



TAP

Technical Assistance Panel

Handbook

A ULI Advisory Service

Making an impact locally. Creating a network globally. www.ulbc.org

 **Urban Land
Institute**
British Columbia

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THE TAP PROGRAM

PURPOSE & BACKGROUND

The purpose of this handbook is to outline the nature, scope, participants, and process of a Technical Advisory Panel (TAP) undertaken by the British Columbia District Council of the Urban Land Institute (ULI BC). This handbook is intended to be useful for all potential TAP participants including TAP Committee Members, Host Organizations, Panelists, and ULI BC Support Staff.

THE URBAN LAND INSTITUTE ADVISORY SERVICES

ULI's Technical Assistance Panel Program (known as "TAP") is an extension of the national ULI's Advisory Services Program. ULI Advisory Services Panels provide strategic advice to Host Organizations and Non-profit Organizations on complex land use and real estate development issues. The program links these hosts to the knowledge and experience of ULI and its membership. Established in 1947, the Advisory Services Program has completed over 500 panels, in 47 states, 12 countries, and 4 continents.

The Advisory Services Program has been successful due to its comprehensive, pragmatic approach to solving land use challenges. Each panel follows a proven process that begins with a conversation between ULI representatives and the potential Host to frame the assignment. ULI then assembles an interdisciplinary panel of volunteers who spend time on-site exploring the project, interviewing stakeholders, and making recommendations. Panels may approach the assignment from many perspectives, including market potential, land use, design, financing, and implementation.

ULI's National Advisory Services Program tackles challenging land use and real estate development issues with panels populated with experts from around the country who spend 3 to 5 days working on the issues presented. A ULI TAP tackles focused land use and real estate development issues, generally with local experts who are able to complete the assignment within a shorter 1 to 2 day time frame.

ULI BRITISH COLUMBIA TAP PROGRAM

ULI British Columbia was formed in 2006 and initiated its TAP program in 2012. It did so to address the demand for focused and cost effective advisory services, provide a platform to bring together the public and private sector, and provide an outlet for our members to give back to the community. ULI members volunteer to serve on a Panel and are not compensated for their time, only their expenses. The service is provided primarily to ULI public agency and non-profit organizations (which hold at least one individual membership with ULI) with a tool to solve real estate and land use problems in a uniquely objective way.



TAP OVERVIEW

INITIATING & SCOPING A TAP

Potential Hosts for a TAP are solicited by ULI BC through a general Call for Applications (sample copy as Appendix A) or are contacted directly by ULI BC members and invited to submit an application related to a known potential TAP project. To help the District Council determine if an assignment is appropriate, the Host provides as part of the Application a general background statement of the project and issues, supplemented by three to four key questions that the Host would expect a TAP panel to address.

Applications are then evaluated by the ULI BC TAP Committee on the basis of several criteria:

- The Host is typically a local government or non-profit organization;
- There is expertise within the District Council membership to address the issues;
- The assignment can be completed in a day or two; and,
- The assignment meets ULI's mission of providing responsible leadership in the use of land to enhance the total environment.

Once an assignment is selected for a TAP, representatives from ULI BC meet with the Host to discuss both logistical and programmatic aspects of the assignment. Specifically, these include:

- Expectations on both the part of the Host and ULI;
- Timing;
- Briefing materials;
- Agenda;
- Roles and responsibilities; and,
- Expertise needed for the assignment.

A contact person from the TAP Committee is then designated to provide the primary means of communication to the Host during and after the planning process.

FORMAT

Prior to the actual TAP, the TAP Panel is formed. ULI BC staff and the TAP Committee develop a list of prospective panelists for the Host to select panelists from. Panelists include ULI members (and non-members if a particular expertise is needed and not available from the ULI BC membership) in senior positions, with relevant expertise related to the assignment. Panelists represent a cross-section of disciplines (planners, architects, engineers, financiers, developers, market analysts, members of the public sector, etc.) in order to provide the Host with well-rounded recommendations. All panelists are screened for conflict of interest; a Panelist with experience in facilitation chairs the TAP session and leads the group to consensus.

TAP OVERVIEW

The TAP itself is held over the course of 1 to 2 days in the Host's community. A detailed briefing book, prepared by the Host, is given to each TAP panel participant no less than two weeks before the day of the TAP. The TAP usually begins with a tour of the study area arranged by the Host, either by bus or on foot, followed by a briefing by the Host and others, and then transitions into private interviews with stakeholders followed by Panel discussions regarding the Host's defined issues and questions. At the end of the TAP, the Panel provides a PowerPoint presentation to the Host and invited guests summarizing the Panel's observations and recommendations. Within six weeks, a final written report is delivered to the Host. ULI BC then follows up with the Host to obtain feedback and evaluate the success of the TAP and the overall process.

PRODUCT

Upon completion of the TAP, the Host is left with a PowerPoint presentation that summarizes the Panel's recommendations. The PowerPoint is completed on site and includes pictures and renderings that were drawn on site. Hosts are given the PowerPoint so that they have the recommendations in hand and something to share with the community over the time period that it takes to complete the written report.

The preparation of the written report is overseen and coordinated by a designated TAP Committee member identified as the report author; individual Panelists may contribute to elements of the report, and ULI BC staff provide graphic and editing support. Typical TAP reports range from 8 to 25 pages in length and include text, renderings completed on site, photographs taken of the study area, and the Panel members' bios. Once complete, the report is saved as an Adobe PDF document and provided to the Host in electronic format. The report remains the property of ULI BC and is posted to the ULI BC website, although the Host has full permission to copy and disseminate the report as required.

FEES

The fees for a TAP generally range from \$2,500 up to \$15,000. These fees are to cover ULI BC's anticipated administration and marketing costs, travel costs for Panelists and support for the report preparation. These fees are expected to be paid in full to ULI BC prior to the TAP event.

All ULI BC members who participate in planning and attending the TAP and in preparing the report donate their time. Where possible, ULI BC seeks out funding sponsors to reduce Host costs for TAPs.

Hosts are expected to cover costs for preparation of the Briefing Book, internal staff time to plan and attend the TAP, securing and renting the TAP venue, hosting the tour and any meals for Panelists during the TAP.

TAP PARTICIPANTS

There are many different participants in planning and executing a TAP; brief descriptions of their roles are provided below. Appendix B provides more information specific to some of these participants.

ULI BC TAP COMMITTEE (TC)

The ULI BC TAP Committee is a sub-committee of the ULI Management Committee and consists of approximately 4-6 ULI members, including at least one member of the ULI Management and two members of the Young Leaders Group. Members of the committee are determined based not only on their interest in the TAP program, but also their ability to help market and implement the program.

The TAP Committee has the responsibility of managing the quality of the program, sourcing potential Hosts, sourcing Panels, reviewing Host Applications, providing a designated committee liaison for each TAP, and reviewing report deliverables. TAP Committee members are chosen in part based upon their ability to be organized and work with local public agencies and non-profit organizations.

TAP COMMITTEE LIAISON (TCL)

Each TAP Committee member should be willing and able to serve as a TAP Committee Liaison (TCL). A TCL is assigned to each TAP. Responsibilities include participating in all meetings held in preparation of a TAP assignment, contract negotiations with the Host, selection of the Chair and Panel members for the TAP, conflict of interest screening, input as needed on logistical issues of the Panel, and coordinating with the report author to ensure timely delivery of the TAP Report. The TAP Committee Liaison's primary duty is to help ensure a consistent experience and product.

TAP CHAIR (CHAIR)

The TAP Chair is one of the TAP Panelists, assigned by the TAP Committee Liaison to facilitate the 1-2 day TAP and oversee the preparation of the PowerPoint presentation and report to the Host. The TAP Chair is a senior ULI BC member, experienced in workshop and charette facilitation processes with multi-disciplinary team members. The TAP Chair would have proven experience in working directly with public and non-profit sectors. The TAP Chair will be selected by the TAP Committee Liaison on the basis of experience as related to the subject of the TAP and will be approved by the Host.

TAP PANELISTS (TP)

A typical Panel is comprised of 5-7 senior level ULI BC members who are well respected in their respective fields. This is a privilege of membership and non-members should be engaged only if the right expertise is not available within the membership. Typical Panels include a chair, a developer, a market analyst, two planning and design professionals, a

TAP PARTICIPANTS

member of the Host, a member of the ULI BC Young Leaders Group, and someone with relevant niche experience depending upon the assignment (for example, a transportation planner.) ULI BC members volunteer their time to participate in the panel but are reimbursed for expenses incurred (for example, air travel, mileage, parking fees, hotels).

TAP REPORT AUTHOR (AUTHOR)

The TAP report author is a member of the TAP Panel and is selected in advance of the TAP. The report author is responsible for preparing the content of the report, and may be assisted in this by other TAP Panel members as well as ULI BC Admin and Support staff.

TAP ADMINISTRATION & SUPPORT (ADMIN)

ULI BC Administration staff are responsible for developing marketing materials for the TAP, managing the TAP Application process, developing a potential list of TAP Panelists with their credentials for review by the Host, coordinating any logistics with the Host in preparation for the TAP, attending the TAP and assisting in the preparation of the PowerPoint presentation, as well as editing and providing graphics support to the report author.

TAP HOST (HOST)

The TAP Host is responsible for selection of TAP Panelists, preparing the briefing book distributed prior to the TAP, organizing the TAP venue and tour, providing appropriate maps and materials for the TAP, arranging stakeholder interviews and reviewing the draft of the TAP report.

THE TAP PROCESS

A SYSTEMATIC APPROACH

The TAP Process is a systematic approach that clearly outlines the tasks and responsibilities of ULI BC and the Host organization. The TAP Process Chart on the next page summarizes the activities and schedule and is followed by a description of select elements of each phase as outlined here:

- Phase A: Selection Of Host
- Phase B: Development Of Scope, Schedule & Budget
- Phase C: Panel Recruitment
- Phase D: Pre-Tap Preparation
- Phase E: Travel & Venue Logistics Planning
- Phase F: Technical Assistance Panel Event

TAP Participants	
TC	TAP Committee
TCL	TAP Committee Liason (assigned by TC)
Chair	TAP Chair (selectd by TCL & Host)
Panelist	TAP Panelists (4 to 6 ULI Members)
Author	TAP Report Author (assigned by Chair)
Admin	TAP Admin Assistance
Graphics	TAP Powerpoint & Report Graphics
Host	TAP Host

ULI BC TAP Process Chart

Generic Tasks & Schedule				Week																						
Phase	Task	Resources Required	Resp.	-16	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	1	2	3	4	5	6
A. Selection of Host																										
A.1	Outreach to Potential Hosts	Marketing Materials; Application Form	TC, Admin																							
A.2	Shortlist Hosts & Contact	Database of Potential Hosts	TC																							
A.3	Award TAP to Host		TC																							
A.4	Select TAP Committee Liason		TC																							
A.5	Initiation Meeting with Host	TAP Handbook Briefing Book requirements Typical TAP Agenda Summary of Host responsibilities	TCL																							
A.6	Assign Host Liason to TAP		Host																							
B. Development of Scope, Schedule & Budget																										
B.1	Prepare Background Statement: Scope, Issues & Questions		Host																							
B.2	Planning Meeting: Agenda, Scope, Date & Responsibilities		Host & TCL																							
B.3	Develop Budget, Identify Funding Sources & Confirm Fees	TAP Budget Template	TCL																							
B.4	Draw up Agreement & Establish Invoicing Requirements	ULI TAP Contract Template	Chair																							
C. Panel Recruitment																										
C.1	Identify potential panel members from database		TCL																							
C.2	Issue potential panelists Background Statement		TCL																							
C.3	Provide Host with list of possible panelists		TCL																							
C.4	Select & Invite Panellists; Confirm		Host & TCL																							
C.5	Select TAP Chair		Host & TCL																							
C.6	Issue Scope, Process & Logistics Summary to Panellists		TCL																							
C.7	Conflict of Interest Screening	Conflict of Interest Template	TCL																							
C.8	TAP Chair Call with all Panelists		Chair																							
D. Pre-TAP Preparation																										
D.1	Prepare & Distribute Briefing Book		Host																							
D.2	Identify all Stakeholders in Process		Host																							
D.3	Issue Stakeholder Invitations		Host																							
D.4	Finalize Agenda & Develop TAPS Resource Plan		TCL, Admin & Host																							
D.6	Final Planning Meeting with Host		TCL, Chair & Host																							
D.7	Confirm Panelists have all needed materials		Admin																							
D.8	Select Report Author(s)		Chair																							
D.9	Prepare Draft Powerpoint Presentation		Chair, Author, Graphics																							
D.10	Prepare Maps & Diagrams for TAPs		Host																							
D.11	TAP Fees Paid		Host																							
E. Travel & Venue Logistics Planning																										
E.1	Identify & Secure Site		Host																							
E.2	Reserve meeting room		Host																							
E.3	Plan Tour		Host																							
E.4	Arrange travel & accommodation for TAPS Panelists		Admin																							
E.5	Arrange meal/snacks during TAP, signage etc.		Host																							
E.6	Reconfirm all details with hotel/venue		Admin & Host																							
F. Technical Assistance Panel Event																										
F.1	Host Briefing		Host & Panelists																							
F.2	Tour		Host & Panelists																							
F.3	Private Briefings/Stakeholder interviews		Host & Panelists																							
F.4	Panel Discussions		Panelists																							
F.5	Powerpoint Presentation	Draft Powerpoint Presentation	Panelists																							
G. Post-TAP Follow-Up																										
G.1	Draft Report	TAP Report Template	Author, Graphics, Admin																							
G.2	Internal Draft Report Review		Panelists, TLC, TC																							
G.3	Host Draft Report Review		Host																							
G.4	Final Meeting with Host to Review Report		Chair & Host																							
G.5	Finalize, Print & Distribute Report		Report Author, TAP Chair																							
G.6	Feedback/Evaluation	Feedback Form Template	TCL																							

THE TAP PROCESS

PHASE A: SELECTION OF HOST

Initiation Meeting with Host

Upon receiving a formal application from a potential Host or a phone call asking to learn more about the program, it is important for ULI BC to schedule an initial meeting to vet the potential Host and expectations for the program and to determine whether the proposed subject would be a suitable project for a TAP. The initial meeting should be attended by the ULI BC Coordinator and the TAP Committee Chair.

At this meeting, the potential Host should be furnished with a copy of this Handbook as well as information related to Briefing Book requirements, a typical TAP scope & issues statement, a typical TAP agenda, a sample TAP report and a summary of Host responsibilities.

PHASE B: DEVELOPMENT OF SCOPE, SCHEDULE & BUDGET

Define Scope, Issues & Questions

The Host is responsible for providing a concise one page summary of the goals and objectives of the Host, and the key questions and issues that need to be addressed.

The TAP questions should generally range anywhere from three to eight questions that fall under the following categories:

- Market Potential
- Development Strategies
- Land Use Planning & Design
- Strategy Implementation

Planning Meeting

Once the Host and ULI BC agree to a general scope of work, the TAP Committee Liaison and ULI BC staff will participate in a second meeting with the Host to accomplish the following:

Set date for the TAP (a minimum of six to eight weeks out)

- Define/refine scope of the Panel including issues and questions to be addressed
- Prepare a draft agenda for the TAP (samples in Appendix C)
- Review responsibilities of the Host and of ULI BC

Agreement

After the planning meeting, a contract should be drawn and signed by both ULI BC and the Host. The Host must agree that the final report remains the property of ULI BC and may be used at its discretion, unless agreed upon otherwise.

THE TAP PROCESS

Payment

ULI BC invoices the Host at the time the contract is executed and full payment is due at the completion of Phase D: Pre-TAP Preparation.

PHASE C: PANEL RECRUITMENT

The Chair and TAP Committee Liaison will determine the appropriate mix of expertise based upon the Host's Background Statement. Each panel should have four to a maximum of eight panel members. In addition to a chair and a young leader, the panel will likely include at least one developer, a market analyst, an urban designer, and a member of the Host. After that the makeup will depend upon the nature of the assignment.

The Host will be provided with a list of potential Panelists with a summary of their relevant experience, along with ULI BC's recommendations the makeup of the Panel. The TCL and Host will together select the ULI members who will be invited to serve on the Panel, ideally at least six weeks in advance of the TAP. Invitations are generally by telephone with a follow up via email and formal note explaining the program and the TAP with the agenda, background statement and questions attached.

Once a panel member has accepted, an email is sent thanking them for agreeing to participate, and informing them of when they will receive briefing materials and a logistics packet.

PHASE D: PRE-TAP PREPARATION

Briefing Book

The Host will prepare and deliver the appropriate number of project briefing books to ULI BC no less than two weeks in advance of the Panel. Briefing books prepared by the Host should be kept to a maximum of 30 pages and include maps and diagrams, as appropriate. The package may be presented within the format outlined in Appendix D.

Stakeholders

It is the responsibility of the Host to identify all project stakeholders and issue invitations to attend the TAP.

Planning

The TLC, ULI BC Admin staff, and Host will work together to finalize the Agenda, develop the TAP Resource Plan, convene a final planning meeting, and ensure that the Panelists are delivered the required materials. The TAP Chair will select a Report Author and work with this person and the Graphics resource to prepare the draft PowerPoint presentation.

The Host is required to pay the balance of the TAP fees at the completion of this phase.

THE TAP PROCESS

PHASE E: TRAVEL & VENUE LOGISTICS PLANNING

Meeting Room

While it is the responsibility of the Host to secure meeting space, as well as food and beverages while the Panel is on site, it is the role of ULI BC to make sure that all arrangements are satisfactory. It may be necessary for staff to visit the prospective meeting space in advance of the Panel to help the Host make appropriate arrangements.

Space will be needed to accommodate the Panel at one large table/ set of tables for general discussions. Breakout space within the room or nearby is also necessary. Space must also be secured for the final presentation. This may be the same room that the Panel used to meet for the day or a nearby space if more room is needed for additional attendees at the presentation.

Site Tour Arrangements

The Host is responsible for arranging the site tour. While the study area may be walkable, it is important for the panel to tour the immediate surrounding area as well as nearby projects of influence to get an idea of the context within which they are working. A bus that can accommodate the panel and ULI BC staff as well as the Host team should be secured. While not always feasible, if microphone capability is available it should be taken advantage of as it can be difficult to hear tour guides on the bus. A walking tour is fine if the panel can accomplish everything by foot, but will likely only be appropriate for small communities.

It is important for the Host to predetermine a tour route and tour guides in advance of the panel. The Host should time the tour in advance taking into consideration time for Q&A so that the Panel remains on schedule. It is possible to hold the Site Tour up to a week in advance of the actual TAP, or the day of the TAP itself. This choice will depend primarily on the location of the TAP and whether TAP Panelists have to travel to the Host locations.

Meals

The Host is responsible for catering breakfast and lunch for TAP Panelists during the TAP. It is highly beneficial that the Host have an informal dinner with all of the Panel Members either the day before a one-day panel or after the first day on a two-day panel.

PHASE F: TECHNICAL ASSISTANCE PANEL EVENT

Final Presentation

The TAP Panel Chair will lead the final presentation along with some or all of the panel members. ULI BC Executive Director, Chair of ULI BC and/or the ULI BC TAP Committee Liaison typically provide the introduction to inform attendees of who ULI is, what the TAP program is all about and why ULI spent time on the TAP. A copy of the final presentation should be given to the Host on a USB drive prior to leaving for the evening. Emailing the PowerPoint the following day is also acceptable.

THE TAP PROCESS

PHASE G: POST-TAP FOLLOW-UP

TAP Report

Within two weeks following the TAP, the Report Author, the Graphics Resource, and ULI BC Staff will prepare a draft report ready for internal review by the Panelists, the TAP Committee Liaison, and the TAP Chair. Comments will be sought and revisions will be made prior to the TAP Chair meeting with the Host to present the draft report. Once the Host has had the opportunity to view and provide feedback, the report will be finalized, professionally printed, and distributed to the Host. Detailed guidelines of the Report preparation are outlined in Appendix E.

TAP Evaluation

ULI BC values the feedback of our members and the evaluation of our programs and services. As such, an on-line survey will be distributed to all individuals involved in the TAP. Responses will be used to inform future TAP services - an assurance to our commitment to providing quality service for this important advisory program.

APPENDIX A:

TAP APPLICATION

HOST ORGANIZATION APPLICATION FORM

APPLICATION DEADLINE: APRIL 30, 2012

Please provide the following information and supporting materials in PDF format and send via email to: britishcolumbia@uli.org. Questions? Call the office of ULI BC at 604 761 8060.

DATE OF APPLICATION:

LEAD APPLICANT ORGANIZATION:

CONTACT PERSON:

TITLE/ROLE:

ADDRESS:

TELEPHONE NUMBER:

FAX NUMBER:

EMAIL:

Statement of problem or issue faced (Maximum 2 pages, not including supporting materials)

Give a brief description of why your organization needs a Technical Assistance Panel (TAP). Discuss the nature of the assignment and the key issues and problems that you would like the panel to address. Include a brief history of the study area as well as any current activities and future plans for the project area. Please attach maps, statistics, proposals, and any other relevant information if necessary.

Questions to be addressed by panel members (Maximum 1 page)

Please list specific question to be addressed by the panel. These questions may be tweaked at a later date, but questions are necessary to determine the scope of the panel. It may be helpful to organize questions in the categories of **Market Potential, Planning and Design, Development Strategies, and Implementation Strategies**.

Management Plan (Maximum 1 page)

Identify the individuals within your organization who will participate in the panel process and their areas of responsibility. Please identify those who will be responsible for the preparation of a briefing book and organization of the briefing session, tour of the study area, on-site panel support, and follow-up.

Host organization information (Maximum 1 page)

Please describe the organization(s) that will serve as the host(s) for the panel assignment.

APPENDIX B:

SUMMARY OF TAP PARTICIPANT RESPONSIBILITIES

SUMMARY OF TAP PARTICIPANT RESPONSIBILITIES

ULI BC TAPS COMMITTEE & TAPS COMMITTEE LIAISON

1. Initiation Meeting

The ULI BC Coordinator or a senior member of the TAP Committee will likely have the first call or meeting with the potential Host to explain the TAP process, the cost of a TAP Panel and otherwise determine if it is a matter that would likely lead to a viable TAP.

2. Planning Work and Meeting

The TAP Committee Liaison with the assistance of the YLG will then work with the potential Host to define expectations, shape questions and prepare for panel. A ULI BC staff member should be at all meetings to assist and otherwise ensure logistics are coordinated.

3. Select Chair

The Chair for the TAP should then be chosen and included in the meetings with the Host. At a minimum the Chair should attend at least one in-person meeting with the Host. The Host should approve the Chair, who will lead the panel, and the Chair must have experience and have either led or served on a national Advisory Panel or a local ULI BC TAP.

4. Briefing Book

The TAP Committee Liaison and YLG member should work with Host to have the Host prepare a briefing book that will first be reviewed and approved by the TAP Committee Liaison and the TAP Chair and then sent to all TAP Panel Members at least two weeks before the meeting.

5. Agenda

The TAP Committee Liaison, YLG member and the ULI BC staff member will work with the Host to develop an agenda for the TAP, including length of TAP (one or two days), tour, interviews, and method of end-of-the-day presentation (where, who invited, etc.).

6. Panel Recruitment

The TAP Committee Liaison and YLG member should work with the TAP Committee to identify potential panel members (including any special expertise needed and at least one YLG). Panelists may be ULI members or non-members as deemed appropriate; cannot have an actual, potential or perceived conflict of interest; and, must be willing to contribute to the report.

7. Chair Call With Panel

Before the day of the Panel, the Chair should have a conference call with all panel members to brief them on logistics and expectations (expectations could be to confirm that they focus on certain issues, prepare certain slides, etc.).

8. Confirm Author for Report

The TAP Committee Liaison and ULI BC staff member must identify and confirm who will prepare (write) the actual TAP Report after the TAP Panel (the person must be qualified and be present at the TAP the entire time). Note, this person could be the Chair or one or more of the panel members.

TAP CHAIR

1. Attend at least one preliminary meeting with the Host to discuss the scope and questions for the panel.
2. Work with ULI BC staff and TAP Committee to help determine list of prospective panelists.
3. Assign sections of the TAP Report to be prepared by the panel members.
4. Moderate discussions.
5. Keep panel focused and on track throughout the course of the panel.
6. Ensure that all panelists have ample opportunity to share their viewpoints and provide recommendations.
7. Assign Power Point slides to each panel member for inclusion in the final Power Point presentation.
8. Make sure that all questions have been addressed.
9. Introduce the panel at the final presentation and present findings if needed.
10. Review draft report and provide comments.
11. Be available for a follow-up presentation to the Host or elected officials if requested.

PANEL MEMBERS

1. Have relevant expertise.
2. Be objective – Panelists must not have a conflict of interest in the study area.
3. Sign Confidentiality Agreement if required by the Host.
4. Provide bio to ULI BC administration staff prior to panel – required for logistics packets.
5. Be prepared - read briefing materials prior to arrival on site and bring relevant project information or data if able
6. Attend the entire Panel; respect the process and participate fully.
7. Prepare individual PowerPoint slides as directed by the Chair; participate in presentations as requested by Chair.

8. Prepare sections and/or review draft report (as requested by the Report Author) in a timely manner.
9. Do not solicit the Host for follow-up work after the panel – this is not a marketing opportunity, but rather an opportunity to give back.

REPORT AUTHOR

1. Coordinate the writing of the final report.
2. Write and/or issue draft report to TAP Committee Liaison and Host for review; update as necessary.
3. Issue final report within the required time line for completion of the TAP.

ULI ADMINISTRATION & SUPPORT STAFF

1. Logistics

The ULI BC administration staff member is responsible for coordinating logistics with the Chair and all panel members. Before the panel even arrives on site, they should have received a logistics packet from ULI BC staff. Packets should be mailed at least one week prior to the panel. The Host should also receive this information. Logistics packets should include the following:

- Memo on Letterhead thanking the panel, stating the date, time and location of the panel and identifying materials in the packet
- Agenda
- Maps/Directions
- Background State and Questions
- Panelist Contact Information
- Panelist Bios
- Stakeholder List – who the panel will meet with during the course of the panel
- Sample TAP Report – make copies from a previous report.
- Any additional information (e.g. recent news articles)

2. Introductions at TAP

The first role of staff is to make sure that everyone arrives on time for the panel and to be the point person for when panel members arrive. ULI staff, along with the TAP Panel Chair and TAP Committee Liaison should initiate introductions so that the Host and Panel Members get to know each other.

3. During Bus Tour and Host Briefing

Throughout the tour and the briefing it is the role of staff to take detailed notes and photographs, which will be helpful in writing the report. Photos of the study area as well as the interaction of panel members should be captured.

4. During Panel Deliberations

ULI BC staff should make sure that the room is set for the panel. Art / drawing supplies should be brought from the office for the planning and design team as well as notepaper, pens, and any relevant information. ULI BC staff should also bring large note pads for group note taking. During the panel discussions it will be important for staff to assist the TAP Panel Chair keep the progress going by keeping an eye on the clock. Staff may be the key note taker, using an easel and large note pad. Staff is also responsible for putting together the final PowerPoint. The final PowerPoint is created from the standard PowerPoint template which includes background information on ULI, the TAP program and the specific panel. The template is to be modified during the panel discussions. Modifications include deleting or inserting slides as deemed necessary. Key recommendations will have to be input into the document prior to the presentation. Renderings that are drawn on site should also be photographed, uploaded into the computer and inserted into the PowerPoint presentation. ULI BC staff should make sure that a camera and transfer cord as well as an LCD projector are brought to each panel.

5. After the TAP

An email to the entire panel should be sent the day following the TAP thanking all panel members for their time and explaining that they will see a draft of the report in the weeks to come. A similar email should be sent to Host outlining the next steps. ULI BC staff will provide support to the Report Author to coordinate the preparation of drafts, formatting and graphics and collating comments on draft reports. After each panel, panelists will be mailed a copy of the final report with a thank you note and a token of appreciation for their volunteer time.

ULI BC MARKETING & COMMUNICATIONS STAFF

Marketing Materials

The TAP Committee requires the following for the TAP Program Start-up:

1. Database of Potential Hosts
2. Database of Potential Panelists and their credentials
3. Marketing brochures for the TAP Program, tailored to hosts and to potential panelists
4. A TAP Application Form
5. A Summary of ULI BC and Host responsibilities

Each prospective TAP Host should receive a packet of information that includes the following:

1. TAP Program Brochure
2. TAP Handbook
3. A Summary of ULI BC and Host Responsibilities
4. Draft Agenda
5. Sample Report

Website

The TAP section on the ULI BC website should include all marketing materials and should have all of ULI BC available TAP reports for download.

Newsletters

ULI BC's newsletters should include summaries of recent TAPs.

Word of Mouth

ULI BC's most successful way of getting new TAPs is by word of mouth. ULI Marketing & Communications staff should encourage all ULI members to talk about the program. ULI TAPS Chairs should be encouraged to make technical presentations on TAPS projects, ideally in collaboration with their TAPS Hosts. ULI events should have TAPS brochures available at all times and new members should be encouraged to sign up for the TAPS Panelist database.

TAPS HOST

Pre-Panel (4-8 weeks)

- Reserve meeting space for the panel. Room should be large enough to accommodate fifteen people at one table as well provide space for break out sessions. A projector screen or a large white wall to view the PowerPoint is required.
- Compile briefing materials and mail one copy to each panel member and two copies to ULI British Columbia at least 10 days prior to the panel.
- Provide transportation for tour and tour guide(s) with microphones.
- Coordinate Stakeholder interviews This includes identifying, inviting, and scheduling participants.

On-Site (1 and 1/2 days)

- Provide breakfast and lunch for the panel.
- Provide staff person to be on call throughout the panel to respond to panel's questions and requests.
- Provide aerial maps of the study area and have the flexibility to produce aerials of particular nodes at the panel's request.

Post-Panel (6-8 weeks)

- Review draft report prior to publication.

APPENDIX C:

SAMPLE AGENDA FOR ONE-DAY AND TWO-DAY TAP

SAMPLE AGENDA FOR A TWO-DAY TAP

DAY 1

2:00 PM **Welcome and Introductions**

2:15 PM **Site Tour**

Walking/bus tour of project site(s) and surrounding areas being addressed by the panel.

4:00 PM **Host Briefing**

The briefing will augment the briefing books and provide an opportunity for the panelists to ask clarifying questions. There is also the opportunity to include stakeholders and other relevant parties for presentations and discussion.

6:00 AM **TAP Dinner**

The Host and Panel members will have an opportunity to share information learned during the tour and discuss initial impressions.

DAY 2

8:00 AM **Discussion of Panel Objectives - Breakfast**

8:30 AM **Panel Working Session**

Panel begins to deliberate; formulating recommendations for each of the Host's questions.

12:00 PM **Working Lunch**

3:30 PM **Wrap-up and finalization of the PowerPoint Presentation**

4:15 PM **Run through of the panel's presentation on its findings & recommendations**

5:00 PM **Summary of Recommendations**

The panel meets with the Host and invited guests to present its findings and recommendations. After the panel makes its presentation, time is allotted for questions.

6:30 PM **Adjourn**

SAMPLE AGENDA FOR A ONE-DAY TAP

- 7:30 AM** **Welcome and Introductions**
- 8:00 AM** **Site Tour/Host Briefing**
Walking/bus tour of project site(s) and surrounding areas being addressed by the panel. The briefing will augment the briefing books and provide an opportunity for the panelists to ask clarifying questions. There is also the opportunity to include stakeholders and other relevant parties for presentations and discussion.
- 9:30 AM** **Interviews**
Interview stakeholders and other parties of interest.
- 11:00 AM** **Panel Working Session**
Panel begins to deliberate; formulating recommendations for each of the Host's questions.
- 11:30 AM** **Host Answers Additional Questions (optional)**
- 12:00 PM** **Working Lunch**
- 3:30 PM** **Wrap-up and finalization of the PowerPoint Presentation**
- 4:15 PM** **Run through of the panel's presentation on its findings & recommendations**
- 5:00 PM** **Summary of Recommendations**
The panel meets with the Host and invited guests to present its findings and recommendations. After the panel makes its presentation, time is allotted for questions.
- 6:30 PM** **Adjourn**

APPENDIX D:

BRIEFING BOOK GUIDELINES

BRIEFING BOOK GUIDELINES

Briefing books prepared by the Host should be kept to a maximum of 30 pages and provided to ULI BC a minimum of two weeks in advance of the Technical Assistance Panel. The following is a generic Briefing Book structure provided as a guideline for Hosts. Some of these sections may not be relevant to all TAPs:

1. INTRODUCTION

A. TITLE PAGE

B. TABLE OF CONTENTS

2. HOST ORGANIZATION(S)

A. ORGANIZATIONAL BACKGROUND

3. THE ASSIGNMENT

A. SUMMARY OF THE PROBLEM

B. QUESTIONS TO BE ADDRESSED BY THE PANEL

4. HISTORY OF THE SITE OR STUDY AREA

5. DESCRIPTION OF THE STUDY AREA (supported by maps and diagrams as appropriate)

A. PHYSICAL DESCRIPTION

- Location
- Boundaries, size
- Land uses within the study area as well as surrounding areas (residential, commercial, industrial, institutional)
- Topography, vegetation, natural resources, drainage, natural or man-made barriers or development constraints
- Transportation and access
- Infrastructure and utilities – availability, location, capacity, condition
- Vacant land – location, ownership, history
- Special features, characteristics, and considerations

B. ECONOMICS OF THE STUDY AREA

- Employment types and trends
- Major employers
 - Location
 - Size – number of jobs

- Types of jobs
- Unemployment – level and trends
- Income data (individual and household)

C. DEMOGRAPHICS

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

D. HOUSING MARKET (IF RELEVANT)

- City market conditions and trends
- Housing types within the study area – SF, MF, ownership, rental
 - Location and number
 - Age, condition, occupancy status
 - Sales prices or rent levels
 - Tenure of occupancy: current estimates and past trends
- Current and planned residential development
- Competitive or alternative residential locations

E. COMMERCIAL DEVELOPMENT – CURRENT CONDITIONS AND HISTORICAL TRENDS

- Retail
 - Overview of area wide retail markets
 - 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 and weaknesses

- Competition (nearby commercial areas) – size, type, age, condition, access, tenant mix, level of activity
- Office
- Industrial

6. GOVERNMENT

A. PROVINCIAL, REGIONAL, AND MUNICIPAL JURISDICTIONS OR ACTIVITIES AFFECTING THE STUDY AREA

B. LOCAL GOVERNMENT

- Type of government – structure; roles and responsibilities
- Current plans affecting the study area, such as comprehensive plans, area plans, school system plans, capital improvement programs, etc.
- Laws and regulations impacting land use and development in the study area (note any unusual or constraining provisions)
- Agencies or departments with responsibilities in the study area; relevant local policies and programs (such as inclusionary zoning or subsidized housing program, economic development programs, social service programs, etc.)
- Local political representation: key issues; type and level of interest and activity

7. PRIVATE SECTOR INVOLVEMENT (name, location; and briefly, the history, interests, policies, programs, resources, representation, and activities of each as relevant.)

A. NEIGHBOURHOOD 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)

8. ADDITIONAL RELEVANT INFORMATION

APPENDIX E:

REPORT GUIDELINES

REPORT GUIDELINES

TIMING

The final report should be completed within four to a maximum of six weeks of the panel. The following is the timing for the individual steps:

Draft Sections of Report from Panel Members - Within Week One:

As assigned by the Chair, draft sections by panel members are to be completed no more than one week following completion of the panel. Report sections may be based on the corresponding PowerPoint sections.

Draft Report - Within Second Week:

No more than two weeks. The report does not have to be in final format, nor does it need to include all photos, but renderings completed on site and referenced in the text should be included or attached separately so that all individuals involved in the review may refer to them during their review.

Selected Panel Review - Within Second and Third Weeks (Optional):

To the extent desired by the Chair, selected panelists should have the liberty to add, change or delete sections to present the most accurate explanation of the recommendations. This is also an opportunity for the report writer to ask for clarification on recommendations that were not fully explained during the panel. This is NOT a required step but one done when deemed necessary or desirable.

Host Review - Weeks Three to Four:

After the Chair has signed off on the draft report and all changes have been incorporated, send the draft report on to the Host. The Host should take a defined time period to review the draft (one and no more than two weeks) to make sure that 1) all names / titles / towns / streets / etc. are correct; 2) they clearly understand the recommendations the way they were written in the report; and 3) there are no inaccuracies. The Host review must have a hard date for review and should never be left open ended.

Final Report - Weeks Three to Five:

Once any required corrections or clarifications are received and incorporated into the report (to the extent appropriate), the report is ready for a final edit. Once the report is edited, it should be formatted to include renderings and photos. See ULI BC's Style Guide for additional instructions on fonts, colors, and format.

REPORT FORMAT

ULI BC generally divides the report into the following sections, which follow the sections of the PowerPoint template used on the day of the TAP:

1. Introduction

- ULI Background
- ULI Mission
- ULI British Columbia District Council
- ULI Advisory Services

2. TAP Services

- TAP Mission
- TAP Panelists

3. Assignment

- Key Question(s)

4. TAP Panelists Areas Of Expertise

- Issues To Be Addressed

5. Study Area Description

- Location
- Boundaries
- Land Uses
- Transportation System
- Parking Conditions
- Open Space

6. Market Overview

- Demographics
- Residential Market Conditions
- Non-Residential Market Conditions
- Retail
- Office
- Services
- Market Potential

7. Swot Analysis

8. Panel Recommendations

- Development Strategies
- Planning Process
- Implementation Process
- Road Map For Success

9. Support

- Financial Commitment
- Public/Private Partnerships
- Stakeholders

Appendix

- Panel Bios

PRINTING & DISTRIBUTING THE REPORT

ULI BC will provide up to 10 bound copies of the final report, printed in colour on glossy paper with a heavier stock cover. An electronic version of the final report is also sent to Host in a PDF file. A PDF version of the report is also posted to the website. The cost of any publishing/graphics assistance in producing the report is included within the cost of the TAP.