safeguarding aspects (upgrading and general refurbishment, creating the network infrastructures, main thoroughfares, landscaping, etc.).

**Most of the commercial activities will be run by private operators who will be granted a temporary occupancy permit** or a service concession, depending on their activities, at the end of a competitive tendering process.

The occupant economic operators will make a financial contribution to the site's management through payment of occupancy fees. They will also be involved in the overall performance of the Grand Project with a role in the decision-making bodies; they may even acquire equity stakes, depending on the selected legal structure(s).



The purpose of this CEI is to issue an occupancy permit for a specific commercial activity: the high-end hotel and restaurant project.

This call for expressions of interest is issued by the Haras National du Pin, outside the scope of public procurement law and in application of articles L. 2122-1 et seq. and R. 2122-1 et seq. of the General Code on Public Property.

## THE H&R PROJECT

The selected operator will hold a **public domain occupancy permit for the installation and operation of high-end hotel buildings and amenities and the related services (seminars, events), the bistronomic-style restaurant, and the restaurant at the international equestrian sports centre (the latter is optional).**

The high-end accommodation offering is located in the prime areas at the heart of the site, which offer the possibility of developing an exclusive atmosphere:

- The upmarket positioning, midway between hôtel de charme and the new generation of contemporary hotels, will appeal to different kinds of guests: typically, French and foreign visitors with high purchasing power looking for a warm and cosy atmosphere
- Amenities and services to cater for business guests, staying for several days or just the day
- A restaurant with "bistronomic" positioning, partnered with the hotel and open to outside visitors
- As an option, a second restaurant developed around the concept of sharing, located in the Centre of Sporting Excellence.

For information purposes, the Haras du Pin has drawn up a set of characteristics to help applicants put together their proposal. The data (number of rooms, table settings, etc.) may vary in the applicants' technical proposal.

### RESTAURANT OF THE INTERNATIONAL EQUESTRIAN SPORTS CENTER

PROGRAMME	MARKETING ASPECTS
<ul style="list-style-type: none"> <li>■ 3 types of service: table service (~32 meals/day), takeaway (~144 sales/day) and a mobile catering offer</li> <li>■ March to December</li> </ul>	<ul style="list-style-type: none"> <li>■ Focus on sharing</li> <li>■ Mediterranean-inspired cuisine, modern, festive, relaxed</li> </ul>

### WORK IN PROGRESS







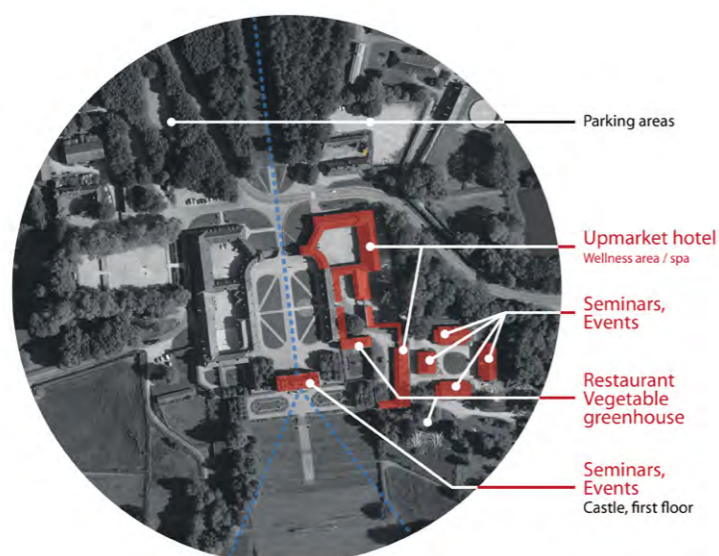
## HIGH-END HOTEL - SEMINARS - EVENTS

PROGRAMME	MARKETING ASPECTS
<ul style="list-style-type: none"> <li>60 rooms including 45 regular rooms and 15 suites</li> <li>Dedicated wellness area: sauna and steam room, spa rooms, small indoor pool, fitness room</li> <li>Reception, lobby</li> <li>3 seminar rooms: a multipurpose hall (~120 m<sup>2</sup>) and two smaller meeting rooms (~40 m<sup>2</sup> each)</li> </ul>	<ul style="list-style-type: none"> <li>Positioning: natural, warm, upmarket, lifestyle, friendly</li> <li>Target clients: couples, business clients, city-dwellers, participants in international competitions</li> <li>Average price around €200 plus additional services</li> </ul>

## BISTRONOMIC RESTAURANT

PROGRAMME	MARKETING ASPECTS
<ul style="list-style-type: none"> <li>A restaurant with a bistronomic positioning</li> <li>Partnered with the hotel and open to outside guests</li> <li>Seating for 65 diners in the main room and a private room with seating for 15 for business groups</li> <li>A separate bar area open exclusively to hotel guests</li> </ul>	<ul style="list-style-type: none"> <li>Bistronomic, upmarket and lifestyle positioning, warm and friendly</li> <li>Target clients: couples, business clients, city-dwellers, participants in international competitions</li> </ul>

## LOCATION



## PREREQUISITES FOR PARTICIPATING IN THE CEI

Please note that this CEI is not intended to meet strategic management requirements and does not therefore constitute a public procurement contract. It is intended to select the best private project for the provision of a high-end hotel and restaurant offering to develop visitor numbers at the site; the proposed activities are not imposed or supervised by the public authorities.

The applicants will indicate a proposed duration of occupancy, according to the time required to recoup the projected investments and ensure a fair and sufficient return on the capital invested.

The applicant is permitted to submit a financing plan for investments including the level of public funding.

The applicants will also propose the amount of the concession fee amount (indexed on their forecasted revenues).

Considering the future governance system, applicants are informed that management of the site may be entrusted to a third party via a concession contract. This entity will be the key contact for the future occupant.

However, various occupants holding a temporary occupancy permit may be invited to contribute to the governance of the management company. The legal and financial terms and conditions will be negotiated with all the occupants and the concession holder, who will be appointed at a later date after a competitive bidding process.

To ensure fair treatment of the various applicants, particularly with regard to the previous round of sourcing, applicants who have not already done so are recommended to arrange a visit of the Haras du Pin. To do so, they should contact Mr Sébastien Leroux at the e-mail address given below.

## SUBMISSION OF EXPRESSIONS OF INTEREST

Applicants must submit their application **before 18:00 on Thursday 30 July 2022**.

Applicants are fully responsible for the delivery of their applications. The Haras National du Pin cannot be held liable if the deadline for submission of applications is not met.

Applications should be submitted either:

- By post: Haras national du Pin, 61310 Le Pin au Haras
- By e-mail, in PDF format, to [sebastien.leroux@harasnationaldupin.fr](mailto:sebastien.leroux@harasnationaldupin.fr) (copy to: [info@harasnationaldupin.fr](mailto:info@harasnationaldupin.fr))



## CONTENT OF THE EXPRESSIONS OF INTEREST

Applicants will submit a two-part application: one section detailing their application and another containing their technical and financial proposal, in accordance with the conditions set out in Article 5.1.

### SECTION 1 - THE APPLICANT

The application section will contain:

- 1/ A dated and signed letter of application specifying, if applicable, the composition of the grouping and the distribution of competences between its members
- 2/ A document on the powers of the person authorised to commit the applicant and, where applicable, of each member of the grouping
- 3/ A comprehensive presentation of the applicant and, if applicable, of each member of the grouping along with their references
- 4/ A detailed presentation of the applicant's financial statements appended with the tax returns for the last three financial years and, if applicable, those of each member of the grouping
- 5/ A sworn declaration from the applicant and, where applicable, from each member of the grouping, certifying that none of them is subject to legal receivership or liquidation proceedings, or personal bankruptcy, that they are up to date with their tax and social security obligations, and that none of them has been the subject of legal convictions

In the event of an application from a company that belongs to a group of companies subject to tax consolidation and/or consolidation of VAT payments, the applicant must also provide the above-mentioned certificates for its parent company.

### SECTION 2 - THE PROPOSAL

The applicant's proposal will then be further divided into two parts:

- The technical proposal covering the applicant's occupancy project and containing the following items:
  - > Appropriation of the procedure: the applicant's understanding of the context, the territorial issues and the procedure
  - > Presentation of the applicant's project: description of the hotel offering (capacity, targets, distribution network, etc.) and the restaurant offering, along with the associated services (wellness area, etc.)
  - > References, with explanations of similar projects carried out by the applicant.
- The financial proposal comprising:
  - > a projected operating budget for the occupied areas
  - > the proposed amount for the concession fee (indexed to the sales revenues generated)
  - > the level of investment made by the applicant, justifying the duration of the occupancy permit
  - > where applicable, the amount of public investment required to complete the financing of the applicant's project
- Where applicable, any clauses that the applicant would like to have included in the temporary occupancy permit issued by the Haras du Pin.

## SELECTION PROCEDURE

### SELECTION CRITERIA

FINANCIAL CRITERIA	TECHNICAL CRITERIA
<ul style="list-style-type: none"> <li>■ Soundness of the projected operating budget</li> <li>■ Proposed concession fee</li> <li>■ Amount of public investment required to finance the investments</li> </ul>	<ul style="list-style-type: none"> <li>■ Suitability of the proposal for the intended use of the area in question and of the estate</li> <li>■ Environmental and architectural quality of the planned works</li> <li>■ Contribution to the site's tourist and economic development</li> </ul>

### PROCEDURE

Le Haras du Pin may organise meetings where the various proposals will be presented, and the selected applicants' projects discussed in detail.

After these meetings, a revised final proposal may be submitted, prior to the Haras du Pin's final selection.

At the end of this selection phase, the successful applicants will be invited to sign the temporary public domain occupancy agreement.

The Haras du Pin may terminate the procedure at any time. Applicants shall not be entitled to claim any compensation. Unsuccessful applicants shall not be entitled to any compensation.

### PROVISIONAL TIMETABLE

Deadline for submitting applications and proposals	30 July 2022
Discussions and interviews with shortlisted applicants	September - October 2022
Final project selected	November 2022





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# HARAS NATIONAL DU PIN

## CONTACTS

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