

ULI Chicago Technical Assistance Panel (TAP) Program GUIDELINES

Introduction

The Technical Assistance Panel (TAP) program is a service offered by ULI Chicago as part of ULI's National Advisory Services Program. Since 1947, the Advisory Services Program has been assisting communities by bringing real estate, planning, and development experts together to provide unbiased pragmatic advice for addressing complex land use and development issues.

In 2002, ULI Chicago adapted this model of technical assistance for use at the local level. More than 10 National Panels have taken place in the Chicago area alone, and the ULI Chicago District Council has completed more than 30 local Technical Assistance Panels. Chicago icons such as Navy Pier and the Green line "L" have been studied by ULI panels.

The strength of the ULI Chicago Technical Assistance Panel Program lies in the cross-section of experts examining the issue from all angles and producing an implementation strategy that is based on sound information, community realities, and best practices. Panels approach the assignment from all perspectives, including market potential, land use and design, financing and development strategies, and organization and implementation. This objective and diverse team of real estate and planning professionals would not be available "for hire" anywhere.

- Panel members volunteer their time to serve on the panel and are not compensated for their time.
- A ULI Chicago member who has served on a previous assignment chairs the panel.
- No member of the panel has a conflict of interest, real or perceived, by serving on the panel.
- The panel's recommendations are unbiased and cannot be modified substantively once given to the sponsor.

All panel assignments promote ULI's mission to provide leadership in *the responsible use of land and in creating and sustaining thriving communities worldwide.*

The Technical Assistance Panel (TAP) Program

ULI Chicago's Technical Assistance Panel (TAP) program benefits both members and local communities:

- It provides a unique opportunity for our members to work together in a fast-paced and challenging, yet rewarding, setting to provide communities with market-based, implementable strategies to realize their development goals.
- It provides local communities access to professional expertise and advice that they could not obtain through any other means.

The TAP Framework

TAPs are typically two-day intensive working sessions where an expert panel addresses a scope of work proposed by the sponsoring organization - a local government, non-profit organization, or developer – about a specific development issue or policy barrier within a defined geographic area. The sponsoring organization develops three or four well-defined questions that it would like the panel to address. The scope of the assignment is such that the panel can adequately address the issues in the 2-day session. Prior to the panel convening, ULI Chicago, with input from the sponsor, prepares and distributes briefing materials to the panelists. A suggested briefing book outline is included as Attachment B.

The typical components of the 2-day session include:

- Sponsor briefing
- Tour of the study area
- Interviews with local experts
- Round table discussion with sponsor and community representatives
- Work session by the panel to develop the recommendations
- Presentation of the panel's recommendations to the sponsor and its representatives in a closed session at the end of Day 2
- Public presentation of the panel's recommendations 2-3 weeks following the conclusion of panel

Panel Members

The success of the TAP process is dependent on the quality of the panel and the clarity of the sponsor's vision and scope of work. Panelists are ULI Chicago members chosen for their relevant knowledge and expertise and are often senior members within their organizations. A good cross-section of panelists with expertise in areas such as finance, market research, design, development and transportation, provide the sponsor with well-rounded recommendations. Panelists are chosen with the assistance of ULI Chicago's Public Policy Committee with input from the sponsor of the panel. A ULI Chicago member with substantive knowledge of the issues outlined in the scope of work, is selected to Chair the panel and lead it to consensus.

All panelists will be screened by ULI Chicago with input from the sponsor for conflict of interest. If a potential panelist has a conflict—perceived or real – they will not be asked to serve on the panel. It is critical that the panel bring total objectivity to the sponsor.

The Product

The panel presents its findings and recommendations in a closed session at the end of the 2-day panel. Following the conclusion of the panel, a public presentation of the panel's recommendations is scheduled usually within a two-three week period. A final written report is completed usually within eight weeks of the panel.

Elements of Selected Projects

ULI Chicago may receive several requests for TAPs during the request for proposal period. To help the District Council determine if an assignment is feasible, the sponsor should provide some preliminary background information. The potential sponsor will be asked to complete a TAP Application. This allows ULI Chicago to evaluate if the request is appropriate for a TAP. A TAP request should meet the following criteria:

- The sponsor is a local government or non-profit organization.
- The assignment can be completed in 2 days.
- There is expertise within the ULI Chicago's membership to address the issues.
- The assignment meets ULI's mission.

ULI Chicago will screen the project to ensure that the sponsor is not just looking for a ULI endorsement of their project. The Technical Assistance Program (TAP) is not a certification process; it is designed to provide constructive advice. All requests will be reviewed by ULI Chicago's Public Policy Committee. Once an assignment is selected for a TAP, representatives from ULI Chicago will meet with the sponsor to discuss both logistical and programmatic aspects of the assignment. Specifically, these include:

- Scope and expectations
- Timing
- Briefing materials
- Agenda
- Roles and responsibilities
- Expertise needed for the assignment
- Publicity

Pricing

ULI Chicago charges the sponsor \$20,000 for a 2-day panel and summary report. The fees are designed to cover approximately half of the total expense to ULI Chicago. In addition, the sponsor is expected to host a reception following the first day of the TAP. All panel members are to serve on a voluntary basis.

Public Policy Committee

To help organize the TAP program, ULI Chicago's Public Policy Committee has been designated to market and manage TAPs. The Public Policy Committee reviews TAP applications, helps select panelists for the assignment, and develops/oversees the overall TAP program for ULI Chicago. The ULI Chicago Public Policy Committee uses the following criteria to choose a community:

- Commitment from the mayor or village president in support of the technical assistance panel
- A problem statement and questions that are specific, well defined and manageable for a two day session
- Demonstrated need for the assistance of the panel and that the panel will benefit residents and/or businesses that need the assistance
- Resonance of the issue to be tackled to other communities in the region
- Geographic distribution in the region

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Attachment A: SUMMARY OF ROLES AND RESPONSIBILITIES

Sponsor (Host community)

- Assist in gathering briefing book materials including site plans, base maps and aerial photos
- Define scope of work; 3-4 questions for panel
- Assist in choosing panel date, panel location and public presentation venue
- Review proposed panelists/chair for potential conflict
- Draft list/contact/confirm list of local experts (stakeholders) for interviews
- Assist in reviewing all press releases
- Conduct tour, with appropriate transportation, of study area with hand-held map of area for each participant
- Host reception at the conclusion of first day for elected/appointed officials, staff, panel and interviewees
- Attend public presentation at conclusion of panel
- Assist during 2-day panel as needed
- Review and comment on draft panel report
- Complete 3- and 6-month follow-up interviews

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- Help define scope of work
- Secure location
- Recruit chair and panelists
- Handle advance and on-site logistics for the panel
- Invite potential interviewees to participate
- Ongoing planning meetings with host community supplemented by regular communications
- Prepare draft and final report
- Work with host community on appropriate public relations and planning public presentation

Panel Chair

- Approve of, and help recruit panelists
- Approve scope of work
- Facilitate the 2-day panel, assign teams as needed to complete the work
- Manage time to ensure the recommendations presentation is prepared for the sponsor by the end of the second day
- Preside at public presentation
- Approve final report

Continued..

Summary of Roles and Responsibilities (continued)

Panelists

- Read briefing book in advance
- Participate the entire two days as a volunteer
- Work as a team to develop recommendations
- Work as a team to prepare professional private presentation to be given to the sponsor on the second day
- Be available for public presentation and for questions/comments after the panel concludes

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Attachment B: SAMPLE BRIEFING BOOK OUTLINE

I. Introduction

- A. Title page
- B. Table of Contents

II. List of sponsors

- A. List of official sponsors with organizational background information

III. The Assignment

- A. Scope of Work

IV. Description of the Study Area (as relevant)

A. Physical description

- 1. Location
- 2. Boundaries, size
- 3. Land uses within the study area and surroundings (residential, commercial, industrial, institutional)
- 4. Topography, vegetation, natural resources, drainage, natural or manmade barriers or development constraints
- 5. Transportation and access
- 6. Infrastructure and utilities - availability, location, capacity, condition
- 7. Vacant land - location, ownership, history
- 8. Special features, characteristics, and considerations

B. Economics of the study area

- 1. Employment types and trends
- 2. Major employers
 - a. Location
 - b. Size - Number of jobs
 - c. Types of jobs
- 3. Unemployment - level and trends
- 4. Income data (individual and household)

Continued..

- C. Demographics
 - 1. Overview of city and study area population trends
 - 2. Population size and distribution within the study area
 - 3. Age distribution (by five-year cohorts), number of households, household size
 - 4. Educational levels
 - 5. Special features, such as university students or public housing residents

- D. Housing market (if relevant)
 - 1. City market conditions and trends
 - 2. Housing types within the study area - SF, MF, ownership, rental
 - a. Location and number
 - b. Age, condition, occupancy status
 - c. Sales prices or rent levels
 - d. Tenure of occupancy: current estimate and past trends
 - 3. Current and planned residential development
 - 4. Competitive or alternative residential locations

- E. Commercial development - current conditions and historical trends (if relevant)
 - 1. Retail
 - a. Overview of area wide retail markets
 - b. Retail development within the study area:
 - location
 - size
 - type
 - tenant mix: goods and services offered
 - parking, access
 - lease rates and terms
 - physical condition
 - economic condition
 - unique competitive strengths or weaknesses
 - c. Competition (nearby commercial areas) - size, type, age, condition, access, tenant mix, level of activity
 - 2. Office (as above, if relevant)
 - 3. Industrial (as above, if relevant)

Continued..

VI. Government

- A. Federal government activity affecting the study area
- B. State laws or activity affecting the study area
- C. County, if applicable: type of government; departments or agencies affecting the area such as police, fire, or health departments; relevant policies, programs, plans and regulations.
- D. Local government
 - 1. Type of government--structure; roles and responsibilities
 - 2. Sources of revenue; taxation
 - 3. Current plans affecting the study area, such as comprehensive plans, area plans, school system plans, capital improvement programs, etc.
 - 4. Laws and regulations impacting land use and development in the study area (note any unusual or constraining provisions)
 - 5. Agencies or departments with responsibilities in the study area; relevant local policies and programs (such as inclusionary or subsidized housing programs, economic development programs, school busing requirements, social service programs, etc.)
 - 6. Local political representation: key issues; type and level of interest/activity

VII. Private Sector Involvement: Name, location, and, briefly, the history, interests, policies, programs, resources, representation, and activities of each (as relevant)

- A. Neighborhood associations or community development associations active in or affecting the study area
- B. Schools, hospitals, churches, etc. within or affecting the study area
- C. Financial institutions, foundations, major corporations active in or interested in the area
- D. Business organizations
- E. Others as appropriate (such as private social service providers)