



Technical Assistance Panel

PRESENTED BY **ULI MINNESOTA**





ULI'S MISSION

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

What is a Technical Assistance Panel?

ULI MN conducts Technical Assistance Panels (TAPs) at the request of a community or public agency to provide an unbiased, interdisciplinary panel of volunteer real estate professionals who address a specific project, development or policy issue.

The design of the Advisory Services program is highly immersive and experiential so that panelists can truly understand a community before making recommendations to advance its needs. By bringing together national and local experts, Technical Assistance Panels (TAPs) bring the benefits of lessons from other communities facing similar challenges around the country while still maintaining a grounding in the local context. TAPs include emphasis on three important areas: engagement with the sponsor, engagement with the community, and an expert deliberative process.

ULI Minnesota Relevant Experience

ULI Minnesota has conducted more than 20 TAPs over the past 15 years, with over 120 real estate leaders bringing their time and talent to address pressing challenges facing communities.

These TAPs are supported by our robust network of Advisory Services work, including Navigating Your Competitive Future Panels, Urban Plan for Public Officials, workshops, and training sessions for municipal officials and staff, and senior leadership councils on a range of topics.

With the assistance of the ULI Minnesota TAP, the City has been able to move forward on a key redevelopment project that expands rental housing options for residents. The TAP provided immeasurable assistance and was vital in guiding the strategic directions for the property. – Mayor Sandra Martin, City of Shoreview

Thank you all for being there, it exceeded our expectations exponentially!! Such a great group of amazing experts who really dug into our questions! – Corrin Wendell, City of Little Canada

Pre-Panel Process

1. The Sponsor engages ULI Minnesota to provide insight on a land use or policy challenge.
2. ULI Staff recruits Chair(s) from membership.
3. A Steering Committee of Sponsor Staff, ULI Staff, Chair(s), and potential other key stakeholders begins planning the panel, including finalizing 3-4 key questions for the panelists to consider.

Sponsor Responsibilities

- Working as part of Steering Committee to define the scope of work and questions for the panel to address
- Providing meeting facilities for the panel
- Preparing study area maps and briefing materials in advance of the TAP
- Preparing list of local stakeholders to be interviewed by the TAP panel
- Leading a tour of the study area
- Hosting a reception on the first day and providing breakfast and lunch for the panel during work days
- Conducting a briefing at the beginning of the panel
- Being available for panel questions, if necessary, during the closed-session discussions
- Attending presentation to review preliminary recommendations
- Reviewing and commenting on draft panel report

Steering Committee Responsibilities

- Defining the scope of work and questions for the panel to address
- Identifying, vetting, and recruiting potential panelists, ensuring a diverse range of perspectives and expertise
- Providing recommendations on materials to include in the briefing book
- Providing recommendations for stakeholders to include in the interviews; assisting with outreach to the identified stakeholders
- Assisting with planning and logistics
- Attending presentation to review preliminary recommendations

Chair Responsibilities

- Reviewing and providing input on TAP agenda and work plan prepared by ULI MN staff
- Leading the discussion at pre-TAP conference calls and/or meetings with the Sponsor
- Reviewing briefing book materials before they are distributed to the panel
- At receptions or dinners, speaking on behalf of ULI MN, introducing panelists and describing the TAP assignment.
- During the TAP:
 - Convening the TAP and describing its objectives
 - Guiding the work and discussions of work teams
 - Emphasizing the need for the panel to focus on the questions posed by the sponsor
 - Leading the discussion regarding the preparation of materials for the post-TAP presentation
- Reviewing the first draft TAP report and providing edits and recommendations; further reviewing the second draft and signing off on the final report
- Leading the formal presentation of the panel's final report and recommendations to the TAP sponsor

Panelist Responsibilities

- Fully committing time and attention to the panel, attending all sessions and actively participating
- Reviewing background materials in advance of the panel and asking clarifying question if needed
- Conducting interviews with stakeholders, recording insights, and maintaining confidentiality
- Participating in deliberations, formulating recommendations, and preparing the materials for the presentation to the sponsor. This can include providing drawings, sourcing images, illustrative examples, and data, and compiling the slide deck.
- Reviewing the second draft TAP report and providing recommendations
- Participating in presentations of the recommendations as the chair requests

ULI Staff Responsibilities

- Scheduling and participating in preparatory meetings, including steering committee, meetings with Sponsor, and advance panelist meetings
- Working with the panel chair(s) to plan the agenda for the TAP
- Working with the Sponsor to ensure that adequate space is reserved and communicating the required technology needs
- Compiling the briefing book materials into a user-friendly format for the panelists
- Assigning staff roles and engaging contractors as needed (project management, technical writing, etc)
- Securing permissions for illustrative images
- Inviting stakeholders to participate in interviews and scheduling them
- Securing reimbursement for panelist expenses
- Handling contracts and invoices
- Publishing the finalized report to ULI Knowledge Finder and arranging for distribution
- Scheduling a follow-up interview one year after the TAP's completion

Process

- Panel reviews briefing materials in advance
- Tour of study site
- Conversations at reception
- Sponsor presentation to panel
- Stakeholder interviews
- Panel recommendations
- Presentation & written report



Example Slides from Recent Report



TAP Overall Guiding Principles

- ▶ Use City-owned sites as catalysts for surrounding properties.
- ▶ Prioritize improved pedestrian connectivity from each site to nearby amenities and residences for a safe and walkable environment.
- ▶ Establish an identity or long-term vision that is emblematic of the character of the community including branding, tagline, and visual cues.
- ▶ Capture activity on each site that supports the local economy, including but not limited to, tax base, diverse commercial services, and increased households.

Housing Rent Viability

Multifamily Cost Analysis

Land Price per Unit		20,000
Cost of Construction		250,000
Total Cost Basis		270,000
Expected Profit Margin	20%	54,000
Total Basis		324,000

Sample Townhome Sales

304 Manitoba	355,000
2786 Quebec	403,000

Apartment Income Analysis

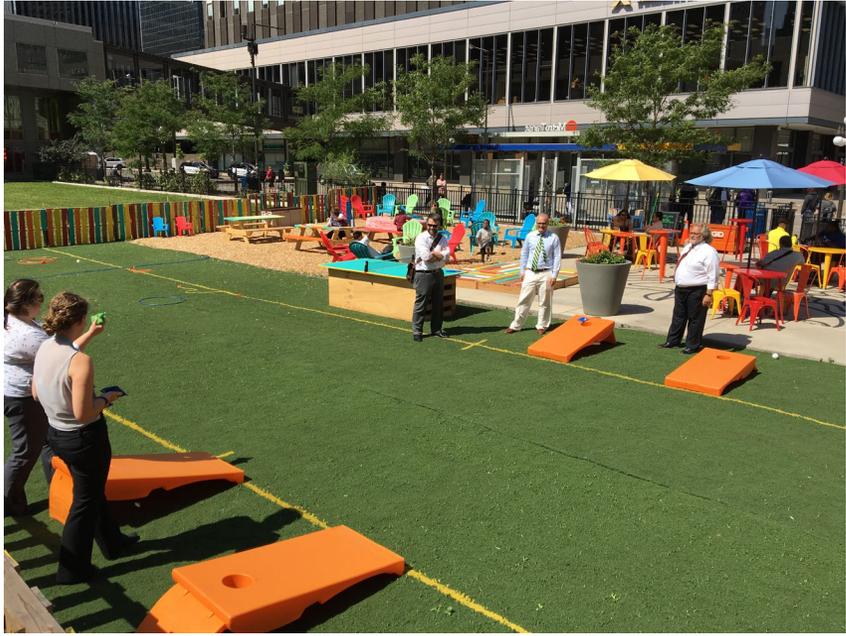
Expected Return on Cost	7%
Required Rent per Unit	22,680
Per month	1,890
Average Rent PSF Required	2.91

Current Market Rents

Ansel Rents	2.73
McMillan Rents	2.28
Bujold Projected New Rents	2.00

Townhomes and Income Restricted Units Funded by Bonds are Most Viable

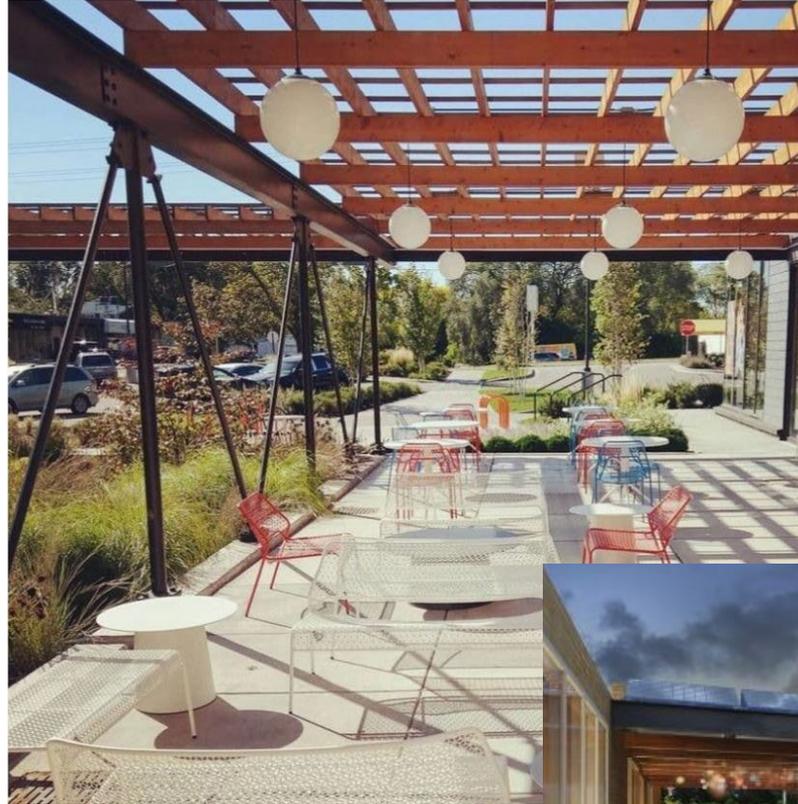
0 First Bank Drive - Site Activation Pilot Examples

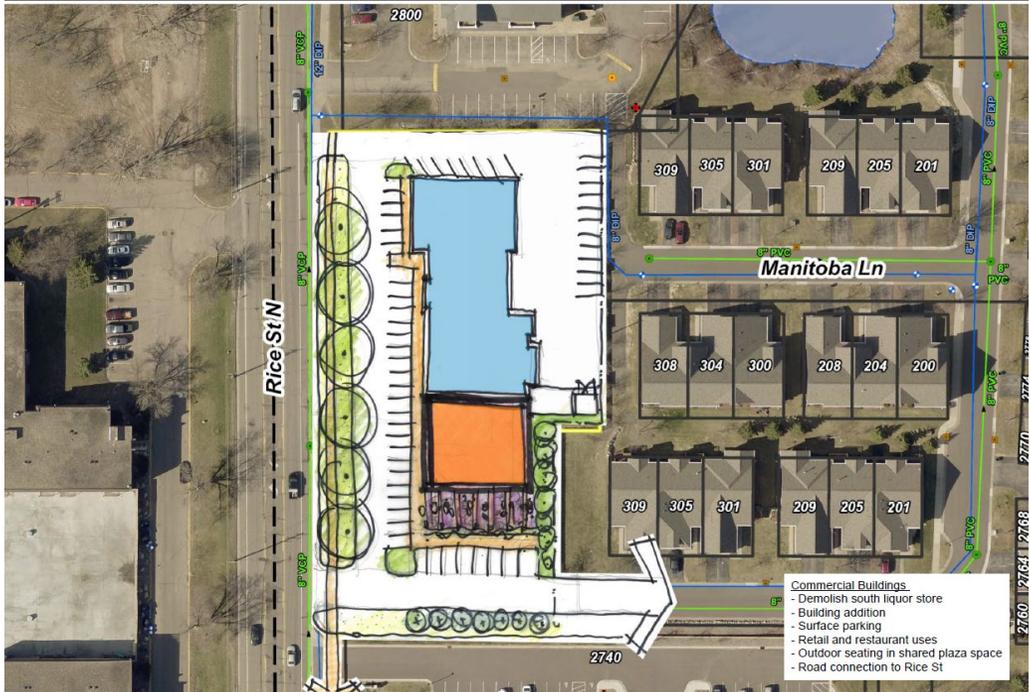


Pop ups at Central Station, St. Paul
Winter Market at Lyndale Gardens, Richfield
Both activations took place on formerly vacant sites

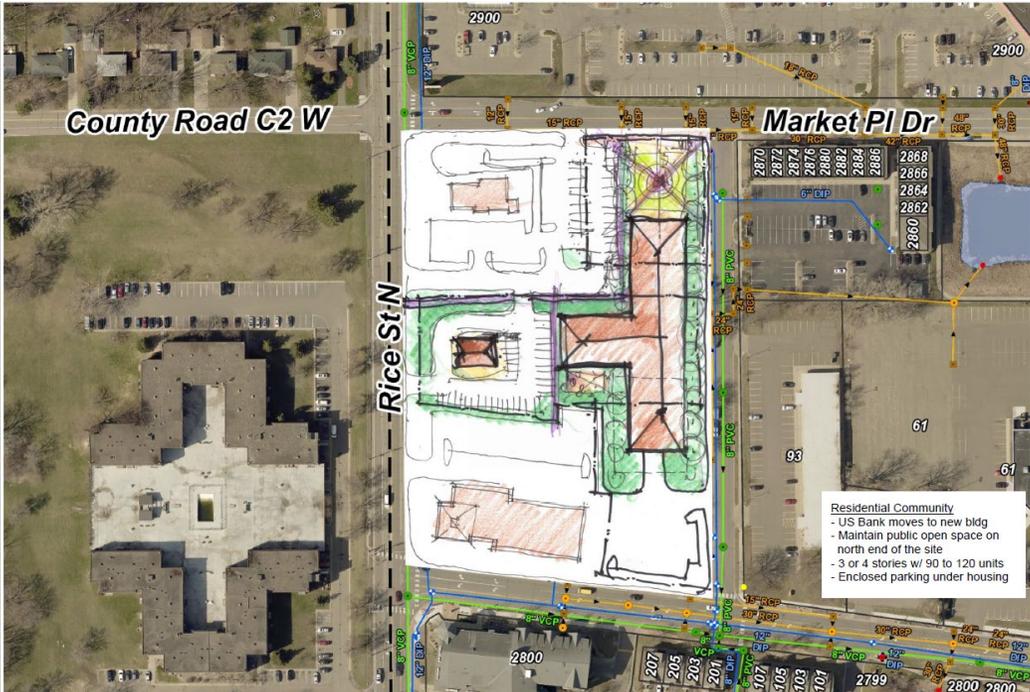


Activation Example: Texa-Tonka (St. Louis Park)

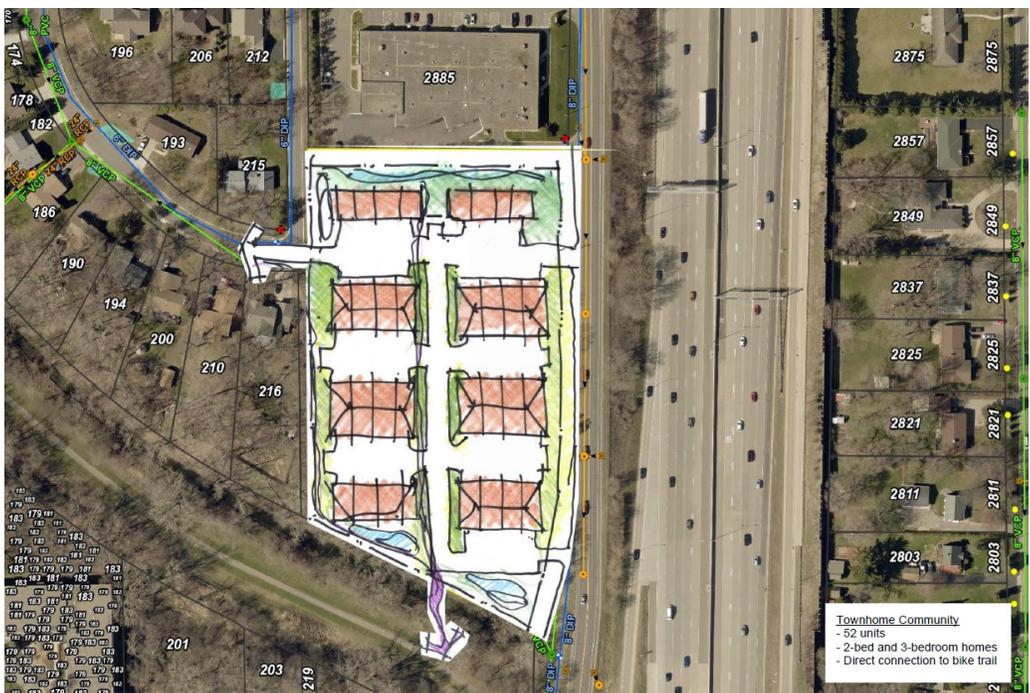




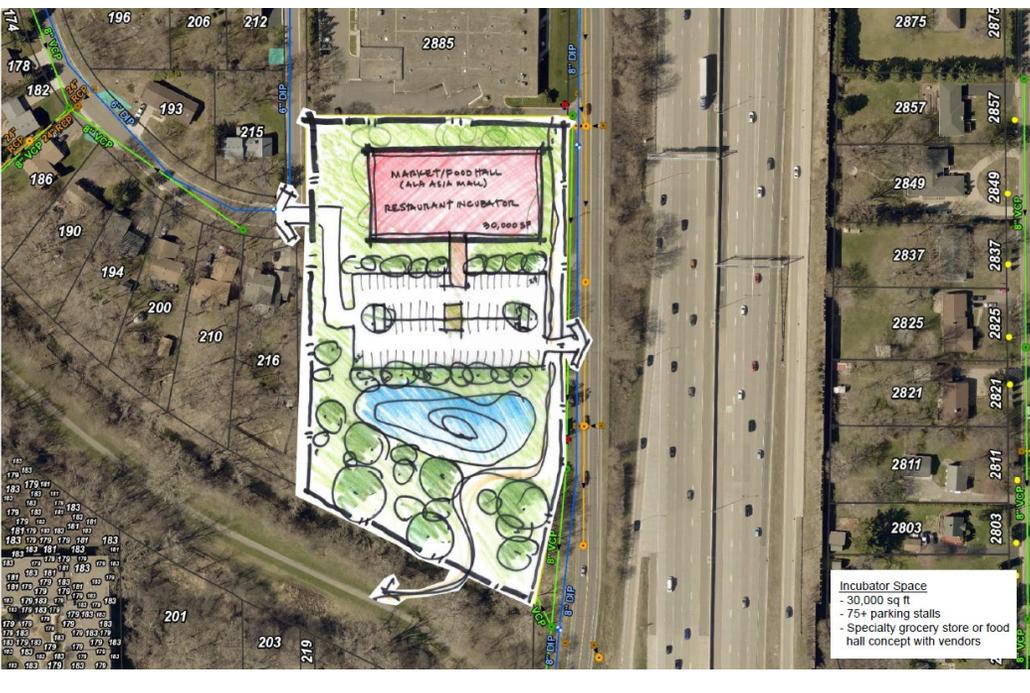
- Commercial Buildings**
- Demolish south liquor store
 - Building addition
 - Surface parking
 - Retail and restaurant uses
 - Outdoor seating in shared plaza space
 - Road connection to Rice St



- Residential Community**
- US Bank moves to new bldg
 - Maintain public open space on north end of the site
 - 3 or 4 stories w/ 90 to 120 units
 - Enclosed parking under housing



- Townhome Community**
- 52 units
 - 2-bed and 3-bedroom homes
 - Direct connection to bike trail



- Incubator Space**
- 30,000 sq ft
 - 75+ parking stalls
 - Specialty grocery store or food hall concept with vendors

2828 Rice Street: Key Takeaways

- ▶ 3-5 years
 - ▶ Hold on to site until Rice is reconstructed
 - ▶ Get into use agreement with next door building to use the site, may lead to sale

- ▶ 5-10 years
 - ▶ Try to sell after Rice gets reconstructed
 - ▶ Negotiate with new developer for higher and better use of liquor store site
 - ▶ Future development is likely focused on commercial

Prioritize Placemaking and Walkability

- ▶ Create design workbook with standards for the public realm to guide new private development along Rice Street and Little Canada Road
 - Streetlights
 - Sidewalks and landscape buffer (all new projects should be required to put in sidewalks and landscape buffer) along right of way and to any buildings that are set back from the street
 - Street furniture
 - Trash facilities
 - Building façades

Next Steps

- ▶ Create Station Area/Small-Area Plan for the Town Center
 - ▶ Focus on public realm and programming improvements and relationship to development potential
 - ▶ Design BRT station-area
 - ▶ Develop public-private partnership framework – i.e. what the City is able to offer to a private developer to achieve the development it wants to see
- ▶ Develop design standards for Rice Street and Little Canada Road
- ▶ Develop Small-Area Plan for 2828 Condit Site
 - ▶ Reconsider traffic engineering
 - ▶ Create framework for public realm improvements
 - ▶ Develop public-private partnership framework

Investment

- ▶ Starts at \$17,500, depending on project scope
- ▶ Factors include length of panel, number of panelists, local versus out of market panelists
- ▶ Panels are usually 1.5 – 3 days, though can be up to 5 days

Q&A