

Request for Expressions of Interest Supporting Smart Urban Growth: Successful Investing in Density

I. Introduction

Cities will be a critical arena for developing and delivering innovative solutions to tackle climate change. Internationally, many dense and well-connected cities have a positive track record for offering both a high quality of life and success in reducing their carbon emissions. Despite this, sprawling development models continue to be pursued in many locations around the world. Unfortunately, urban development is likely to continue along this 'business as usual' path until there is a compelling case for change.

In 2016, the Urban Land Institute (ULI) and the New Climate Economy (NCE), the flagship project of the Global Commission on the Economy and Climate, are embarking on a major programme of research that aims to help make this case. The objective of the programme is to evaluate the impact of investment in compact, connected urban development on investment returns for real estate investors, costs per resident for the public sector, and carbon emissions. Global in scope, the programme will combine quantitative analysis with interviews, roundtables, detailed case studies and a review of institutional investors' decision-making practices, including underwriting criteria.

The programme will produce a series of rigorous and independent research outputs. Outputs will be useful in particular for real estate players with a long-term investment horizon, such as institutional investors, developers, REITs, and fund managers in formulating investment strategies. The research will also support city authorities to build the business case for taking necessary measures to improve density, as they need capital to deliver the urban infrastructure and public realm that underpins sustainable, competitive and attractive local communities.

The project will leverage the combined network and expertise of ULI and the New Climate Economy's Global Commissioner network. A number of investor partners have already committed to supporting the project. This project builds on ULI's broader programme of work on density. To read our latest research, please visit our [density page](#).

This request for expressions of interest provides details of the project objectives and invites credible research organisations ("Applicant") to consider submitting an Expression of Interest ("EOI") at any time before 25 April 2016 (the "Closing Date"). A steering group, consisting of ULI, NCE and representatives of the investor partners ("Steering Group") will evaluate EOIs and select a small number of Applicants to submit full proposals.

II. General requirements of the successful Research Partner

The role of the successful Research Partner will be as follows:

- Lead on structuring and managing the project to ensure that it achieves project objectives and delivers outputs in line with the milestones and deadlines determined by the Steering Group.
- As well as providing the intellectual leadership in steering the overall project, the Research Partner's primary role will be to deliver the original empirical and theoretical analysis outlined in more detail below.

- The Research Partner will be expected to incorporate and use effectively input from the Steering Group whilst maintaining objectivity.

III. Research programme and methodology

This component of the research programme will be split into two phases, with milestones attached to each phase. The research will be global, but with a focus on using data from the regions and cities in the OECD in which the institutional investment community is most active, and comparing and contrasting this with fast growing developing regions.

A future phase of research will use qualitative methods to gather the views of both the investment community and those responsible for delivering and managing the urban built environment, such as city planners, and developers. This will be used to supplement the findings of Phase 1 and 2.

Phase I: Literature review

This part of the work will provide background on the research topic and survey other work in the area. The research partner should draw on resources provided by ULI and NCE as well as academic literature and research and reports from governments, think tanks and multi-lateral institutions (World Bank, OECD).

- Conduct a systematic but rapid review of the literature on urban planning and design to identify a shortlist of the elements of urban form associated with what ULI has referred to as 'good' density in the 2015 report *Density: Drivers, Dividends and Debates*. Examples of 'elements of urban form' could be availability of public transport, mixture of land uses and income groups, and number of dwellings or people per hectare.
- Conduct a review of the literature on the links between the selected elements of urban form and (1) investment returns; (2) cost per resident to the city government for physical and social infrastructure; (3) carbon emissions; and (4) any other key metrics important to private-public sector decision making. The review should consider both research findings and the methodologies used to conduct these analyses.

Phase II: Data collection and quantitative analysis

This part of the work will focus on collecting and analysing property-level and other data from the investment community and other sources to understand the relationship between investment returns and the attributes of well-densified cities.

- Develop a methodology / model for analysing the linkages between urban form elements identified in Phase I and investment returns. Select and propose to the steering group the most appropriate metrics to evaluate these linkages.
- Determine what data is required and develop a plan to obtain this. If required, the research partner may be able to collect data from ULI's and NCE's investor partners.
- Drawing on existing evidence in Part I, consider how to supplement this model to provide estimates of cost per resident; and carbon emissions.
- Collect and analyse data.

Future work – Phase III: Interviews, focus groups and case studies

A future phase of work (Phase III) will use a variety of qualitative methods (roundtables, interviews, debates, etc.) to supplement the findings of Phase I and II. ULI and NCE anticipate that this phase

of work will focus on current decision-making processes and criteria, and the extent to which compact and connected attributes play a role (or not) in these. This phase will delve more deeply into the business and decision-making processes of investors, including their underwriting criteria, to identify barriers to driving more investment towards good, compact, connected development. In addition it will look at the impact of public policy, and the interface between private investors and city leaders. This phase of research will target both the investment community and those responsible for delivering and managing the urban built environment, such as city planners and developers.

Prospective applicants should note that **Phase III is not part of the scope of work for this project**. However, applicants are welcome to comment on how their proposed approach would support the development of this future phase.

IV. Project Deliverables

Interim deliverables

- Monthly progress reports and regular calls with ULI / NCE project managers.
- Progress reports for steering group meetings.
- Summary of preliminary research findings (September 2016).

Final deliverables

- A written report that presents the results of the research in an accessible and visually engaging way to a professional audience. We encourage the use of infographics to make the results accessible.
- A presentation summarising the results and findings of the research.

In addition to the specific deliverables listed above, during the project process or after the final deliverables are completed, the Research Partner may be asked to give presentations to small/large groups, provide quotes or comments for promotional materials, and or help in the drafting of articles or press releases. These activities are not requirements, but ULI and NCE would like to work with the Research Partner on such promotional activities when possible as it benefits both parties.

Deliverables: terms

- One copy of the final report is to be provided to ULI and NCE in MS Word format.
- One copy of a final presentation of the results and findings should be provided to ULI and NCE in MS PowerPoint format.
- One copy of any and all original data sets, statistical tests, analyses, calculations, assumptions, charts, and tables that were used in preparing the report are to be provided to ULI and NCE.
- Electronic files are to be created using the following Microsoft products: Word, Excel, and PowerPoint.
- All project deliverables and other intellectual property generated in the course of the project will become the property of ULI and NCE.

V. EOI requirements

Format: the EOI should be submitted as a single pdf document. Maximum total length of the EOI is 4 pages, with a minimum font size of 11pt, and margins of at least 2cm on all sides. A covering letter of no more than one page, summarising the Applicant's team and proposal may also be included and will not be counted as one of the pages of the proposal. Further attachments and appendices will not be considered.

Applicants are asked to provide the following information in their EOI.

Applicant information

- Provide the full name, address, telephone, and email address of the Applicant, and the principal contact person. In the case that the applicant is a consortium, one organisation must be identified as the project lead for contracting purposes and primary contact for liaison with ULI / NCE throughout the project.

Project team

- Provide an overview of the business history of the Applicant(s), and describe experience conducting similar projects in the past. This should include details of any prior experience of the Applicant in working with a not-for-profit association.
- Provide details of the key members of the proposed project team and the Applicant's approach to managing the project and dividing up responsibilities.

Project approach

- Describe your reasons for wishing to bid for this work, and the general approach you would take to ensuring a successful outcome. Comments on the EOI and ways to improve the project approach are welcome.

Preliminary budget

- Provide an indicative budget for the project broken down by phase. Please note that ULI and NCE have allocated a budget envelope of between \$100,000 and \$130,000 for this project. For exceptional proposals we may consider allocating an additional \$20,000. Applicants should note that ULI and NCE plan to invest further in this area of work over the coming years.

Formation of consortia / Bidding for part of the project

ULI and NCE recognise that the complex and multi-disciplinary nature of this research project may require prospective bidders to form consortia in order to put together a team with all of the skills required to undertake the project. We actively encourage prospective bidders to consider doing so. Consortia made up of organisations from multiple sectors (e.g. some combination of commercial, academic, and not-for-profit organisations) are particularly encouraged. We also recognise that some Applicants may prefer to bid only for one phase of the work. This is also acceptable. However in this case the Applicant should clearly state in a covering letter which part of the work they are bidding for, and how they would propose to collaborate with any other organisations appointed to do the remainder of the work.

EOI Evaluation criteria

Criteria	Weight
Quality of project team	5 points
Project approach and methodology	6 points
Preliminary budget and value for money	4 points
Maximum score	15 points

Timeline

Event	Date
EOI submission deadline	25 April 2016
Notification of shortlisted bidders	2 May 2016
Full proposal submission deadline	23 May 2016
Notification of selected partner	Late May / early June 2016
Project start	June 2016

Submission Procedure

- All proposals should be submitted via email to Elizabeth.Rapoport@uli.org before 16.00 GMT on the closing date (25 April 2016). Documents received after the closing date will not be considered.
- Applicants may submit only one EOI, and may be a part of only one consortium submitting an EOI.
- The EOI and all accompanying material (excluding trademarks and logos owned by the Applicant) will become the property of ULI and NCE.
- Proposal costs will not be reimbursed to any Applicant even if the application is unsuccessful or if the project is not undertaken.
- The Applicant must confirm that to the best of its knowledge at the time of submission of its proposal that no conflict of interest or organizational conflict of interest exists or is likely to arise in the performance of its obligations.

VI. Contact

We look forward to receiving your proposal. For any queries or comments, please contact Elizabeth Rapoport at Elizabeth.Rapoport@uli.org or +44 (0)2074879575 or Nick Godfrey at NCE on nick.godfrey@newclimateeconomy.net.

Additional sections:

1. Appendix I: Proposed general Terms and Conditions of the contract with the Research Partner
2. Appendix II: About ULI and NCE

Appendix I

General conditions of contract with the Research Partner

1. Intellectual Property Rights and Licenses

- ULI and NCE shall have ownership in all intellectual property rights to any work product developed by the Research Partner, or with or by ULI and NCE, its directors, officers, or staff in part or in whole during the course of the work described herein.
- Ownership of the analysis and resulting data and report will remain solely ULI and NCE's and the Research Partner may not use any part of the project for its own purposes at any time.

2. Copyright and Right to Use

- ULI and NCE retain royalty free copyright to all intellectual property and licenses and may in its sole and absolute discretion reproduce material in whole in any print or electronic format as a result of the work described herein. Accreditation will only be provided to the Research Partner where deemed appropriate by ULI and NCE, acting reasonably.
- If the Research Partner wishes to reproduce or publish material in whole in any print or electronic format as a result of the work described herein, it must obtain prior written permission from ULI and NCE which consent shall not reasonably be withheld. Accreditation must be provided to ULI and NCE, including when citing data, charts, or sections of the final deliverable/result.
- ULI and NCE retain the right to promote the work (i.e., in press releases, websites, publications, etc.) in its sole and absolute discretion in whole or in part in any print or electronic format as a result of the work described herein. Accreditation will be provided to the Research Partner where deemed appropriate by ULI and NCE, acting reasonably.
- If any Research Partner has any mandatory contract provisions or wishes to incorporate or use any standard terms and conditions, the Research Partner shall append such materials to their Proposal at full application stage and indicate any mandatory provisions contained therein.

3. Suspension and Termination

- ULI and NCE shall have the right to suspend or terminate the contract agreement at any time and from time to time, either with or without cause, upon not less than thirty (30) days written notice.

4. Confidentiality and Non-disclosure

- The Research Partner acknowledges that it may come into possession of personal information in the custody and control of ULI and NCE while performing the work and agrees that it will only use such personal information for the purpose of performing the work, that it will not disclose such information to another organization without ULI and NCE's express written consent, that it will take reasonable steps to safeguard such personal information from loss, theft, unauthorized access, disclosure, copying, use or modification.

Appendix II

About the Urban Land Institute

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to:

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 37,000 members worldwide, representing the entire spectrum of the land use and development disciplines. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

www.uli.org

About the New Climate Economy

The Global Commission on the Economy and Climate is a major international initiative to analyse and communicate the economic benefits and costs of acting on climate change. Chaired by former President of Mexico Felipe Calderón, the Commission comprises 25 former heads of government and finance ministers and leaders in the fields of economics and business. This includes figures such as Caio Koch Weser (Vice Chairman, Deutsche Bank), Michael Lies (CEO, Swiss Re), Naina Lal Kidwai (Country Head, HSBC India), and Eduardo Paes (Chair of the C40 Group of Megacities), as well as the leaders of major international financing institutions such as the Asian Development Bank and World Bank.

The New Climate Economy is the Commission's flagship project. It provides independent and authoritative evidence on the relationship between actions which can strengthen economic performance and those which reduce the risk of dangerous climate change. We reported in September 2014.

The project is undertaken by a global partnership of research institutes and a core team led by Programme Director Helen Mountford. An Advisory Panel of world-leading economists, chaired by Lord Nicholas Stern carried out an expert review of the work.

We are working with a number of other institutions in various aspects of the research programme, including the World Bank and regional development banks, the International Monetary Fund, International Energy Agency, Organisation for Economic Co-operation and Development, United Nations agencies and a variety of other research institutes around the world.

The Global Commission on the Economy and Climate was commissioned by seven countries – Colombia, Ethiopia, Indonesia, Norway, South Korea, Sweden and the United Kingdom – as an independent initiative to report to the international community.

newclimateeconomy.net