



April 12, 2019

Ben Pratt
Economic Development Director
Town of Erie
645 Holbrook Street, Erie, CO 80516

Dear Ben,

This letter confirms that the Town of Erie is engaging the Colorado District Council of the Urban Land Institute (ULI Colorado) to provide an independent study called a Technical Advisory Panel (TAP), with analysis and strategic recommendations regarding four development proposals in the town center. ULI Colorado TAPs consist of ULI members who volunteer their expertise. They are hand-picked to address the issues raised and offer objective, third-party strategic directions to help solve a land-use or real estate issue.

1) The challenge

Town of Erie wants areas zoned for commercial/community commercial and business to develop as zoned, but the Town recognizes that not all land configurations are viable for full retail or commercial development. We request the TAP's assistance in (1) evaluating the viability of the current zoning, (2) identifying ULI's best practices in affordable housing, economic development, placemaking, healthy communities, walkability, public-private partnerships and infrastructure that would be applicable to and promote more sustainable development in this area, and (3) determining whether converting any of the commercially zoned land to residential is necessary, and if so, what would be the financial impact of that action.

2) The process

This TAP will consist of a two-day session preceded by extensive advanced preparation. A TAP consists of five-to-seven ULI members from a variety of disciplines needed to advance the task at hand. The panel, as it is correctly envisioned, will include a panel chair and representatives from real estate development, real estate markets (residential and commercial), project finance (public and private) and infrastructure. Panels are hand-chosen and screened by ULI Colorado's staff and TAPs co-chairs. Panelists will be reviewed and approved by the sponsoring agency. Panelists must be unbiased in their assessment. Panelists are also required to review a detailed **Advance Packet** including maps, images, zoning information and financial data before convening. They are required to attend a preparatory conference call or briefing meeting prior to the TAP convening.

A panel's recommendations are designed to create strategic directions that help communities and sponsors take decisive action. Panel reports are schematic and **not** intended to be fully realized development or architectural plans or master plans.

3) **Draft agenda:**

Day 1

8 am: Panel convenes (sponsor provides breakfast)

8–9 am: Introductions and overview from sponsors and/or city officials

9–10 am: Walking tour of site

10–10:15 am: Break

10:15–12 pm: Stakeholder interviews (may include city staff, elected and appointed officials, previous consultants, business organizations, neighborhood representatives, and property owners)

12–12:30 pm: Working lunch (provided by sponsor)

12:30–2 pm: Stakeholder interviews

2–6 pm: Panel and ULI staff sequesters (no sponsors or stakeholders present) to develop strategic findings and recommendations

6–8 pm: Working dinner among panel and panel sponsors (provided by sponsor)

Day 2

8 am: Breakfast (provided by sponsor)

8:30–12 pm: Panel and ULI staff sequesters (no sponsors or stakeholders present) to develop strategic findings and recommendations

Noon–1 pm: Working lunch (provided by sponsor)

1–2 pm: Panel presentation of findings and recommendations to sponsors and stakeholders followed by Q&A

4) **Responsibilities of the client/sponsor**

- Review and approve final list of panelists
- With ULI's review and input, prepare and finalize problem statement outlining site challenges and clearly stating the problem you are asking ULI to help solve
- Prepare Advance Packet consisting of maps, images, site plans and all relevant financial, land-use and demographic data
- Print/produce advance packet and deliver to panel members **two weeks** before panel convenes
- Finalize date two months before panel convenes
- Secure a location to host the panel meetings and deliberations on selected dates
- Order food and refreshments as needed for the 2-day session
- Provide meeting materials (large site maps, aerial images to scale, AV, etc. as needed)
- Invite stakeholders to interviews—be sure the panel is talking not to the entire community, but to key people. Coordinate interview times with ULI. Note: this is an important step that sponsors must carefully research and organize with formal invitations and tallies of RSVPs.

5) Responsibilities of ULI Colorado (Scope of Work)

- Appoint a chair and panelists consisting of ULI members ensuring impartiality and the right mix of skills and professions
- Ensure panelists are properly oriented and briefed
- Engage panelists
- Help panel prepare final presentation
- Prepare a final report (around 10-20 pages) within two months of panel conclusions
- At the client/sponsor's request, follow up with letters of support and testimony at public meetings as needed to achieve the realization of the panel's strategic recommendations

6) Financial terms

The administrative fee to ULI Colorado is \$10,000, since the additional \$5,000 is covered by the DRCOG match. This fee is for staff overhead and support and the writing and production of a professionally written and designed finished report (PDF format). The Town of Erie may share the cost of this TAP with partners. This is to be paid directly to the **Urban Land Institute** (not ULI Colorado) and delivered to **PO Box 418168, Boston, MA 02241**, at least 30 days in advance of the panel. The client/sponsor is responsible for all other expenses related to a TAP, including food, venue, Advance Packet production, and A/V.

7) Results of the panel

A ULI TAP is a private consultation resulting in strategic recommendations, not a public planning process. While we believe that multiple stakeholders' input usually improves recommendations, it is up to you, the panel sponsor, to determine the level of stakeholder engagement. As the panel sponsor, you may determine what information is to be released to the public and the press or kept privately.

Please sign and copy this Letter of Agreement. Keep one copy for your files and return the other to ULI Colorado.

Sincerely,
Michael Leccese, Executive Director
Colorado District Council of the Urban Land Institute

Accepted by: Michael Leccese _____
Executive Director, ULI Colorado
Date _____

Agreed: _____
_____, _____, Town of Erie
Name Title
Date _____