



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

Membership

ULI is the premiere convener of real estate and land use professionals



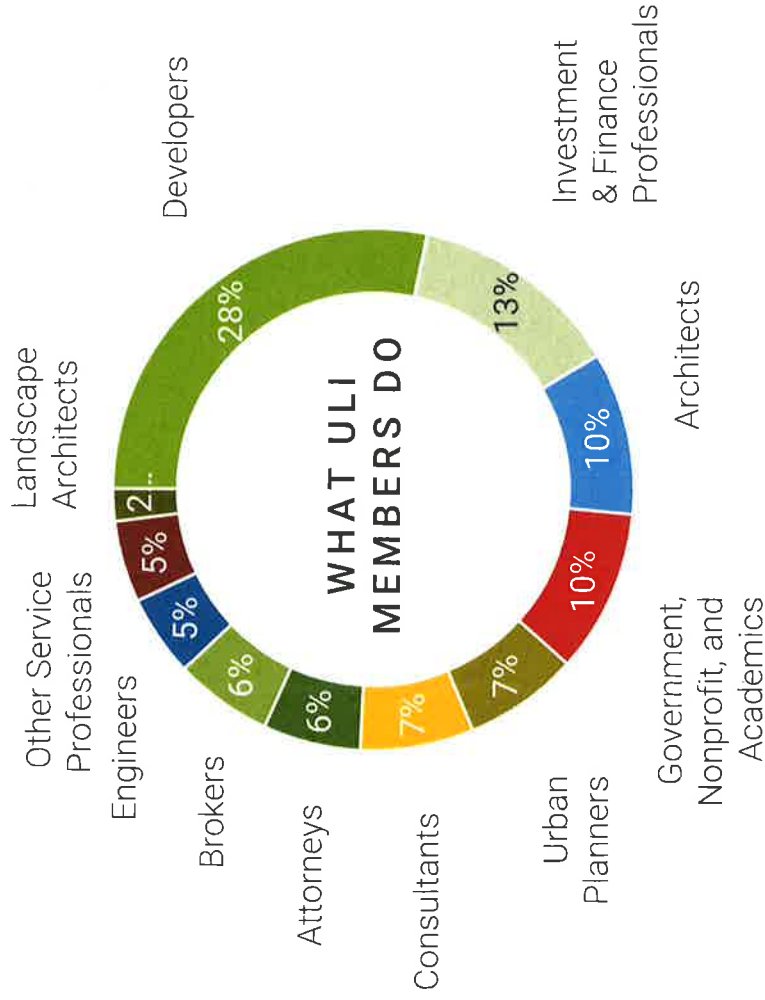
48,000+

Members in more than 80 countries



1,350+

Members across the state of Georgia



Center for Leadership

The CFL mission is to cultivate leadership and life-strategy skills by teaching emerging leaders in the real estate and land use industries how the Atlanta region gets built and how their decisions shape the future of the built environment.



Who Participates

- Individuals working in the real estate industry and related fields.
- Emerging leaders slated for future leadership roles.
- Those who have a minimum of seven years of real estate experience.
- Those committed to community service and civic engagement.
- Those who have a vision for the future of Atlanta.
- The program is open to ULI members and non-members alike.
- The program requires a capstone project called an mTAP where class members are exposed to other parts of the real estate industry.

About mTAPs

mTAPs are a “Mini-TAP” modeled after the TAP process. Since 2010, mTAPs present an opportunity for CFL emerging leaders to offer pro-bono technical assistance to public agencies and non-profits as their capstone project. This group project is academic/research oriented in nature, with real world application for the client.



What is the application process?

- Applications are received from non-profits and communities from July - September
- Decisions on whether ULI can accept the assignment will be determined by the mTAPs committee through the lens of a selection matrix.

Participation Criteria

- The project is consistent with ULI's global mission and priorities
- The team's work on the project should have a direct and positive impact on the client and the community.
- The project can be completed during the duration of the Center for Leadership Program
- The problem(s) can be addressed with expertise that exists within the CFL team who may leverage ULI Atlanta's members and/or other local or national experts in offering insights.

mTAP Process

Best practices:

Client & mTAP team collaborate to define the scope of work and objectives and formalize in an agreement letter.

The project is required to be:

- Objective/non-political
- Have support from organizational leadership and ULI mTAP advisors
- Have an engaged and responsive client



Atlanta

Team Deliverables

To the Client:

- Resources (research, toolkit and other tools) for the Client to address the challenge
- Presentation to Client and stakeholders
- Submission of a digital report (hard copies provided if requested)
- Any additional items agreed upon in the engagement letter between ULI and the client

To the Class:

- Present their findings
- Reflect on the process
- Offer leadership lessons

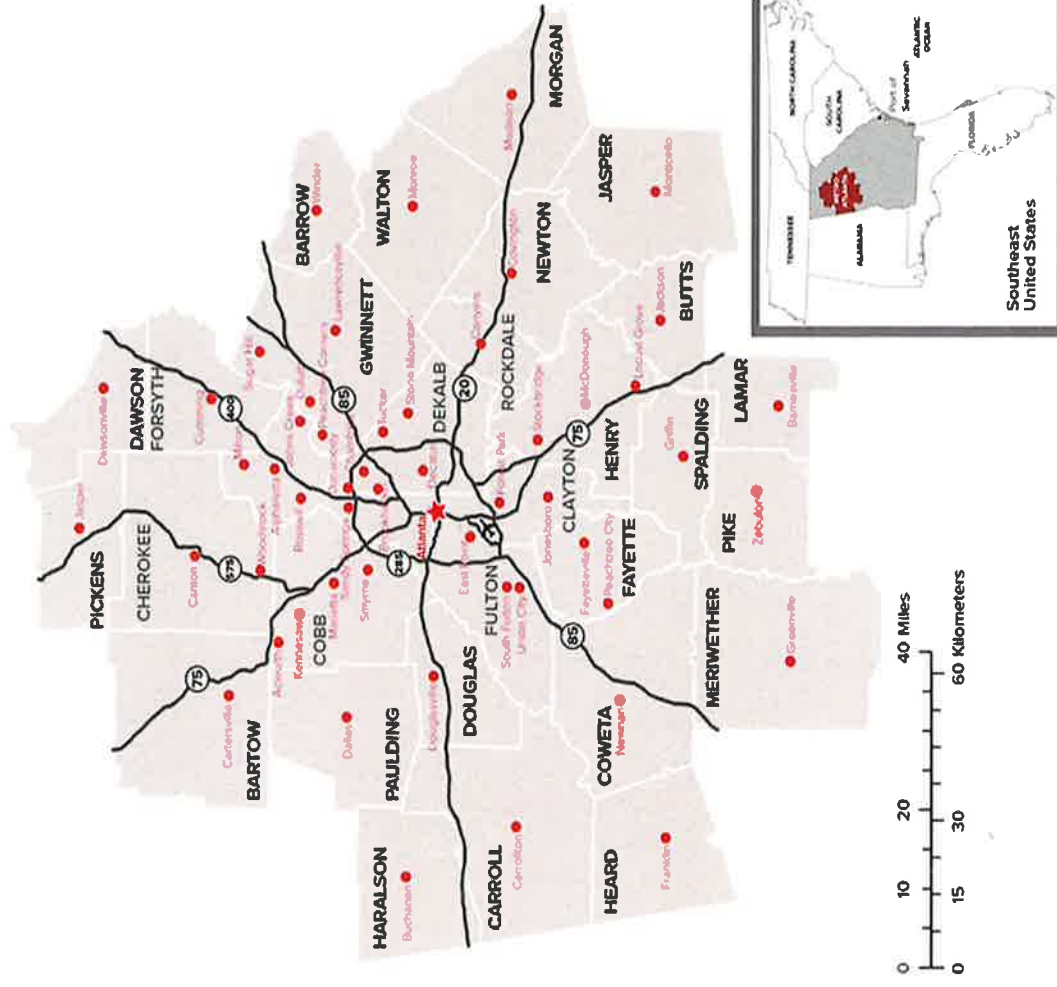
mTAP vs. TAP

mTAPs are a “Mini-TAP” modeled after the TAP process. Here are some key differences so you can decide which one is right for you.

Technical Assistance Panel (TAP)	mTAP
▪ Features a curated high-level panel of experts specific to a local government, public agency, or nonprofit organization facing a well-defined land use or real estate challenge in the state of Georgia ▪ These experts are multidisciplinary professionals who tour the site under review, interview local stakeholders, and meet to develop recommendations that are presented publicly at the end of the session and in a follow-up report. ▪ Prior to the project, the client is required to develop a briefing book to give context to the issues at hand. ▪ 1.5 – 2 day sessions that can be scheduled at any time ▪ Minimum fee of \$15,000	▪ CFL is a leadership initiative of ULI Atlanta meant to develop mid-career professionals ▪ mTAPs are offered as a capstone project of CFL to clients (public agencies, nonprofits) on a pro bono basis ▪ mTAPs include a defined scope of work where research is conducted, including: due diligence, data analysis, interviews of advisors, stakeholders and/or industry expert. ▪ Five-month session, from January – May ▪ Service is provided to local governments, public agencies, and nonprofit organizations

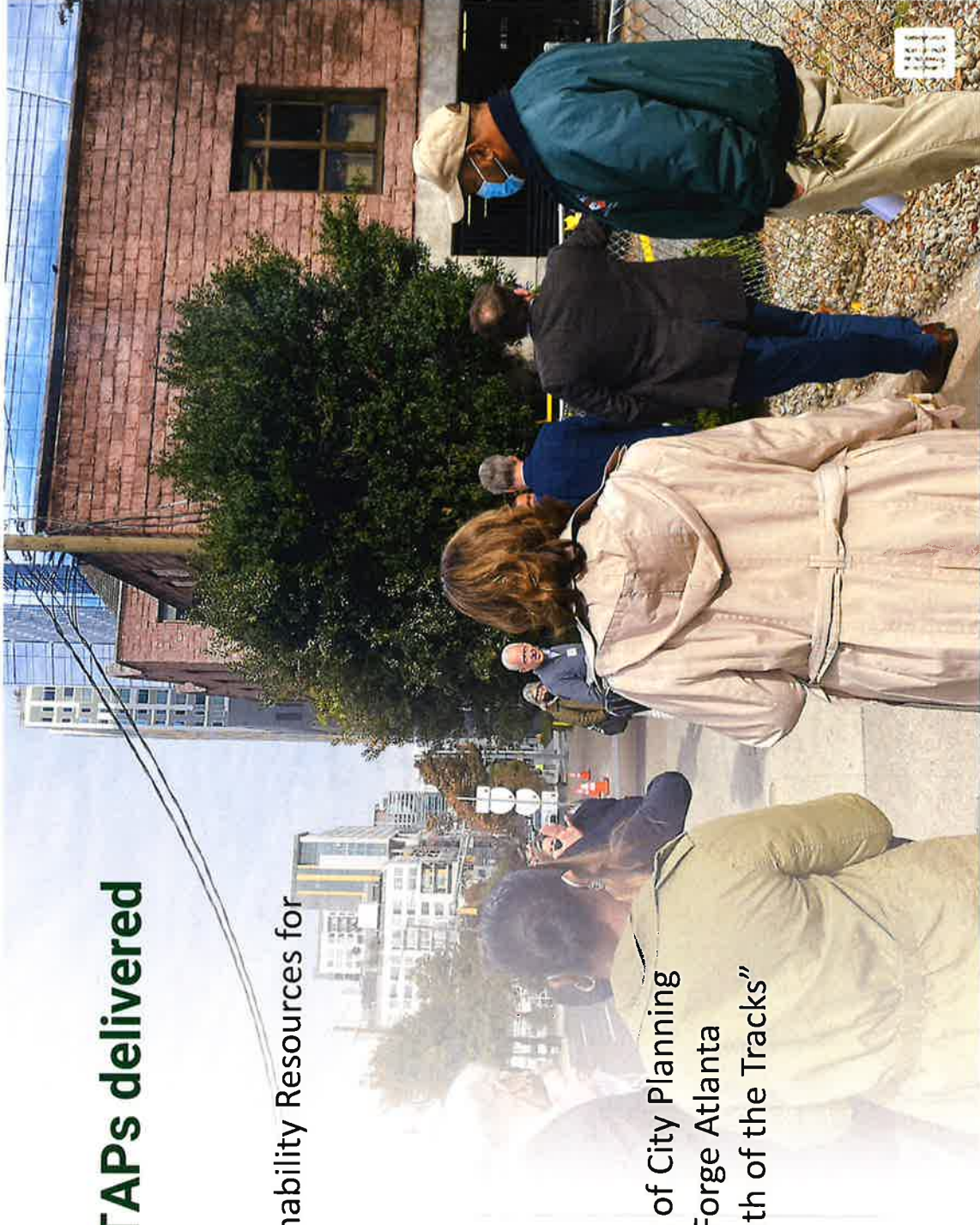


mTAP Project Area



Snapshot of 70+ mTAPs delivered

- ✓ City of Alpharetta
- ✓ Energy Reduction & Sustainability Resources for Industrial Buildings
- ✓ Gwinnett Place Mall CID
- ✓ Livable Buckhead
- ✓ Mercy Housing
- ✓ City of Tucker
- ✓ Pittsburgh Yards
- ✓ Decide DeKalb
- ✓ City of Atlanta Department of City Planning
- ✓ Central Atlanta Progress – Forge Atlanta
- ✓ Tucker-Northlake CID: “South of the Tracks”
- ✓ City of Decatur
- ✓ Atlanta Land Trust



IDENTIFICATION TOOL

Prepare a marketing package to be used by the Client and Client's

Decide DeKalb

Tucker-Northlake CID: "South of the Tracks"

City of Decatur

ULI Atlanta mTAP - <https://atlanta.uli.org/resources/mtaps/>



What an mTAP is NOT

ULI is a member-led organization that leverages the intellectual capital of its members to advance ULI's global mission and priorities. As such, ULI's technical assistance work cannot be seen in competition with a service our member leaders can provide. **An mTAP is not:**

- A master plan or other process that can be provided by consultants
- Not a curated panel but rather a capstone project for CFL
- Overly focused on a single technical or professional field (i.e. architecture, design, engineering)
- Convened on a site that is not owned or controlled by the client
- Serving a client who is not an active participant in applying for, organizing, or participating in the mTAP

Sample mTAP Timeline

