

## ULI Philadelphia Technical Assistance Panels (TAPs)

**OBJECTIVE + HISTORY** | Since 1947, ULI has harnessed the multidisciplinary expertise of its members to help communities solve challenging land use, development, and redevelopment issues on behalf of government agencies and community-based nonprofits. At the local level, this is accomplished through a Technical Assistance Panel (TAP). ULI serves as the honest broker, bringing all stakeholders together in an environment free of politics and preconceptions. Consistent with the goals and policies of ULI Americas, ULI Philadelphia seeks to use the TAP process as way to promote diversity, equity and inclusion in real estate and land use. Our team is available to work with applicants to identify how these principles will enhance project outcomes.

ULI Philadelphia TAPs provide expert, multidisciplinary advice to public agencies and nonprofit organizations facing complex land use and real estate issues in the region (including Philadelphia metro, Central Pennsylvania, Delaware, Lehigh Valley and Southern New Jersey). Drawing from our extensive membership base, ULI PHL panels offer objective and responsible advice on a wide variety of land use and real estate issues ranging from site-specific projects to public policy questions.

**TAPS PROGRAM DESCRIPTION** | We leverage the collective expertise of our members to provide a unique, market-based perspective on a broad range of issues including:

- Strategies for revitalizing corridors or specific properties;
- Analyzing the re-use potential of existing properties;
- Identifying key economic and land use issues relating to public/private land use situations;
- Evaluating specific development and land use proposals or issues;
- Market feasibility analysis, financial structuring, and more;

The applicant provides key questions for the Panel to address, assembles relevant background information and resources, as well as arranges for stakeholder interviews and site logistics. At least 12 weeks' advance planning is required from when the scope is finalized to when the TAP can begin. ULI Philadelphia assembles a Panel comprised of 8-15 senior-level members representing the specific land use disciplines needed for each assignment. Over an intensive 2-day working session, panelists tour the study area, interview stakeholders, and work collaboratively to produce preliminary findings and recommendations. These are presented at the conclusion of the TAP in either a private or public forum. A complete report follows within about two months with detailed recommendations. Examples can be found [online here](#).

**COST** | Applicants pay a fee of \$20,000

*ULI Philadelphia is also launching a shorter and less costly one-day workshop. Please reach out directly if interested. Additional financial support for full TAP may be available. Please reach out directly if interested.*

**TIMEFRAME** | TAP applications are accepted on a rolling basis, and scheduled based on the current calendar cycle (available at [philadelphia.uli.org](http://philadelphia.uli.org)). After completing a TAP application, members of the TAPs Committee and ULI staff will arrange an initial meeting to understand and refine the assignment objectives, as well as identify key issues. Decisions on whether the committee can accept the panel assignment will be determined shortly after receiving the application and the initial meeting. A minimum of 12 weeks are needed from agreement on a final scope and signed contract to provide sufficient time to assemble the best available TAP panel members, compile briefing materials, and plan for the TAP. Following the TAP panel presentation, ULI Philadelphia will commence writing the final report, which will typically be delivered to the client about two months after the TAP workshop.

## Client Obligations

**Briefing Materials** | The Client is responsible for assembling all relevant background information relating to the issues being addressed. ULI PHL distributes materials to all of the panelists.

**Stakeholder List** | The Client prepares a list of stakeholders with a perspective on the scope of the TAP. The list should include key members of the private sector, public sector, and community who might provide valuable insight and information to the panel. All stakeholder meetings are in a small setting and comments are not attributed to individuals.

**Stakeholder Interview Outreach** | The Client is responsible for coordinating with ULI to invite stakeholders and schedule the stakeholder interviews during the two-day engagement. The Client and ULI staff will work together to determine the exact timing and length of the interviews.

**Project/Area Tour & Transportation** | The Client is responsible for arranging a tour of the project or site area and related neighborhood assets. The Client arranges for transportation and an accompanying staff person to guide the tour and answer panel questions. It is ideal, but not critical, that transportation for group activities such as the site or area tour, are provided in one vehicle, which can accommodate approximately 12 people.

**Panel Meeting Room(s)** | The Client is responsible for providing conference room(s) for:

- TAP panel workshop and deliberations – room should accommodate ~12 people around one table and provide space for breakout sessions over the two-day TAP. Internet access is critical.
- Stakeholder interviews – room size depends on number of interviews conducted.
- Final TAP Presentation – room should be set up in a manner consistent with the type of final presentation desired, including ability to show a PowerPoint presentation.

**Food and Refreshments** | The client is responsible for arranging and providing food and refreshments throughout the TAP workshop for TAP panelists and ULI staff. This typically includes coffee and water throughout the day, light breakfast on both days, lunch on both days, and dinner at the end of the first day for TAP panelists, ULI staff, and invited sponsor staff.

**Lodging** | Depending on the location of the TAP, the Client may be responsible for providing and/or covering the cost of accommodations for the TAP panelists and ULI staff for one night for a two-day TAP.

**We encourage you to consider a TAP for your community.** Applicants who are early in the concept phase are encouraged to contact ULI program staff. If you have further questions, please contact Christina Chavez, Strategic Initiatives Lead, ULI Philadelphia, 215.845.8998 or email [christina.chavez@uli.org](mailto:christina.chavez@uli.org).



## Technical Assistance Panels (TAPs) Program Application

ULI Philadelphia accepts TAP application on a rolling basis. Accepted applications will be scheduled based on the calendar cycle available at [philadelphia.uli.org](http://philadelphia.uli.org).

TAPs applications must meet the following criteria:

- A clearly defined scope of work, and three to four well-articulated questions to be addressed during a two-day session.
- A clearly defined geographic boundary (a neighborhood, district, corridor, building, etc.).
- Strong local leadership capacity, by abiding by the program’s terms and conditions and Client Obligations; respect TAPs findings by galvanizing community support; and demonstrate a sincere attempt to implement recommendations.

Please provide the following information:

Lead Applicant Organization: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Title: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

E-mail: \_\_\_\_\_

Please attach the following:

**SCOPE OF WORK** | Provide a one-page description of the need for the Technical Assistance Panel. Include background information on the affected site , area, and community, as well as current and future plans or activities (both public and private). Maps, statistics, planning and development goals, and other information may be attached if relevant. Provide an explanation of previous efforts to address the scope of work, including outcomes of those efforts.

**QUESTIONS FOR THE EXPERT PANEL** | Provide three or four specific questions about the affected site or area for the panel to address.

**LEADERSHIP SUPPORT** | Provide a letter in support of the TAP process from local leadership. Additional letters of support from local stakeholders are encouraged but are not required.

**Please submit applications** to Christina Chavez, Strategic Initiatives Lead, ULI Philadelphia: [christina.chavez@uli.org](mailto:christina.chavez@uli.org)