



St. Louis

TAPpy Hour

Unpacking ULI's Technical Assistance Panel

Presented by ULI St. Louis | June 26, 2025

Thank You for Joining Us!

Meet the ULI St. Louis TAP Committee



Cristen Hardin

Chair, TAP Committee
PGAV Planners



Jason Pierce

Co-Chair, TAP Committee
Jacobs



Tim McCoy

YLG Co-Chair, TAP Committee
Tarlton Corporation



St. Louis

TAP 101

**Tackle your community's toughest
real-estate and land-use issues with
ULI St. Louis Technical Assistance
Panels (TAPs).**



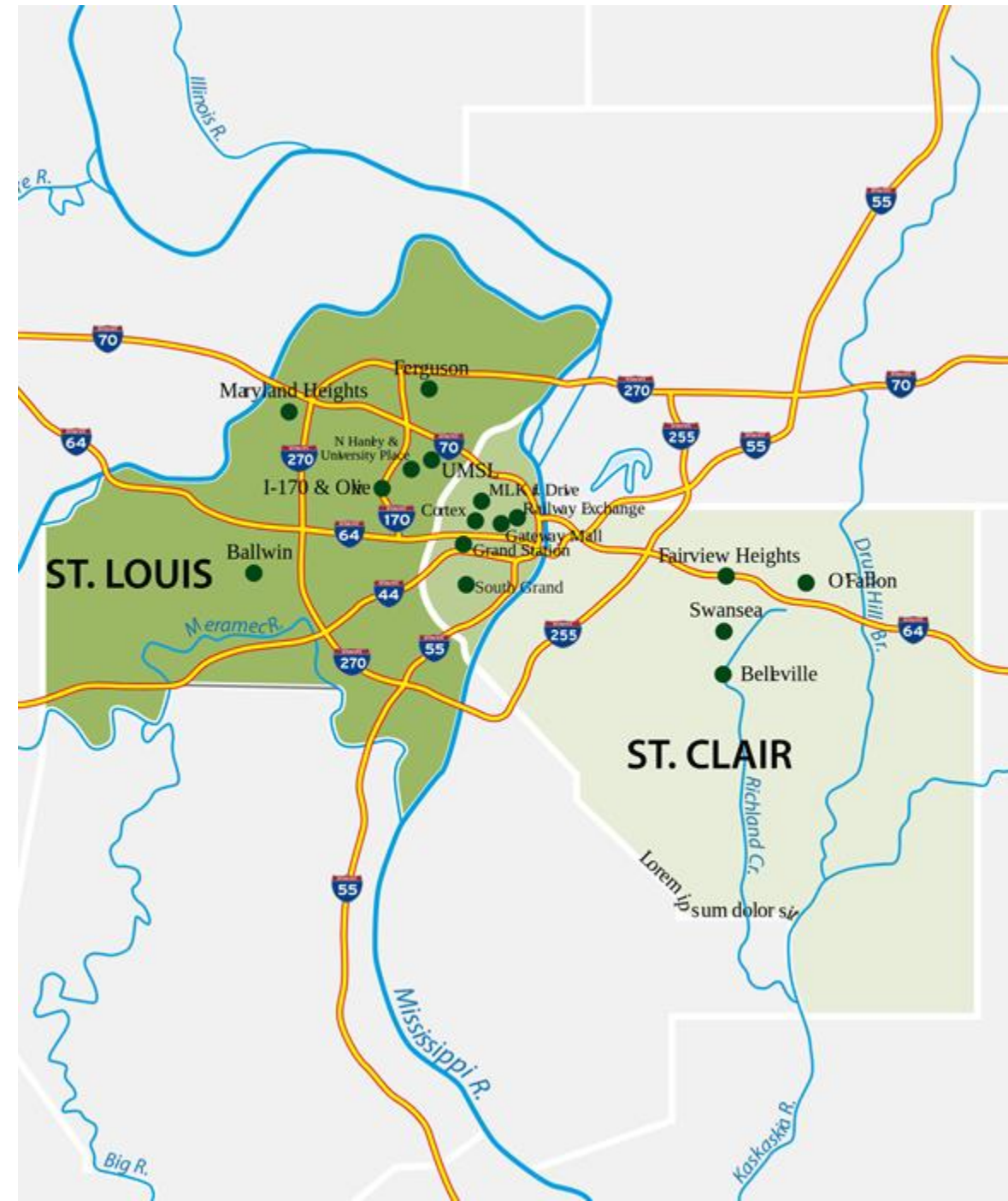
What is a ULI TAP?

Expert guidance for complex land use challenges

- A **ULI Technical Assistance Panel (TAP)** brings together a multidisciplinary team of ULI experts.
- In just **1–2 days**, the panel provides **objective, market-based, and cost-effective planning/problem-solving recommendations** on complex land use and real estate challenges.
- TAPs are requested by **local governments, nonprofits, or developers** seeking creative, actionable solutions.
- Topics often include site redevelopment, housing strategies, infrastructure planning, policy issues / making, economic revitalization, and more.
- These services typically cost anywhere from \$50 to 150k when sourced privately.

For over **14 years**, and with the support of hundreds of members, ULI St. Louis TAPs have:

- Addressed land use and real estate challenges in **more than 18 communities**
- Delivered recommendations that sparked public dialogue, clarified priorities, and ensured economic and market viability
- Engaged local stakeholders to ground each recommendation in community insight and on-the-ground realities



The TAP Difference

TAP panels bring together the best and brightest from ULI's diverse membership - developers, planners, financiers, market analysts, economists, architects, designers and public officials - to provide practical solutions and objective, unbiased advice not available from any other source.

They partner with public leaders and are not afraid to ask the tough questions that illuminate unique pathways forward.

TAPs help revitalize communities, assess development potential, and uncover opportunities for healthier, more vibrant urban living worldwide.

TAP participants put their expertise to work for an impressive array of real estate and land use challenges.

Thinking creatively, seeing the whole picture and finding unexpected solutions when and where it matters most.



- Downtown revitalization
- Land management strategies
- Evaluation of development potential
- Growth management
- Community revitalization
- Policy issues
- Housing strategies

The Two-Day TAP Process

ULI's Technical Assistance Panels draw strength from a diverse mix of experts who approach each issue from multiple perspectives. Together, they develop actionable strategies grounded in solid data, real-world market conditions, and proven best practices.

Pre-Panel
Briefing
(*Due
Diligence*)

Day 1:
Site Tour

Day 1:
Stakeholder
Interviews
(*Ran by ULI
TAP panel*)

Day 1:
ULI Panel –
Client Dinner

Day 2: Panel
deliberations

Day 2: SWOT
&
recommendation
formation
process

Panel
delivers
presentation
to client

**Delivery
of report
to client**
(8+ weeks)

Elements of a Tested Process

Each TAP panel utilizes a robust process to lay the foundation for solving problems and fostering innovation.

Listening/Learning

- Sponsor Briefing
- Site tour
- Stakeholder interviews

Developing Recommendations

- Guided panelist deliberation
- Deliverable production

Offering Expert Solutions

- Presentation of recommendations
- Final report/work product



St. Louis

Past TAP Examples

The Gateway Mall

Advisory Services Panel

Sponsor/Client

- Greater St. Louis Inc. & St. Louis Development Corporation

Challenge

- Reactivating the public spaces along the Gateway Mall
 - Advocacy & Marketing
 - Complementary Real Estate Investment
 - Financing
 - Park Identification & Activation
 - Policy





Recommendations

Expert guidance for complex land use challenges

- Make downtown and the Gateway Mall the City's Central Social District.
- Dig into the past to plant the future.
- Generate a virtuous cycle of activation–amenity–anchor.
- Build and nurture a “reef” for social connection.
- Invest in community capacity-building.
- Celebrate and communicate distinctive areas of strength.
- Choreograph the urban experience through a strong district manager.
- Create and capture value by controlling more of the environment.



Development Opportunities along South Grand

Sponsor/Client

- South Grand CID

Challenge

- Underutilized parking lots and growing district needs

Recommendations

- CID sells lot to developer (rather than be a player in deal)
- Jay partners with developer for expansion
- Commerce sells and leases back smaller space
- Bailey retains ownership
- (International Institute could be a key tenant)

Additional Notes

- Grand raised intersections
- Hartford and Juniata two-way
- Wayfinding, branding, identity
- Support early-stage food/bev operators
- Jays' expansion
- Not a food hall but an international food/maker/performance incubator



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Progress Post-TAP

Wayfinding & Area Identification





Dr. Martin Luther King, Dr.

Cultural Blvd. Project

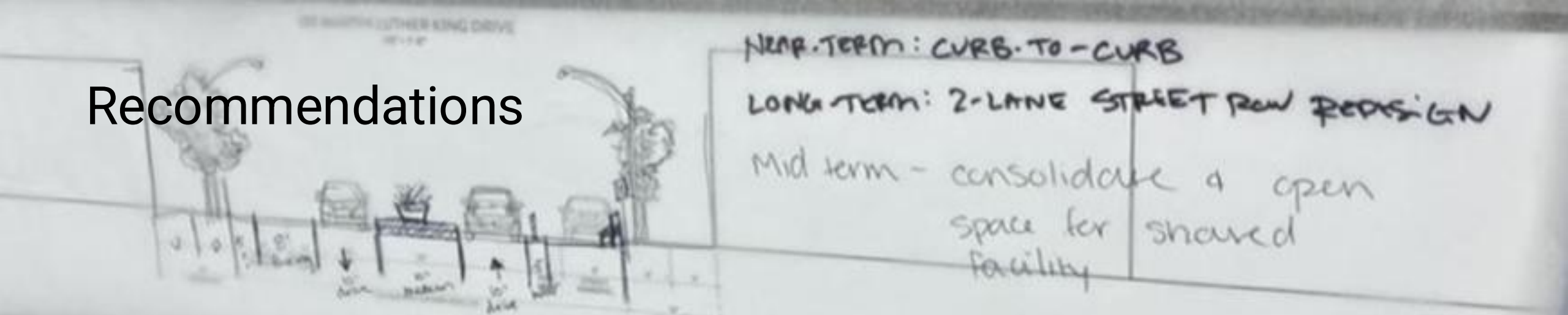
Sponsor/Client

- 4theVille, with support from the National Trust for Historic Preservation

Challenge

- Study how Dr. Martin Luther King, Drive could evolve into a cultural boulevard and neighborhood gateway near Sumner High School and the surrounding neighborhood.

Recommendations



Real Estate

- Prioritize focus areas and catalytic projects (leverage concentrated vacancy and parcels owned by the City)
- Convene and Support a Champion Coalition (CBOs, neighborhood leaders, community partners, and public agencies)
- Develop and expedite a pipeline of single (north) and multifamily (south) housing near the corridor
- Create a funding mechanism that blends philanthropic “risk” capital with public and impact finance tools to increase development activity

Infrastructure

- Create strong brand recognition & identify
- Invest in placemaking and infrastructure projects that achieve multiple benefits
- Connect neighborhoods from both sides of the corridor
- Coordinated funding with development pipeline and government priorities

Progress Post-TAP

Brand Identity – Activation – Planning – Fund Development



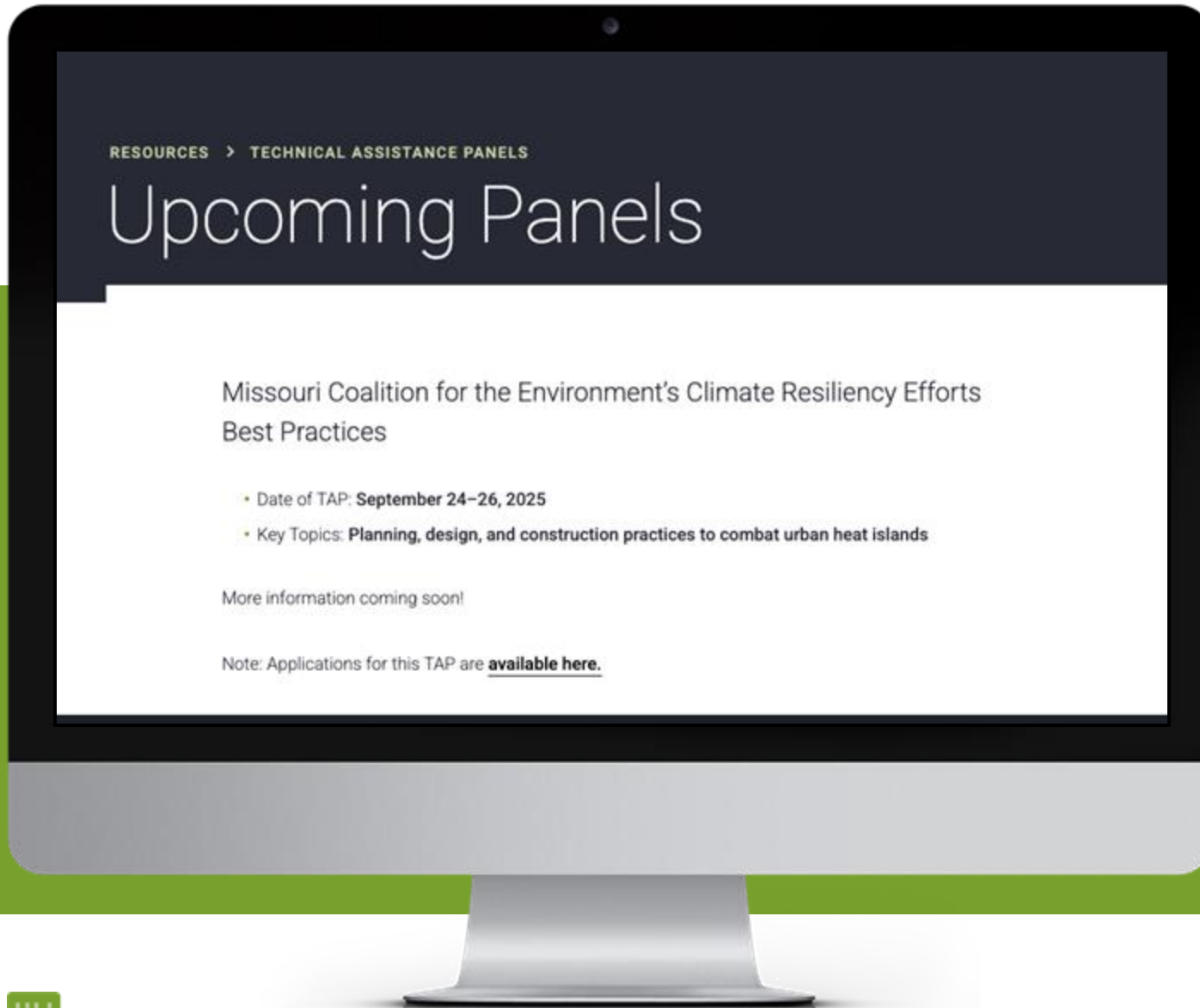
Upcoming TAP: Call for TAP Panelists!

Apply today!

Who: Missouri Coalition for the Environment

What: Developing best practices and policy solutions to address urban heat island impacts in the City of St. Louis.

When: September 24-26, 2025



Value of a ULI St. Louis TAP

Affordable Expertise That Moves Projects Forward

- **Expert Insight at a Fraction of the Cost**
Private consultants can cost **\$50K–150K** for similar services.
- **TAPs Cost Just \$10,000**
A **fee-based** model that delivers **significant savings**.
- **High-Caliber, Cross-Disciplinary Expertise**
ULI members **bring market-driven, real-world solutions**.
- **A Proven Track Record of Impact**
TAPs have shaped **key land use and development decisions** across the region.
- **Incredible Value for Participants**
Panelists **gain exposure, connections, and a chance to make an impact**.



St. Louis

TAP Sponsorship



PICTH DECK



FOUNDER

Antwainette L. Ayers

Antwainette Ayers—Founder & CEO of Girlfriends & Grace, a storyteller, community builder, and advocate for women's empowerment. My journey began with a vision to uplift women, particularly those in low-income communities, by providing real opportunities for growth, healing, and success. I work to create spaces where stories are preserved, voices are heard, and opportunities are built.



Girlfriends & Grace is the heart of my mission, Foundation and podcast dedicated to supporting and celebrating women at every stage of life.

Whether through storytelling, mentorship, or creative initiatives, my goal remains the same: to be a generational starter, empower women, and create spaces where we all can thrive.

MISSION

Our mission is to prevent homelessness, foster self-sufficiency, and create pathways for long-term stability and independence. Through innovative programs, including STEM opportunities, creative expression, and advocacy for women's rights, we aim to bridge generational gaps and improve quality of life, ensuring every woman has the resources to thrive and contribute to her community.



The PROBLEM

Approximately 23,000 children age out of the US foster care system annually, with many facing instant significant challenges, including homelessness, unemployment, and difficulties with education

African-American children make up 20% of the foster care population, which is about double the amount of maltreatment reports that are generated for their racial demographic annually.



In 2015, more than 20,000 young people whom states failed to reunite with their families or place in permanent homes.

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to influence a



Phase 1

Raising FUNDS

**Pre-Development, Zoning,
Project Management &
General Contract Early
Stage budgeting**

**Architectural, Site
Design, Permit Support,
Site Prep**

**Legal Real Estate
Consultation, Grant
Writing**



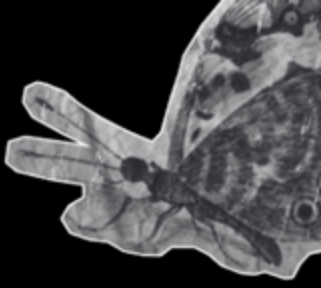
strongly believe that
women

strong
the moment

MY

Ask

TODAY



SPONSOR MY
PARTICIPATION IN
THE TAP PROGRAM
TO
HELP COVER THE
COST SO I CAN
BRING THIS VISION
TO ULI WITH THE
FULL WEIGHT OF
OUR MISSION
BEHIND ME.

DONATE
PROFESSIONAL
SERVICES OR
CONNECTIONS
IF YOU ARE KNOW AN
ARCHITECT, PLANNER,
SURVEYOR, OR
DEVELOPER.
GIRLFRIENDS&GRACE
NEED SGUIDANCE
AND POSSIBLE IN-
KIND SUPPORT TO GET
THIS OFF THE
GROUND.

BECOME A PARTNER
OR FOUNDING
SUPPORTER
WHETHER
YOU'RE A BUSINESS,
A FIRM, OR A
BELIEVER IN
COMMUNITY-
ROOTED SOLUTIONS
WE'D LOVE TO ALIGN
WITH THOSE WHO
BUILD WITH
PURPOSE.

HELP OPEN DOORS
IF YOU DON'T HAVE
THE RESOURCES
BUT HAVE THE
RELATIONSHIPS
I HUMBLY ASK TO
BE CONNECTED TO
YOUR REFERRAL.
THEY MAY BE THE
KEY THAT UNLOCKS
THE NEXT PHASE.


LET'S

Work




TOGETHER



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Let's Collaborate!



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