



Technical Assistance Panels (TAPs) are a way for ULI to provide direct assistance to communities by leveraging our members' expertise to address challenging land use and real estate issues. TAPs are a function of ULI's national Advisory Services program, which has been

conducting panels since 1948.

ULI brings an unbiased, market-based perspective to your development or land use challenge. We assemble a panel of high-level land use and real estate professionals specifically selected

for their expertise relating to the TAP assignment. Our panel can tell you what kinds of development you can realistically expect and what tools you might use to attract the development you want.

TAP Basics

- Length of Panel: 1 or 2 days
- Panelists: 3-5 industry experts from ULI's membership
- Final Product: Presentation to client; professionally written report
- Cost is approximately \$5,000-\$15,000



Why Host a TAP?

- You have some great people working on your project, but could benefit from an outside perspective.
- Through the TAP process, you might be introduced to potential opportunities or partners you might not have known otherwise, like a government funding program, investor or developer who has been involved in similar projects.
- ULI is recognized and respected for the expertise of our members. A project that has been through a ULI TAP process may have unique development characteristics, making the project more valuable than it would have been if developed in a more conventional manner. Or you may find it easier to gain regulatory approvals and/or attract capital, as it will have the TAP report as backup or proof of concept.

TAP Characteristics

- May be conducted in-person or virtually by video conference
- Scope can be addressed in approximately one day of intensely focused work.
- Managed by ULI Cleveland, we have the ability to draw volunteer panelists from around the state or adjacent markets who have no direct relationship to the study area and will lend an outside perspective.
- Panelists obtain detailed knowledge of the study area through interviews with local stakeholders.
- May be commissioned by any type of organization, such as: a public agency, redevelopment authority, community development corporation, neighborhood or business association, or private entity.
- May be directly funded by the client or may include grant funding or corporate sponsors.
- Private or Public Engagement: A client may use a TAP to obtain ULI members' opinions, quickly and discreetly investigating a question or concern and providing private feedback to the client; OR a client may wish to have a public TAP process in order to draw attention to their community or development area.

Seven Steps to a TAP

1. Learn more online at Cleveland.uli.org/About/Community/TAP and contact ULI Cleveland.
2. A ULI representative will meet with you to help refine your project scope and define the development or land use challenge.
3. ULI will identify and recruit members who have the expertise necessary to address the challenge at hand.
4. ULI will work with you to develop the project schedule and identify the information the panel will need to help inform their work (data, maps, etc.).
5. Panel time! The panelists will come to your community for one or two days, depending on your project scope. You will brief the panel on the problem and introduce the panel to local stakeholders.
6. The panelists will work on the problem, and the TAP will conclude with a presentation of the panel's findings.
7. ULI will summarize the conclusions and next steps in a report that you can use in your future work at the subject site.



“I’d recommend a panel to anyone who wanted to have honest feedback about their plans, their thinking, and their community’s potential.”

– Anthony Whitfield, Economic Development Director at Fairfax Renaissance Development Corp.



About ULI

The Urban Land Institute is a 501(c)3 membership organization with a mission to provide leadership in the responsible use of land and creating and sustaining thriving communities. ULI is a professional association, with members from across the wide range of disciplines involved in land use and development, including developers, architects, engineers, attorneys and public officials. Founded in 1936, ULI now has over 40,000 members in over 80 countries. ULI Cleveland has over 250 members, and is supported by over 30 corporate sponsors.