



San Diego/
Tijuana

Technical Assistance Panel (TAP) Program

Solve your city's most complex real estate and land use challenges with ULI's Technical Assistance program.





THE MISSION OF THE URBAN LAND INSTITUTE

Shape the future of the built environment for transformative impact in communities worldwide

MISSION COMMITMENTS

CONNECT active, passionate, diverse members through the foremost global network of interdisciplinary professionals

INSPIRE best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

LEAD in solving community and real estate challenges through applied collective global experience and philanthropic engagement

Urban Land Institute



1936

FOUNDED BY
ITS MEMBERS



45,000+

MEMBERS
WORLDWIDE



80+

COUNTRIES
REPRESENTED

ULI San Diego - Tijuana



750+

MEMBERS



2

COUNTRIES
REPRESENTED

Technical Assistance Panels are called upon to recommend infrastructure changes, develop rebuilding strategies, and proactively identify opportunities for better, healthier lives in cities around the world.

In partnership with more than 60 ULI members over past 2 years, the Technical Assistance Panel program has:



Solved land use and real estate issues for **5 communities**



Made recommendations that have sparked improvements to **2 downtown areas**



Developed ideas for the transformation of **3 cities**



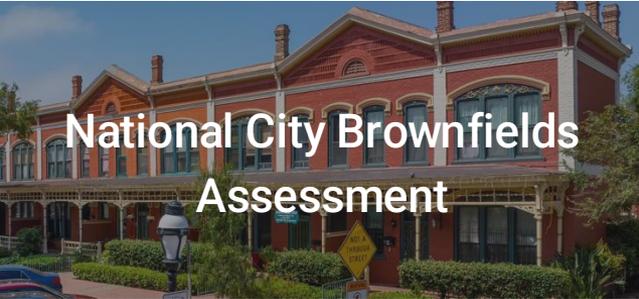
WHAT WE DO

For 75 years, ULI's Advisory Services program has matched the brightest minds in real estate with the toughest problems facing our cities.

Technical Assistance Panels (TAPs) are part of the ULI Advisory Services program and are implemented by District and National Councils. Panelists join a team of local leaders to provide expert, timely, candid, and unbiased input to help the subject community resolve local real estate and land use issues over the course of a one- or two-day panel.

OUR OBJECTIVE

Together, We Are Changing our Region, One Community at a Time





"The ULI TAP helped bring forward a set of fantastic ideas for priority brownfield sites in National City. The innovative ideas shared by the TAP gave members of the community and the City inspiration for how to recycle these properties that are well-located and have sat vacant for a long time."

– Jessica Barlow & Madison Swayne
Center for Regional Sustainability, San Diego State University



"The C Street TAP has been a vital stepping stone for the City Center BID and the Downtown San Diego Partnership in our efforts to revitalize the C Street corridor. The program brought together expert perspectives and community stakeholders to identify actionable strategies that address the area's challenges while unlocking its potential. This process has laid the groundwork for meaningful change, catalyzing reimagining C Street as a vibrant and dynamic hub in Downtown San Diego."

– Joel Hermosillo
City Center BID & Downtown San Diego
Partnership

CROSS BORDER VISIONING

An Exploration of a United Cross-border Experience





San Ysidro is one of the most significant international gateways in the world. The community character, land use, and aesthetic should reflect that. The sponsors asked the ULI panel to provide recommendations for people-focused urban development strategies to catalyze economic development and binational urban planning.

PAST WORK

The ULI panel concluded that businesses, governments and nonprofit organizations on both sides of the border could produce major physical improvements such as safe streets and sidewalks, pleasant parks and plazas, cultural and historic centers and sites, and attractive and effective signage, lighting and landscaping. Simultaneously, a more diverse range of retailers, office builders, hoteliers and services for business and visitors would grow the local job base.



Concept Illustrative Plan

ULI TAP: San Ysidro Port of Entry Concept



Embrace Movement and Transportation



Admire Edges and Highlight Gateways



Gather and Share Experiences

M.W. STEELE GROUP
ARCHITECTURE | PLANNING

July 2018



Technical Assistance Panel 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

BROWNFIELD DEVELOPMENT

MILITARY BASE REUSE

PROVISION OF LOW-COST AND AFFORDABLE HOUSING

ASSET MANAGEMENT STRATEGIES

Elements of a Tested Process

Each Technical Assistance Panel uses 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



THREE-SIXTH MONTHS

START

APPLICATION

A community or non-profit will submit an application to the TAPs committee for review

SPONSOR ENGAGEMENT

Identify date for on-site panel and scope of work

PRE-PANEL

BRIEFING BOOK

Sponsor

Provide relevant site and related documents for the ULI panel (deadline provided)

STAKEHOLDER INTERVIEWS

Sponsor

Identify, invite, and coordinate interviews with a wide range of relevant stakeholders

PANEL ASSEMBLY

ULI

- Chair selection
- Assemble multidisciplinary expert panel (ULI members)

ON-SITE LOGISTICS

ULI/Sponsor

Secure private meeting space for panel, arrange meals and refreshments, dinner coordination

PANEL

PART ONE

- Sponsor briefing, site tour
- Stakeholder interviews

PART TWO

- Panel work session, recommendation development
- Panel presentation to sponsor and invited guests

POST-PANEL

REPORT DRAFT

- Panel/panel chair review
- Sponsor review
- ULI editing and layout

FINAL REPORT

ONGOING SPONSOR + ULI ENGAGEMENT

ULI San Diego - Tijuana

- The time + expertise of senior-level ULI members who volunteer for a two-day TAP. This typically amounts to \$100,000+ in donated services to a community.
- A presentation by the expert panel (delivered on the last day of the TAP).
- A complete report (delivered 2-3 months after a TAP).

Sponsor

- TAP fee of \$25,000.
- Detailed briefing book.
- List of stakeholders with a perspective on the scope of the TAP.
- Panel briefing and site tour.
- Assisting in securing a venue for the 2-day working session.

What's next?



Visit the
[Technical Assistance Panel
website](#)



[Contact](#) your local
district council staff

ABOUT ULI



Urban Land Institute is the oldest and largest network of cross-disciplinary real estate experts in the world. ULI is unique in that its many events, research, and mentorship opportunities not only advance careers but also provide worldwide civic value, significantly influencing how we will live.

ULI is inspired and guided every day by its mission: to shape the future of the built environment for transformative impact in communities worldwide. It channels its resources and energies into three pressing challenges: decarbonization and net zero, increasing housing attainability, and educating the next generation of diverse leaders.

ABOUT THE ADVISORY SERVICES PROGRAM



ULI's Advisory Services program pairs the brightest minds in real estate with the toughest problems facing our cities.

Convening cross-disciplinary real estate leaders for immersive, on-site panels, Advisory Services panels produce a set of impactful recommendations to address economic development and revitalization, housing attainability, community resilience, and so much more. One of the program's unique attributes is that its participants are unbiased: as opposed to paid consultants, these are leaders in their fields who are volunteering their skills, time, and energy to create a more authentic blueprint for change. They are not beholden to what local leaders *want* to hear so much as what local leaders *need* to hear.

For the Advisory Services panels, ULI partners with government entities, commercial real estate leaders, and nonprofit community organizations. The panels represent a carefully selected team of interdisciplinary experts that involve the local community at each step and stage of the process.

