



LAND ECONOMICS SOCIETY

Connecting professionals. Sharing knowledge. Advancing best practices.

2023-2027 STRATEGIC PLAN

COMMITTEE REPORT COMPILATION

DRAFT 06.06.22



2023-2027 LAI STRATEGIC PLAN

COMMITTEE REPORTS

The *2023-2027 LAI Strategic Plan* is the culmination of work by eight Subject Matter Committees convened to assess existing conditions, identify priorities and develop recommendations for improvement of LAI operations and outcomes. This document is a compilation of *Committee Reports* that were produced over an eight-month period to establish Strategic Plan content.

These reports document committee research and deliberation and are important sources of information for the development and deployment of implementation tactics over the course of the five-year period the plan is in effect. Electronic links to these reports, which are anticipated to be updated periodically, will be integrated into the Strategic Plan document for ease of access.

COMMITTEES

VISION, MISSION, PRINCIPLES AND GOALS

Sheila Harris, Richard Wilson, Bernadette Austin, Angela Brooks, Martin Flores, Tony Forte, Mel Freeman, Robert McBride and Aurelio Ramirez

MEMBERSHIP

Andrew Fogg, Deana Grinnell, Gary Leach and Richard Wilson

HEALTHY CHAPTERS

Kathy King, Rob Gamrath, Diane Gormely-Barnes, Steven Gragg, Cheryl Soon, Lynsey Sorrell and Patrick Welch

COMMUNICATIONS

Phil Adams, Fay Darmawi and Tim Youmans

GLOBAL INITIATIVES

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LEWS AND PADS

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Jon DeVries, Rachel Edds, Jocelyn Frederick, Michelle Henrie and Robert McBride

FINANCIAL IMPACTS

Craig Binning and Gary Leach

2023-2027 LAI STRATEGIC PLAN

COMMITTEE REPORT ONE

BACKGROUND AND PERSPECTIVE ON LAI AS A CORPORATION AND FEDERATION OF CHAPTERS

Date: 02.01.22

Revision Date: 05.24.22

Committee Members: Sheila Harris, Richard Wilson, Bernadette Austin, Angela Brooks, Martin Flores, Tony Forte, Mel Freeman, Robert McBride and Aurelio Ramirez

1. BACKGROUND AND PERSPECTIVE

LAI exists as a vehicle to aid in the development and sharing of the principles and the practice of land economics for its members. It provides a forum for the transfer and debate of land economic principles, concepts, and projects among the variety of professions that constitute the practice of land economics including architects, city planners, developers, appraisers, attorneys/lawyers, financiers, educators, engineers, community development organizations, the construction industry government officials and other real estate professionals. Its meetings, events, programs, and publications provide a platform to facilitate such discussions, encourage learning and personal contact, and to honor the significant contributions of relevant professionals. The interaction between members facilitates cross-pollination of ideas enabling real learning related to developing land use practices that encourage the long-term viability, sustainability, and productivity of land resources. Members are professionals that have a minimum of 10 years work experience.

LAI does not advocate for one land use and related policy over another; rather, it is a vehicle for discussing land use, and expanding the knowledge of land use and related policies, to create an environment for sharing ideas that enhance the communities in which members live.

Drawing on its academic roots, LAI seeks to expand knowledge of land use best practices in schools and universities, as well as to the public. Key to the strength of LAI is the high quality and diverse perspectives of its members, their achievements and visibility in their respective communities. LAI members have recognized expertise in land use and related policy matters and accept a civic obligation to share that knowledge.

LAI provides opportunities for members to propose and test ideas in an atmosphere of support and honest dialogue. Hewing to the principles taught by Richard T. Ely, it is a place for the “winnowing and sifting of ideas” where diversity of opinion and expertise is welcomed. LAI provides a forum with access to key decision makers, as well as a chance to share ideas among the constituent professions of its members. LAI takes a wide view of its relationship to land—a wider view than any one of LAI’s constituent professions.

Based upon this premise, in 2019 LAI adopted a Statement of Values, Procedures and Practices to acknowledge and foster a professional working environment that is free of bias, discrimination and harassment. This document provides a basis upon which this Strategic Plan is grounded.

As LAI moves forward and evaluates possible programs and opportunities, it is to include implementation cost considerations associated with suggested courses of action. Estimates may include additional programming, staff responsibilities, software, equipment, and travel costs. Activities and their associated expenses are to be considered simultaneously as strategies are developed to grow the Society, expand the reach of membership, and increase the services offered to members. As stewards of this voluntary membership entity, careful consideration and evaluations should be given to activities that provide the best return on the organization's investment of its resources.

2. THE VISION, MISSION, PRINCIPLES AND GOALS OF LAI

VISION – Honorary, Multidisciplinary, Global and Diverse

LAI is an honorary organization established to recognize and facilitate interaction among the leaders in all professions contributing to land economics. LAI is a selective, networked land oriented international professional association whose members have a minimum of 10 years work experience. It seeks to be recognized as the international forum for land economics where members develop valuable connections, expose challenges and responses, share best practices, and participate in multidisciplinary learning experiences – all to make a difference in our communities worldwide.

LAI's mission is to provide a global platform for the convocation and networking of professionals who have distinguished themselves in the fields of land economics. Its purpose is to facilitate knowledge exchange for the promulgation of sound land economic policies and practices across sectors, industries and academia.

LAI accomplishes its mission by sustaining an international network of healthy Chapters that are each distinguished by ongoing growth and retention of active, diverse and inclusive members, the conduct of interesting and innovative programs, and impactful community service.

LAI strives to encourage shared knowledge among its members; it encourages them to create, support, and participate in educational activities aimed at promulgating sound land economic policies and practices. LAI encourages members to share the knowledge generated by this internal dialogue to inform policies and practices across sectors and industries that work in land economics.

LAI fosters high ethical standards that encourage learning and exchange among its members through in person and virtual meetings, discussions, social interactions, and community activities organized both at a local Chapter level and through international meetings and events.

The outlook of LAI is to look decades into the future. Our membership and leadership reflect the evolving composition of land economics professionals and elevate the most current insights and innovations in the field. LAI Chapters strive to include a membership that represents all professional fields involved in achieving high quality built and natural environments through the practice of sustainable land development and land economics.

LAI local Chapter membership encourages representation from the demographics and diversities of the communities they are located in, without regard to a candidates national origin, race, ethnicity, gender identity, sexual orientation, religion, or cultural distinctions. In addition, they seek to reflect membership from urban, suburban and rural communities.

PRINCIPLES

LAI as an honorary society promotes values to serve as a compass for our action and behavior both in the organization and in practices throughout the world. These principle values are:

1. **Focus:** LAI is a thought leader forum for discussing land use policies and practices. Knowledge exchanges among members via both in-person and virtual formats, provide best practices, idea exchanges, and social interaction. LAI is a non-political, non-partisan and non-attribution organization.
2. **Comprehensive:** LAI embraces the comprehensive spectrum of professional and academic activity relating to Land Economics.
3. **Global:** LAI fosters and shares land economics related expertise from all members, at local, regional, national, and international levels.
4. **Exchange:** LAI fosters education, exchange, promotion and social interaction for discourse, advancement, and comment on relevant issues of land economics among members and guests in free-speech meetings.
5. **Knowledge:** LAI seeks to expand knowledge in land economics from research, studies professional practice, and intellectual idea exchanges to constantly sift and winnow current thinking, and practices.
6. **Conduct:** LAI adheres to a culture of respect courtesy, civility, decency, diversity, honesty, and inclusion regarding interaction between members, guests, staff and vendors.

GOALS

Goal 1: To expand member knowledge and understanding of the principles of land economics and encourage its application in our communities, through vibrant educational programs, exchanges, and open dialogue.

Goal 2: To enhance and contribute to our built environment and the quality of life in our communities by supporting initiatives and best practices from the field of land economics.

Goal 3: To foster diversity, equity and inclusion in our members and Chapters, and encourage meaningful connections through interactive programs and forums related to land economics.

Goal 4: To encourage and advance the field of land economics while upholding the highest ideals of scholarship and integrity.

Goal 5: Address diversity, equity, and inclusion without regard for national origin, race, gender identification, ethnicity, sexual orientation, culture, and age or disabilities, to foster the growth and development of future generations within the fields of land economics.

Goal 6: To recognize leaders whose achievements have contributed to the advancement of the field of land economics, or to the practical application of its principles to the stewardship of the world's resources and creation of stronger communities.

CORPORATE PURPOSE

“LAI is an honorary, non-political professional organization whose purposes are:

To recognize and honor people in all parts of the world whose achievements have contributed, directly or indirectly, to the advancement of the science of land economics, to a better understanding of the principles of land economics, or to the practical application of such principles in the preservation, development or better utilization of the world's land resources;

- a. To encourage and support the study of land economics and support the highest ideals of scholarship and integrity for all fields - professional, business, governmental and academic - in which land economics is studied or practiced;
- b. To expand the world's knowledge and understanding of the principles of land economics and encourage and support the application of such principles to both public policy and private endeavor;
- c. To take those actions and support those ideas, individually and collectively, which contribute to the enrichment of our urban and rural environment and benefit the quality of human life; and
- d. To advance a close working bond and mutual understanding among men and women engaged in all disciplines and activities related to land economics.”

2023-2027 LAI STRATEGIC PLAN

COMMITTEE REPORT TWO

GUIDE FOR EXISTING CHAPTERS

Date: 02.01.22

Revision Date: 05.24.22

Committee Members: Kathy King, Rob Gamrath, Diane Gormely-Barnes, Steven Gragg, Cheryl Soon, Lynsey Sorrell and Patrick Welch

1. EXISTING CHAPTER STANDARDS AND EXPECTATIONS

LAI, or International, is the incorporated representative body of a federation of local Chapters that are chartered by LAI. The local Chapters of LAI are responsible for articulating and advancing the priorities of their Chapter consistent with the Vision, Mission, Principles and Goals of LAI.

Local Chapters form as independent corporate entities, as required by International By-laws. They maintain a strong inter-dependent bond of governance with International and with other local Chapters through Chapter representation on the LAI Board of Governors, the LAI Chapter Services Committee and through the efforts of the LAI Regional Vice Presidents and Regional Assistant Vice Presidents. Local Chapter leadership is expected to communicate to its members the value of international association and fellowship, including the obligation to pay local Chapter and International dues.

The health of local Chapters--including such matters as membership growth and retention; active, diverse, and inclusive membership; interesting and innovative programs; community service and outreach; participation in and access to "global", membership-wide, initiatives and communications – is a core element of the Vision, Mission, Principles and Goals of International. To realize these aspirations, continuing through this Strategic Plan period, International must prioritize its support for local Chapters by providing services, mentorship, oversight, and value in an equitable manner that achieves success across the entire organization.

A Healthy Chapter will include:

- A set of local Chapter By-Laws providing for governance that is current, consistent with the model Standard Chapter Bylaws of LAI and which are filed with LAI.
- Members who have acknowledged the LAI Code of Conduct Pledge.
- No fewer than 25 members such that they can regularly host well-attended programs. New Chapters, as discussed in Section 4, should target no fewer than 25 members within three years of formation.
- Annual initiation of new members which more than replaces retiring members.
- Ensure that retiring local Chapter members are aware of the Retiree LAI Membership Category and remain an active member of the organization.
- Have active regard for succession planning for local Chapter governance and to ensure refreshed leadership for the International Board of Governors.
- A diverse and inclusive make-up of members and leadership.
- Representation of the breadth of land economic professions, including academia; design; development; land management; non-profit housing; planning; related private and public sectors contributors; and real estate and allied professions such as environmental consultants and

managers, preservation and conservation professionals, and transportation and utility designers and providers.

- Track local Chapter member status to ensure the timely payment of dues, and when necessary, follow up with members to avoid late payment.

Consistent with sustainable levels of membership, Healthy Chapters will also:

- Achieve sufficient financial resources/reserves to support Chapter programs and events.
- Maintain sufficient financial resources to fund administrative support (typically contracted on a part-time basis) to undertake most of its administrative functions thereby ensuring that administrative functions do not unduly burden individuals or the local Chapter executive committee.
- Maintain robust internal and external communication including an up-to-date website.
- Regularly share and reinforce news about International activities and initiatives including opportunities to attend and participate in Land Economics Weekends, Professional Advisory Delegations (PAD), Regional Conferences, other local Chapter events and upcoming global initiatives events and programs.
- Publicize Land Economic Foundation research initiatives, International KeyNotes publications and encourage participation in local Chapter and LAI Awards selection of candidates., etc.
- Recognize that social media is increasingly becoming a means of communication; both International and local Chapters should access effective tools and methods to reach more inclusive membership audiences via these channels.

The LAI publication “Keys to Success” provides guidance on essential best practices for local Chapter leadership and is available for reference on the International website (lai.org).

2. DELIVERY OF SUPPORT TO LAI CHAPTERS

International maintains a framework to deliver services to and support for a strong network of chapters that make up the global organization. LAI members and local Chapter officers and representatives are encouraged to participate in the work of LAI through the following specific vehicles:

- a. The **Chapter Services Committee** is a standing committee that is charged with stimulating and maintaining two-way communications with local Chapters to identify and elevate local Chapter issues, convene and conduct Presidents’ Roundtables, and provide Chapter support and grants on a regular and pro-active basis.
- b. The **LAI Regional Vice Presidents (RVP) and Assistant Regional Vice Presidents (ARVP)** are the backbone of the Chapter Services Committee and oversee Chapters in their respective Regions. There are currently RVPs and ARVPs for the following regions: Europe (4 chapters), North America East (7 chapters), North America West (10 chapters), and North America Central (6 chapters) and Asia/Pacific (2 chapters). The Asia/Pacific roles are currently unfilled; the two chapters—Tokyo and AUM—are currently overseen by the International Board of Governors.

The RVP and ARVP have a principal role as a conduit between International and local Chapter leadership and are responsible for consistently monitoring the status of the local Chapters in their respective territorial areas.

The RVP/ARVP organize regional meetings (in-person or virtual) among the local chapter Presidents within the respective territorial areas. They will identify the opportunity and need for mutual support or “mentorship” to ensure the success of local Chapters. Ultimately, one of the

most important responsibilities of the RVPs and ARVPs is to identify when a local Chapter needs revitalization, and to develop a support methodology and action plan for carrying this out.

International sets standards for the activities of RVP and ARVP's, including funding in the Annual Budget, for regular communication and contact experiences related to all local Chapters in their respective regions. The RVP and ARVP are required to take the initiative in connecting with local Chapter leaders periodically to demonstrate support by the International organization and determine whether additional actions would lead to improvements in Chapter effectiveness, overall health, and growth.

- c. The **International Programs and Initiatives Committee**, currently an ad hoc LAI Committee, provides a web-based global forum for LAI members and Members-at-Large to experience and share webinars, research, industry best practices, communications, education, and connections across the membership. This work offering has overlapped with the objectives of the Global Chapter of LAI, initially created to reach out to At-Large members of LAI.
- d. The **Communication Committee** is a standing committee that publishes news about members, their work and accomplishments and local Chapter highlights. The KeyNote publications are a broadcast medium emailed to the membership globally.
- e. All **Chapter Presidents** are voting members of the LAI Board of Governors. Financial support is provided to the Chapter Presidents to reimburse travel expenses that are incurred to attend the Board of Governors in-person meetings.

During the Strategic Plan period, International will continue to connect with all of the local Chapters through the above vehicles along with the commitment to prioritize the expenditure of International resources to reverse declining membership in identified local Chapters.

Specific objectives are set to align with these benchmarks as of June 2024; namely, to reduce the number of local Chapters with less than 25 members by 30%.

- By June 2026, reduce the number of local Chapters with less than 25 members by 60%.
- By June 2027, reduce the number of local Chapters with less than 25 members by 90%.
- The Chapter Services Committee will track and record changes to membership size every six months.

3. ACTION ITEMS TO GUIDE EXISTING CHAPTERS

1. Assist local Chapters in fulfilling their responsibilities. During the Strategic Plan period, this assistance will include:
 - a. Chapter support grants intended for administration, website development or other Chapter-identified needs.
 - b. Operational guidance on objectives and benchmarks for achieving a viable and sustainable local Chapter.
 - c. Personal and targeted mentorship as necessary to establish viable and sustainable local Chapters. This mentorship will be provided by, among others, the RVP and the ARVP. It will be applied to all new Chapters for their first three years, and to all Chapters falling below the threshold of 25 members (see "at risk" discussion below).

- d. Monitoring of membership growth, retention, and reporting. Oversee and monitor the health of local Chapters, including addressing diversity and inclusivity, existence of lapses in strong and committed leadership or lapses in the co-operation of members to nominate, maintain, and grow local Chapters.
 - e. Chapter recruitment guidelines and initiation support.
 - f. President's Roundtables held quarterly, prior to the Board of Governors meeting or via teleconference.
 - g. Annual workshops to present the "Keys To Success". International will provide the International meeting schedule to new Chapter Presidents. Assign a direct mentor to each new Chapter President.
 - h. Chapter Resources on the LAI website will be enhanced in support of inter-chapter information sharing, reorganized to be current and more user-friendly.
 - i. Distribute the LAI Code of Conduct to all Chapters.
2. Reorganize and administer the Global Chapter and the Global Programs and Initiative Committee, in particular including, its role in inviting At-large members not within the territorial area of a local Chapter.
 3. The decision by LAI to charter a local Chapter comes with a commitment by International to make every effort to retain that Chapter within the organization's federation of chapters. This Strategic Plan identifies action items for the International organization; however, it recognizes and invites an interactive dynamic of participation and assistance by local Chapters in meeting LAI's Vision, Mission, Principles and Goals to ensure LAI's overall success and continued growth.
 4. In this regard, LAI must be prepared to exercise LAI's responsibilities under the LAI By-law for the issuance and revocation of Charters for "at risk" local Chapters where the Vision, Mission, Principles and Goals of LAI are jeopardized by non-performance; inactivity; failure to remit dues; failure to contribute to the objectives, and obligations of LAI; or other organizational difficulties that may appear. Special purpose Chapter support mechanisms for "at risk" Chapters will include:
 - a. A pilot program to provide funding for administrative support at a level sufficient to administer LAI services in accordance with the goals of this Strategic Plan until the Chapter can do so on its own.
 - b. Appropriate vehicles through its Chapter Services Committee and RVPs for the assessment and communication with the leaders of the local Chapter, including assignment of mentor(s) for monthly outreach and recommendations on support, resuscitation, communication with and the advancement of LAI and its local Chapters in communities so identified.
 - c. Assistance in identifying eligible prospective members and recommending these names to local Chapters experiencing difficulty with growing or retaining members for their consideration. This may include canvassing members across the LAI membership to identify professional friends and colleagues in the areas of the Chapters seeking membership growth and allowing co-sponsors from other Chapters for a defined period of time.
 - d. LAI publishes best practices Briefing Notes, available from the LAI website: www.lai.org, to assist in local Chapter governance issues.

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COMMITTEE REPORT THREE

DEVELOPMENT OF NEW CHAPTERS

Date: 02.01.22

Revision Date: 05.24.22

Committee Members: Kathy King, Rob Gamrath, Diane Gormely-Barnes, Steven Gragg, Cheryl Soon, Lynsey Sorrell and Patrick Welch

1. LAI CHAPTER BASE

LAI seeks to advance the study and practice of land economics throughout the world by growing its network of membership. There is a growing awareness that while the goal of overall growth of LAI's membership can be achieved through increasing membership in existing local Chapters along with the creation of new chapters, greater attention during the term of this Strategic Plan needs to be given to the preservation of existing Chapters that have not reached a level of sustainability.

These objectives can co-exist; however, a balance must be maintained, and a principle focus for the 5-year period of this Strategic Plan must be on bolstering and supporting the existing local Chapters, especially those most recently created.

2. LAI FRAMEWORK FOR NEW CHAPTER DEVELOPMENT

LAI values the creation of sustainable and vibrant local Chapters in communities that will contribute to LAI's Mission, Vision, Principles and Goals. International maintains a framework to deliver services and support to a strong network of local Chapters that make up the global organization.

The Strategic Plan supports the Board of Governors setting a limit to the number of new chapters formed in the next five years while existing local Chapters that are struggling are restored to a healthy position.

The pursuit of new chapters is a resource intensive activity by the New Chapters Development Committee. This includes focus by the Regional VPs. The duties regarding new chapter formation, especially by RVPs, needs to be balanced with the duties to ensure the overall health of existing chapters, also a prime duty of Regional VPs. The benchmarks established in Section 4.3 are meant to indicate and ensure that the proper level of LAI resources is available, both financial and in the time allocation of RVP and AVRPs, to proceed with new chapter development while also focusing on strengthening undersized and static local Chapters.

It is acknowledged that new chapter formation should not be hampered for a period extending

over one administration cycle. If an exceptional opportunity for a new chapter arises, its potential should be presented to the LAI Executive Committee for guidance as to the availability of resources and on the appropriate timing for pursuing the opportunity.

The protocols outlined for new chapter development are as set forth below:

- a. The New Chapter Development Committee is a standing committee of LAI with the mandated direction to assist in the formation of new chapters. The Committee identifies feasible new

chapter opportunities, must require the commitment of an Affiliation Agreement by founding members, manages the issuance of an LAI charter, and ensures transition of oversight of a new chapter once chartered to the Chapter Services Committee, for its support during the first three years. The New Chapter Development Committee holds regular monthly meetings whenever a new chapter formation is in progress and provides reports to the Executive Committee and Board of Governors.

- b. The Chapter Services Committee is a standing committee of LAI. It is to be kept apprised by the New Chapter Development Committee during all phases of chartering a new local Chapter. This is to ensure a successful transition of a new chapter, and so the Chapter Services Committee can provide continuous support and mentorship in the critical first three years following chartering and early growth. The Chapter Services Committee will consider, as early as possible, the impact of the new chapter on the International structure, including the possible need for an additional ARVP position for the Region.
- c. The Regional Vice Presidents (RVP) and Assistant Regional Vice Presidents (ARVP) play a critical role in the LAI organization. Among these roles, the RVP and ARVP share responsibility for protecting LAI's interests in locating, developing, and chartering new local Chapters. The RVP and ARVP whose Region would cover the new chapter will provide specific mentorship and attention to newly formed chapters and assist them in reaching and maintaining a sustainable threshold of membership. This mentorship/oversight is to last at least through the first three years to ensure the new chapter is on a solid footing. This mentorship/oversight will include periodically attending local Chapter Board meetings, Chapter events, or being an active member of a Chapter committee.

3. CREATING NEW CHAPTERS

The New Chapters Development Committee, a standing committee of LAI, has primary carriage of assessing the potential, in a new territory, for a Chartered Chapter.

Fundamental questions when considering new Chapters are:

- Can LAI thrive in this new location and will the Principles on which LAI was founded be honored in the proposed new local Chapter?
- Will the new local Chapter reach out to its community and provide the kind of interactive forums, education and expertise that are hallmarks of LAI's Mission?
- Are there sufficient individuals identified within the geographic territory who meet the membership criteria and are interested in joining a local Chapter?
- Is there a minimum threshold of 15 initiates in the first year of formation with a plan to reach 25 members within 3 years?
- Are there sufficient committed individuals willing to serve as local leaders to bring about and sustain a proposed local Chapter?
- Can LAI provide support in the form of mentorship and attendance, where feasible, at events from the Regional Vice President and Assistant Regional Vice President during the first three years of chapter formation?

If the answers to these fundamental questions suggest good prospects for the formation of a successful new local Chapter, the New Chapter Development Committee will communicate with interested Chapter sponsors, identify LAI champions for the effort, form a Steering Committee, provide the group with the 'LAI New Chapter Development Guide', and agree on a timeline and milestones for establishing the new Chapter.

If circumstances arise in locations where new Chapters appear to be promising, a New Chapter Steering Committee will be formed. The Chair of the New Chapter Development Committee and the Regional Vice President for the proposed new Chapter will identify and recruit at least two “champions” from current LAI membership who will become ambassadors and communicate with prospective members in the new location. The Steering Committee formed for the prospective new chapter community will include the RVP, and local representatives (who may be current At-Large members). The Steering Committee will communicate with International Executive Committee and the Executive Director of LAI in planning the formation proceedings for the proposed new Chapter, as set out in the New Chapter Development Guide.

The New Chapter Steering Committee maintains the responsibility to keep a record of contact with the prospective new chapter throughout the process, to create a database of information about local industries, professional directories, academic programs, and similar resources. This record must be available to the LAI Executive Director.

LAI maintains a “New Chapter Development Guide” to assist, direct and inform the process of new chapter formation. It sets out the local Chapter Charter issuance process.

New Chapters must have a minimum of 15 members for formation and demonstrate how they will be able to grow to 25 members within three years. Prospective new local Chapters’ initial membership should reflect a diversity of the community in ethnicity, gender, and professional base, as well as having representation from the academic community.

Beyond initial formation, local Chapters are encouraged to establish a goal for a sustainable level of membership that can ensure renewal and ongoing leadership. In selecting members, the new Chapter should try to provide the mix of individuals and develop the financial resources to organize and maintain strong programs. During the first three years of New Chapter transition, new members can be identified and sponsored or co-sponsored by a member of an existing LAI chapter in coordination with a local sponsor or co-sponsor to help facilitate growth in the New Chapter.

2023-2027 LAI STRATEGIC PLAN

COMMITTEE REPORT FOUR

LAMBDA ALPHA INTERNATIONAL COMMUNICATIONS

Date: 02.01.22

Revision Date: 05.24.22

Committee Members: Phil Adams, Fay Darmawi and Tim Youmans

1. BACKGROUND

International and the local Chapters are comprised of elected members to a selective and distinguished organization of leaders and experts in land economics. Our ongoing belief is that when we market International to members and the land economics community we strengthen and grow our organization while enhancing brand awareness. Our interdisciplinary membership includes members of government, private industry, education, and the non-profit sectors.

Appreciation is enhanced at the local Chapter level by marketing our value proposition best expressed in our brand statement: "Connecting professionals; Sharing knowledge; Advancing best practices."

Appreciation of LAI is enhanced at the member level by utilizing our brand proposition to market the services, support and activities International provides, while at the same time advancing and responding to local Chapter needs.

Awareness of LAI will increase by marketing the work of local Chapter members to leaders in related industries, disciplines, Chapter cities, and countries to continue growing our selective membership.

Members are encouraged to participate in civic and community projects to bring their unique perspective and expertise, which in turn will increase awareness of LAI as an organization of leaders.

2. INTERNAL COMMUNICATION

Elevating awareness and appreciation of LAI begins with observing, maintaining, and showcasing the LAI brand identity and branding standards at both International and the local Chapters.

LAI provides branding guidance, direct support, and online marketing tools including video and other templates for Chapter identity, website development, Chapter brochure, new member recruitment ppt, and other pieces. Our new identity is an outcome of the Brand Enhancement Project, implemented as part of the *2012-17 Strategic Plan*.

The LAI website is a marketing tool providing Chapters a one-stop shop to develop, expand, and maintain local identity and Chapter administration.

The website provides a wealth of information ensuring membership is well acquainted with the nature and purpose of the organization, geographic distribution, history, and the value of its elected, honorific character. It provides members global inter-connectivity, a granular example of connecting professionals.

LAI is committed to the enhanced use of marketing tools, real and virtual, like video and social media channels to create and distribute content, reaching members in expanded and new ways, and to increase brand awareness through sharing with external professional networks.

LAI will create marketing opportunities through Zoom events, expanded content development, growth in the LAI YouTube Channel, KeyNotes, and advancing participation in LAI social media channels.

3. EXTERNAL COMMUNICATION

It is a priority to expand marketing in social media channels at the International level and educate and encourage members on the value of inquiry, the “sharing of knowledge” (sifting and winnowing) through personal and professional engagements.

LAI will continue external marketing through traditional and on-line media relations to enhance the reputation of member achievements.

LAI has and will continue to explore and implement an approved professional recognition designation for members similar to designations provided by other professional or membership organizations.

4. INCREASING LAI/CHAPTER AWARENESS, ENHANCING THE COMMUNITY

Members participating in events having high visibility, or events contributing to the greater community good leverages the established position of both LAI and its members in their disciplines and builds a public awareness of LAI with key local stakeholders.

Recent examples:

- Zia Chapter contributions to the St. Michael's Parkway project in Albuquerque.
- San Juan Chapter and LEW attendees participating in the Rio Piedras PAD.
- Ely Chapter members currently participating in developing a new Chicago Plan.

Suggested activities:

- Work with other organizations as sponsors and speakers to create an Annual Economic Summit Meeting by Real Estate firms.
- Host annual remarks by mayors or similar civic officials at local Chapter meetings.
- Sponsor public lectures or podcasts on Land Economics.
- Initiate a salon program via Zoom, and when possible, add in person attendance.
- LAI will work with interested Chapters to develop and facilitate any such program.

5. ENHANCE THE LAI AWARD PROGRAM, EXPAND BUSINESS COMMUNITY AWARENESS OF LAI MEMBER ACHIEVEMENTS

An expanded Awards program can be an effective form of outreach and marketing if the market is aware of it and learns to value the awards and awardees as important “news.”

These are some ideas to bring this about:

- Publish information about LAI Awardees on the LAI and local Chapter websites and in key local and national media, including KeyNotes.
- Prepare press releases about LAI Awardees and send to news outlets.

- Recognize LAI members in KeyNotes when they receive non-LAI Awards.
- Create local Chapter Award programs including local direction in distinct LAI Award categories.
- LAI will work with interested Chapters to develop and facilitate any such program.

6. SUPPORT MEDIA RELATIONS EFFORTS

An ongoing media relations program at the International and local Chapter level is critical to LAI marketing. The LAI Brand Enhancement Project developed several tools to enhance public relations efforts of International and local Chapters.

- A standard LAI Press Release form, distributed to all Chapters and available on the LAI website.
- A standard paragraph describing LAI to be included in all LAI or Chapter press releases.
- A media toolkit for Chapters in a similar format for local media mailing and contact.
- LAI will develop a national media database of professional publications

7. ACTION ITEMS

The Communications Committee shall have prime responsibility in effecting the marketing objectives expressed in this section of the Strategic Plan, including special purpose objectives defined to advance other Committee objectives defined from time to time and approved by the Board of Governors, including KeyNotes, Media Relations and newer communication tools (Zoom, etc.), and media channels including video (LAI-TV), podcasting and social media.

Its duties will include:

1. Review branding materials for currency and accuracy on a bi-annual basis.
2. Update Communication Briefing Papers and Notes on a bi-annual basis.
3. Ensure all outreach initiatives of LAI includes consistent implementation of policies, language, advisories, and practices approved by the Board of Governors.
4. Budget for graphic services that require outside vendors, including computer graphics, video editing, audio recording, graphic design, transcriptions, etc.

8. NEW INITIATIVE – LAI ONBOARDING PROGRAM

New LAI members may not know other new or recent members in their Chapter, and likely, new/recent members in other LAI Chapters. The LAI Onboarding Program will help new/recent members build intra-Chapter relationships, raise awareness of new member diversity, build cross-Chapter connectivity, and increase the value proposition that LAI offers its members.

International shall share the concept with Chapter leadership for input and refinement and then develop a framework for the Onboarding Program to share with interested Chapters including Spanish-speaking local Chapters.

The Onboarding development team should members of the LAI Chapter Services and Communications Committees.

GLOBAL CHAPTER AND THE AD HOC PROGRAM COMMITTEE

Date: 02.01.22

Revision Date: 05.24.22

Committee Members: Richard Cook and Les Pollock

1. BACKGROUND

As part of its 2023-2027 Strategic Plan, International is building on the growing popularity of offering programs that reach across chapter boundaries, and building on the foundation of the Global Chapter

The Covid-19 pandemic has brought forward the technical capacity and the willingness to participate across chapter boundaries. Recent webinars have provided an almost ideal forum to reach a broader audience with the findings from various research projects sponsored by the Land Economics Foundation (LEF). It has also unearthed a wealth of talent within the LAI membership and the LEF funded researchers, who now have the opportunity to share their expertise, much of which has value beyond the local chapter boundaries, on a low-cost basis to the broader LAI membership.

LAI talent should be the first choice for future cross-chapter programming, while not excluding inviting outstanding thought-leaders from outside the LAI family where there is a clear value-add proposition to LAI International.

2. CURRENT GOVERNANCE GAPS IN THE GLOBAL CHAPTER AND GLOBAL INITIATIVES AND PROGRAM COMMITTEE

While the Global Chapter has important successes, both it and the ad-hoc committee have a governance continuity gap. The Global Chapter and the Committee would benefit from:

- Clarity of purpose for global initiatives as a supplement to local chapter offerings
- Permanent committee status
- Continuous recruitment of LAI members to the cross-chapter and global opportunities, and membership on the permanent oversight committee
- Regular presence at LEW events, and
- Modest budget to sustain these goals

The 'Chapter' part of the Global Chapter name should be replaced by 'Initiative'. This would help clarify that cross-chapter programs are intended to complement, and not compete with, local chapter programs. The Global Chapter name should be changed to the Global Initiatives Committee complement the relationship with Local Chapters.

'Initiative' is an intentionally broad term to incorporate more than simply the program events.

The Global Initiatives Committee should be a permanent committee of LAI International.

3. GLOBAL INITIATIVES COMMITTEE KEY PROGRAM OPPORTUNITIES

1. Providing a regular forum for presenting results of Land Economics Foundation funded research in a timely manner that can reach a broader audience of interested members than previous methods.
2. Provide a forum for one or a series of events on specific topics which cross chapter boundaries, with the recent Color of Law series, Rethinking Suburbia and the 2020 Economic Update providing outstanding examples.
3. In the post-pandemic world, encourage and support with technical resources where needed, local chapters to continue to provide global access to local events which may be of significant interest beyond the local chapter. Sacramento's Covid-19 series in May/June 2020, Austin's Tesla impact event and the Baltimore/Rotterdam architecture series providing excellent examples.
4. On-going access to these events through the LAI YouTube channel, with highlights in KeyNotes articles.
5. Provide forums for At Large Members to gather virtually to discuss mutual interests, invite At Large Members to contribute to the program ideas and webinar moderating on Global Initiatives, and provide specific representation on the Global Initiative Committee from the At Large Member group.

2023-2027 LAI STRATEGIC PLAN

COMMITTEE REPORT SIX

COMPREHENSIVE REVIEW OF LAI SERVICE OFFERINGS

Date: 02.01.22

Revision Date: 05.24.22

Committee Members: Susannah Bergmann and Ian Lord

1. BACKGROUND

Beginning in early 2021, the LAI President, as a component background to the Strategic Plan review, constituted a comprehensive review of LAI's principle service offerings: Land Economics Weekends (LEWs) and Professional Advisory Delegations (PADs).

A Working Paper, Survey/Interview Commentary and Questionnaire, by generalized topic, was drawn up, vetted and provided to all members of LAI directly and through local Chapter encouragement. Comprehensive survey results were tabulated and distilled into a LEW Committee Report, dated September 4, 2021, with tabulated Appendices, canvassing the written feedback and dozens of personal and group interviews conducted.

A series of seven preliminary recommendations were presented in the LEW Committee Report. These are listed here:

2. RECOMMENDATIONS

1. LAI allocate to an existing or constitute a new special purpose LAI Standing Committee for Programs Planning having a five-year time horizon and mandate to canvass and prepare for a minimum of ONE ANNUAL local Chapter LEW sponsorship event (in close co-operation with Global Chapter, PAD invitational engagements and regional or interregional events) to be held in a center with or without the presence of a local Chapter.
2. LAI maintain one (1) in-person (fall) Business Meeting annually, with the Land Economics Foundation (LEF), on a restricted Agenda basis dealing only with elections, disciplinary matters and corporate affairs (including discussion on identified issues) of compelling magnitude. All other corporate Business Meetings, Standing and Ad Hoc Committee Meetings, Global Chapter and meetings of the Executive Committee and LEF Board of Directors be pursued, on Notice with set Agenda's, to proceed virtually in sessions not to exceed two (2) hours. An annual Presidents Roundtable should continue to be held in conjunction with the in-person Business Meeting and associated LEW.
3. LAI constitute and fund a standing PAD Development Committee with a mandate to encourage, entertain, evaluate, recommend and, upon LAI approval in conjunction with LEF, provide for the institution, panel selection and conduct oversight of at least one (1) invitational PAD event every 3-5 years, in conjunction with a LEW event or otherwise.
4. LAI commission an existing Standing Committee of LAI to report and recommend on ways and means to institutionalize a replicable 'Strategic LEW Marketing Plan' as an LAI responsibility, to be funded and conducted in advance of and in conjunction with any Host local Chapter LEW event.

5. The LAI President direct that a review be conducted, with recommendations, to modify or rewrite, subject to Board of Governors approval, the Memorandum of Understanding between LAI and the LEW Host local Chapter with a view to incorporating content and measures to better reflect the improvement and clarity of responsibilities in the conduct of LEW events.
6. LAI endorse a broader use of 'virtual' format meetings based upon a Production, Content and Quality Control policy defined by LAI, with Board of Governors approval, inclusive of user and dissemination advisories, disclaimers, and attributions consistent with jurisdictional laws and regulations.
7. The LAI Executive Committee reaffirm to the Board of Governors the importance of its stated Article II, 'Corporate Purpose' in decision making on the actions and activities of LAI particularly in regard to LEW, Global Chapter and program expenditure undertakings and content.

Following delivery of the LEW Committee Report, the incoming President of LAI and the Strategic Plan Committee were provided a Supplemental Implementation Report (October 25, 2021) resulting in a joint working Task Force comprising LEW, Global Initiative and Membership Committee investigations being conducted in furtherance of this Strategic Plan.

A resultant working memorandum on 'Draft Changes to LAI Standing Committees' incorporated working papers on a 'Policy for Global Initiatives' and the 'Global Initiatives Team Status Report of 21-10-16.

There followed a composite 'Proposal for Changes to LAI Standing Committees' (Proposal) for considered implementation action by the Board of Governors. These recommendations are inclusive of LEW reform, the creation of a separate Global Initiatives Committee that would supersede the Global Chapter of LAI, a new 'Assemblies Committee', responsible for coordinating the conduct with local Chapters of in-person events, and a host of ancillary matters.

The means of implementing this Proposal would involve substantial revisions to the LAI Bylaw as well as direction to other standing committees of LAI.

COMMITTEE REPORT SEVEN

MEMBERSHIP

Date: 02.01.22

Revision Date: 05.24.22

Committee Members: Andrew Fogg, Deana Grinnell, Gary Leach and Richard Wilson

1. BACKGROUND

Membership strategic focus – Strengthening organizational support to chapter development, member recruitment and growth objectives and to leverage LAI programming and initiatives toward membership outcomes

2. STRATEGIC OBJECTIVES

1. **Collect general data about the LAI Membership** – gather data as to our membership (demographics, professional acumen and interests). Note: Campaign underway to capture member profile updates with dues renewal. Review data after 2022 member dues season and assess gaps.
2. **Advise on Membership structural matters:**
 - a. Global chapter – Review at-large member strategy and consider bylaw revision as needed.
 - b. LAISA – student association – Review LAISA/student member category and how chapters support young entrants to the industry and conversion to members.
 - c. At large memberships – individuals; Through targeted outreach to active at-large members, inform an at-large member strategy.
3. **Advise on Organizational matters that relate to Membership:**
 - a. Chapter Services roles and responsibilities – review Regional VP and AVP roles and links to chapter efforts.
 - b. New chapter formation group – collaborate with the chapter initiation group to review new chapter formation membership criteria and links to Regional chapter services.
 - c. New chapter engagement - consider means to tether new chapters to the organization during their establishment period, fostering growth and engagement without over taxing the new group or risking succession failure
 - d. LEF – work with LEF as to ways to align efforts with membership strategy.
4. **Leverage Programs and Networking**
 - a. Sstrengthen local and global programming efforts to support member engagement. Work with global program team to review success of global and online initiatives to further member engagement.

2023-2027 LAI STRATEGIC PLAN

COMMITTEE REPORT EIGHT

LAND ECONOMICS FOUNDATION

Date: 02.01.22

Revision Date: 05.24.22

Committee Members: Jon DeVries, Rachel Edds, Jocelyn Frederick, Michelle Henrie and Robert McBride

1. BACKGROUND

The Land Economics Foundation (LEF) is the Trustee of a special Fund created by LAI on January 8, 1965, when it placed into Trust monies intended to be used to support the study, awareness, and advancement of land economics. As Trustee, LEF manages the LEF Fund and administers the foundation's primary activity of funding grants to enable proposed research, projects, or activities globally that meet the objectives and purposes of LAI.

The relationship between LAI and LEF is established by the "Declaration of Trust of the Land Economics Foundation of Lambda Alpha International" which has been from time to time amended -- most recently April 23, 2015. LEF is comprised of a Board of Directors and the presidents of the Chapters of LAI, all of whom together are the Board of Trustees.

LEF is governed by a Board of Directors of not less than five individuals who hold membership in good standing in LAI. The Board of Directors shall include the LAI President [note: the role has been traditionally delegated by the LAI President to the Immediate Past LAI President], the LEF President, LEF Vice President - Research, LEF Treasurer, and LEF Secretary and may include others.

The LEF Bylaw governs the affairs of LEF and has been amended from time to time -- most recently on April 22, 2021. Under the terms of the LEF Bylaw, the Board of Directors reports to the LAI President, the LAI Executive Committee and the LAI Board of Governors at regular meetings of the LAI Executive Committee and Board of Governors concerning its activities, its investment position and performance, proposed grant funding and other matters which it deems important.

Since its inception, there has been recognition of the need for the continuing administration of a Fund for the assistance, encouragement, and support of the study of land economics to promote and advance the purposes of LEF and LAI. Today, the Fund arises almost entirely from the contribution of LAI members and the earnings from its investment. A financial report showing the results of the fiscal year is provided to the Board of Trustees and to the LAI Board of Governors. The most recent report [October 2021] showed that the Fund had assets of over US\$700,000.

LEF recent annual total granting of funds to projects over the last few years has ranged between US\$25,000 and US\$52,000 averaging approximately 5 percent of the Fund annually. Granting of funds to individual projects during the same period has ranged from a low of about US\$5,000, to a high of about US\$20,000 with average funding per project being about US\$10,000.

The annual contribution from LAI members has ranged between US\$23,000 and US\$35,000. It should be noted that in recent years more than 50 percent of the total annual donation is received from members of

only four Chapters. At the other end of the scale, there are 15 Chapters (more than half of all chapters) whose members together donate less than 10 percent of the annual total of funds received.

Following the completion, in 2018, of the most recent prior LAI Strategic Plan, it was noted that in the Strategic Plan there is little mention of LEF nor any significant strategic direction provided for its engagement with LAI. A membership survey confirmed that only a small minority of LAI members were aware of the purpose and work of LEF and that many members did not see value in contributing to it.

It was the conclusion of the LEF Directors that there would be benefit in a more concerted effort to significantly raise the profile of LEF. Accordingly, the LEF Directors have endeavoured to create and implement various new measures to better expose the valuable work of LEF to LAI members and to raise the awareness of LEF to the academic and research community.

2. LEF STRATEGIC PLAN GOALS

Specific goals are that:

1. LAI members will understand and appreciate the importance of the LEF Fund in fulfilling LAI's object and purposes. As the Trustee of the LEF Fund, LEF will be widely acknowledged as a vital, integral, and contributing constituent of LAI.
2. LEF will be an effective value-adding action-oriented arm of LAI, and will be recognized as such by LAI members, and the land economics academic, practitioner and professional communities.
3. LEF will engage in enhancing and supporting LAI purposes and functions by funding projects intended to develop and/or employ land economics principles with the intention of contributing to the betterment of society.

3. LEF ACTION ITEMS

1. **LEF will be well governed and responsive to the trust of LAI.**
 - a. LEF will continue to seek diversity in membership, governance, funding and direction.
 - b. LEF will collaborate with LAI to inform Chapter Presidents of their role as Trustees of LEF.
 - c. LEF will at least annually update the content of its website to ensure currency and accuracy.
 - d. LEF will periodically review the LEF Bylaw for currency and consistency with this strategic plan, and in particular Article VI Section 1 and Article VII Sections 2 and 3.
2. **LEF will provide a relevant means by which LAI members contribute to society.**
 - a. LEF will seek to increase funds raised through voluntary LAI member contributions received with annual dues and in connection with other LAI events and programs.
 - b. LEF will initiate an annual funding appeal jointly with LAI to be made directly to LAI members accompanied by an annual report.
 - c. In collaboration with LAI, LEF will create, promote and deliver an annual (and recorded) webinar with an invitation extended to all LAI members in which to present the work of LEF and available opportunities.
 - d. LEF will develop and implement an approach to requesting/encouraging and recognizing larger individual contributions, bequests and in-memorial donations.
 - e. LEF will investigate the feasibility of making donations by Canadian members tax deductible.

- f. LEF will encourage and facilitate LAI members to donate time and talent to LEF projects.

3. LEF will promote positive awareness of LAI amongst academics and researchers.

- a. LEF will review and update its Research Priorities on an annual basis to ensure that they reflect and support the objectives of this strategic plan and are endorsed by the Trustees.
- b. LEF will annually disseminate the Research Priorities to academic institutions, professional associations, and to LAI chapters.
- c. LEF will continue to prepare and publish on its website an annual Funded Research report.
- d. LEF will share project results via LAI Keynotes with links to publications and YouTube videos.
- e. LEF will leverage LAI social media platforms to promote awareness of LEF and opportunities.
- f. LEF will offer live (and recorded) briefs of research findings within LEW programs.

4. LEF will support local LAI chapter community betterment initiatives.

- a. LEF will collaborate with LAI and Chapters to fund Professional Advisory Delegations (PAD) similar to the PAD held in conjunction with the spring 2019 LEW in Puerto Rico.
- b. LEF will encourage those Chapters seeking to host a LEW to submit a grant application to support LEW-related programming (symposiums, charettes, panels, etc.) which reflects LEF research priorities and to clearly identify the value proposition in its application.
- c. LEF will review and consider awarding grant applications where a proposed LEW-related program could result in an identifiable legacy benefit in the host community.
- d. LEF will give priority to supporting research and community enhancement projects that include active Chapter collaboration and participation.

2023-2027 LAI STRATEGIC PLAN

SUPPLEMENT

LEW SURVEY REPORT

Date: 09.04.21

SEE FOLLOWING PAGES

REPORT

September 4, 2021

TO: LAI President Sheila Harris
LAI Executive Committee

FROM: Land Economics Weekend (LEW) Committee Co-Chairs
Susannah Bergmann, Baltimore Chapter
Ian James Lord, F.L.A.I., Simcoe Chapter

INTRODUCTION

We are pleased to report on a comprehensive survey of the LAI local Chapter Membership into the subject matter of Land Economics Weekend experiences.

At the request of LAI President Dr. Sheila Harris, Susannah Bergmann (Baltimore Chapter) and Ian James Lord, F.L.A.I. (Simcoe Chapter) were constituted as an ad hoc LAI Committee, convened in conjunction with other elements of the LAI Strategic Plan review, then underway. We produced a Working Paper on the history and overview of Land Economics Weekends (LEW's) conducted by LAI by way of local Chapter host sponsorships.

Upon the LEW Committee's recommendation, a comprehensive LEW Survey was drawn up, extensively reviewed and condensed and provided to the Membership in August, 2021.

In excess of 10% of the approximate 2300 LAI local Chapter membership responded providing a wealth of commentary on the principle inquiry into the conduct of LEW's, their frequency, strengths, weaknesses, options and opportunities. LAI owes a debt of gratitude to this highly responsive set of contributors.

In addition, while some 85% of respondents chose the Survey response route, the LEW Committee convened and jointly conducted 18 individual and multiple ZOOM interviews lasting approximately one (1) hour each, requested by some 27 Survey respondents who desired one-on-one or small group interpersonal discussions. These latter interviews extended over the latter one-half of August, 2021 into early September.

This is our Report on the findings both of the LEW Survey results and our RECOMMENDATIONS for consideration by the LAI President, the Executive Committee (EC) and Board of Governors (BoG) of Lambda Alpha International (LAI).

EXECUTIVE SUMMARY

Land Economic Weekends have a twenty-one (21) year history of conduct and represent LAI's second most costly revenue investment of Member dues.

LAI convened a Committee to conduct a survey and interviews with LAI Members on all aspects of the efficacy of LEW events. A creditable representative response offered a comprehensive assessment of LEW's on identified subjects, colloquially described as: likes and dislikes; frequency; measures of improvement and change; the role of Professional Advisory Delegations (PAD) associated with LEW's or otherwise, and other relevant considerations expressed by the responding Membership.

This report summarizes the LEW Survey and discussions and presents seven (7) RECOMMENDATIONS, below listed, for consideration. The Report does not detail matters raised in responses but remain outside the inquiry into the conduct of LEW's, to any significant degree.

This Report should be considered in conjunction with other reports and investigations conducted in furtherance of the LAI Strategic Plan review.

RECOMMENDATIONS

- 1. LAI allocate to an existing or constitute a new special purpose LAI Standing Committee for Programs Planning having a five year time horizon and mandate to canvass and prepare for: a minimum of ONE ANNUAL local Chapter LEW sponsorship event (in close co-operation with Global Chapter, PAD invitational engagements and regional or interregional events) to be held in a centre with or without the presence of a local Chapter.***
- 2. LAI maintain one (1) in-person (fall) Business Meeting annually, with the Land Economics Foundation (LEF), on a restricted Agenda basis dealing only with elections, disciplinary matters and corporate affairs (including discussion on identified issues) of compelling magnitude. All other corporate Business Meetings, Standing and Ad Hoc Committee Meetings, Global Chapter and meetings of the Executive Committee and LEF Board of Directors be pursued, on Notice with set Agenda's, to proceed virtually in sessions not to exceed two (2) hours. An annual Presidents Roundtable should continue to be held in conjunction with the in-person Business Meeting and associated LEW.***
- 3. LAI constitute and fund a standing PAD Development Committee with a mandate to encourage, entertain, evaluate, recommend and, upon LAI approval in conjunction with LEF, provide for the institution, panel selection and conduct oversight of at least one (1) invitational PAD event every 3-5 years, in conjunction with a LEW event or otherwise.***
- 4. LAI commission an existing Standing Committee of LAI to report and recommend on ways and means to institutionalize a replicable 'Strategic LEW Marketing Plan' as an LAI responsibility, to be funded and conducted in advance of and in conjunction with any Host local Chapter LEW event.***
- 5. The LAI President direct that a review be conducted, with recommendations, to modify or rewrite, subject to BoG approval, the Memorandum of Understanding between LAI and the LEW Host local Chapter with a view to incorporating content and measures to better reflect the improvement and clarity of responsibilities in the conduct of LEW events.***
- 6. LAI endorse a broader use of 'virtual' format meetings based upon a Production, Content and Quality Control policy defined by LAI, with BoG approval, inclusive of user and dissemination advisories, disclaimers and attributions consistent with jurisdictional laws and regulations.***
- 7. The LAI Executive Committee reaffirm to the BoG the importance of its stated Article II, 'Corporate Purpose' in decision making on the actions and activities of LAI particularly in regard to LEW, Global Chapter and program expenditure undertakings and content.***

The text of our Report follows.

There are two Appendices:

APPENDIX A: LEW Survey Monkey Summary Data 2021

APPENDIX B: LEW Survey Locational Suggestions and Themes

A. LEW Frequency and Format: Tweaking the Model

More or less since the year 2000, LAI and its local Chapters have offered LEW events, each over three (3) days, loosely organized east coast/west coast, twice (2) annually. It is to this model to which the respondents, in the majority, supported some changes and offered many constructive suggestions on other aspects of the conduct of LEW's.

The principal change supported centred not on the conduct or geographic distribution of LEW events, but rather to the frequency of formal LEW's.

Just over 60% of all Survey respondents expressed a preference for ONE (1) formal LEW offering, annually, from the alternative options listed or available. Some 70% of all respondents said that there would be no negative impact on the appreciation of LAI – likely due to the recognition that principal associations of LAI are connected to the local Chapters of LAI.

While this single LEW preference was not universal, its foundations were rooted in individual considerations of personal and organizational expense, practical realities of time budgets, and frank expressions of reasonable expectations.

Even with that preference, comments also appreciated the availability of choice, within a format of two (2) LEW's hosted per year by volunteer local Chapters. Others volunteered that alternative engagements vehicles could retain a degree of interconnection, especially social and professional contacts.

Among these suggestions (some discussed further, below), to supplement an annual (likely Fall) LEW, Survey respondents supported:

- Regional LEW's
- Special invitational Professional Advisory Delegations (PAD)
- Virtual LEW events
- Enhanced Global Chapter offerings.

While the majority of the some 150 respondents supported the ONE (1) annual LEW offering with the additional comments above referenced, it is instructive to weigh the fact that almost 30% supported the existing LEW format of two (2) events annually, with similar options and additional comments for their conduct. That same but lesser group percentage felt a reduction in LEW opportunities would act to the disbenefit of LAI.

As well, there was some expression of support for fixing alternative weekdays for formal LEW events; however, in the main no significant concerns were expressed for structuring LEW's around weekends.

It is noteworthy that some 50% of all respondents had never attended a LEW and of these, about half were new Members - wherein COVID-19 had restricted any LEW access.

Other aspects affecting the conduct of LEW events, however structured, are discussed further below. These include the conduct of Business Meetings of LAI and the Land Economics Foundation (LEF), the content and conduct of local Chapter events and ways and means to enhance the social interaction and connectivity of the Membership in group settings, real or virtual.

RECOMMENDATION

- 1. LAI allocate to an existing or constitute a new special purpose LAI Standing Committee for Programs Planning having a five year time horizon and mandate to canvass and prepare for: a minimum of ONE ANNUAL local Chapter LEW sponsorship event (in close co-operation with Global Chapter, PAD invitational engagements and regional or interregional events) to be held in a centre with or without the presence of a local Chapter.***

B. Business Meetings

In like manner since the year 2000, LAI and its local Chapters have offered LEW events, each over three (3) days, loosely organized east coast/west coast, twice (2) annually, and infrequently outside North America. Business Meetings are conducted on the first day, traditionally a Thursday, followed by a President's Reception that night, open to all LEW attendees, consisting of Opening Remarks and appetisers, in a convivial setting. Again, it is to this model to which the respondents, in the majority, supported some changes and offered many constructive suggestions on other aspects of the conduct of LEW's.

It is instructive to recall that the 'Business Meetings' have evolved considerably over the intervening 21 year period. Whereas the 'Business Meeting' of the LAI corporation is statutorily prescribed to occur annually, that requirement presented the necessity and opportunity to convene the local Chapter Presidents and the biannually elected Executive Committee to meet in person. Together, these two groups form the sole voting Members of LAI; they are collectively known as the Board of Governors (BoG) of

LAI. They are charged by the LAI By-law to conduct and direct the affairs of the corporation.

But the Business Meeting day evolved to include other representative groups, which, until COVID-19, had also met in person as part of the Business Meeting of LAI or in an adjunct meeting, generally on the same day. These include:

- The Land Economics Foundation (LEF) Board of Directors, who meet separately;
- The LEF, consisting of its Board of Directors and the local Chapter Presidents, (as the sole voting Members), which meets within the scheduled time of the LAI BoG Business Meeting;
- The Presidents Roundtable, consisting of local Chapter Presidents and voluntary attendees, who meet separately with an ad hoc structured Agenda and rotating moderator;
- Various Standing Committees of LAI and LEF as well as Special Purpose Committees and the Global Chapter executive (an LAI formal programs Committee). These representatives meet separately at the call of their respective Chairs.

It is clear from the Survey that there is a general attitudinal dislike to the past Business Meeting format, including the attendance conflicts, difficulty and time involved in orchestrating attendances and the setting of individual meetings - especially where multiple representative roles are engaged.

In addition, partly no doubt due to the experience gained from virtual meetings via ZOOM, Web Ex, etc., the Survey demonstrated that widespread support for eliminating two in-person LAI Business Meeting events per year was evident.

Of some 136 respondents (not all being experienced Business Meeting participants), fully half (50%) supported one (1) in-person business meeting annually – and one (1) virtual meeting. The virtual meetings themselves were supported - as per COVID-19 practice – in being limited to manageable one (1) or two (2) hour sessions, not longer.

The replacement of one (1) in-person Business Meeting annually was suggested to have positive financial consequences usable elsewhere, independent of the number of formal LEW events. Use ideas for this dollar resource was multi-directional, including expenditures on the drawing power of expanded Professional Advisory Delegations (PAD), addressed below.

While legislative provisions of the State of Illinois have relaxed in-person attendances at corporate annual general meetings in favour of virtual attendances (where all voting Members are free to participate simultaneously through both audio and visual means), it remains to be seen whether such empowerments will remain permanent. It is clear in both State and LAI By-law provisions, that voting by proxy is not permitted.

The Survey results strongly support retaining the benefit of face-to-face social interaction, companionship and exchanges in linking the Business Meeting to a LEW. That said, strong support also existed for limiting LAI and LEF Business Meetings to essential issues of elections, disciplinary matters and corporate affairs (including discussion on identified issues) of compelling magnitude, leaving day-to-day custodial matters to one or more virtual meetings, on set Agenda's.

The setting of the LAI Business Meeting Agenda is the prerogative of the LAI President.

For those meeting events that do not require personal contact, the growing and continued use of cross-regional virtual sessions can be Agenda and topic specific. Virtual meetings are also supportive of the LAI Committee structure, provided they are properly minuted, reported upon and made available on-line.

LAI should not consider this commentary reflective of a strong endorsement for further virtual events. Widespread virtual fatigue was broadly reflected in the comments.

LAI and LEF qualifying corporate business might reasonably be expected if not required to be co-ordinated and considered together in light of the terms of the Declaration of Trust maintaining LAI responsibility over the affairs of LEF, including annual reporting by LEF to the LAI BoG.

RECOMMENDATION

- 2. LAI maintain one (1) in-person (fall) Business Meeting annually, with the Land Economics Foundation (LEF), on a restricted Agenda basis dealing only with elections, disciplinary matters and corporate affairs (including discussion on identified issues) of compelling magnitude. All other corporate Business Meetings, Standing and Ad Hoc Committee Meetings, Global Chapter and meetings of the Executive Committee and LEF Board of Directors be pursued, on Notice with set Agenda's, to proceed virtually in sessions not to exceed two (2) hours. An annual Presidents Roundtable should continue to be held in conjunction with the in-person Business Meeting and associated LEW.***

C. Adjuncts to LEW's: PAD's and Regional Meetings

Amongst the Survey respondents, strong support was evidenced for the investment by LAI in Professional Advisory Delegations (PAD). Some 68% of 132 respondents endorsed this concept while that same support in one-on-one and small group discussion was almost universal. The primary sentiment support centred on LAI fielding a vehicle to give back to the community through Member's investment of their cumulative expertise in city building, renewal and social justice issues.

A PAD is understood to be responsive to a local initiative and is constituted upon an invitation to LAI to address a problem set.

Rationales for PAD's included, as well: the prospect of engaging more Members attendance if held in conjunction with a LEW; a possible replacement of a Business Meeting; a forum for idea exchanges as the 'right thing to do' using LAI's biggest asset: the expertise of its Members; and for exploring rich problem sets in such areas or topics as rapidly growing centres, border communities, coastal resilience, crime, or other social justice issues of focus in second tier cities.

Apart from the PAD support, strong endorsement was also evidenced for the creation of Regional and sub-Regional events with open attendance invitations that might focus on issues common to three (3) or four (4) local Chapters – a small 'lew' event. While emphasizing the value of in-person interactions, it was suggested these regional gatherings could save cost, perhaps be conducted virtually, be video recorded and condensed and offered more broadly to advance the principal goal of engaging more Members.

A listing of potential engagement topics is found as part of **Appendix B** to this Report.

RECOMMENDATION

- 3. LAI constitute and fund a standing PAD Development Committee with a mandate to encourage, entertain, evaluate, recommend and, upon LAI approval in conjunction with LEF, provide for the institution, panel selection and conduct oversight of at least one (1) invitational PAD event every 3-5 years, in conjunction with a LEW event or otherwise.***

D. Marketing a LEW

The Survey interviews permitted a somewhat 'deeper dive' into considerations relevant to enhancing the exposure of and attendance at LEW events, Business Meetings aside. In commentary consistent with the Survey itself, respondents were virtually unanimous in their appreciation that LAI needs to do more by way of better marketing of its signature offering.

Historically, the conduct of a LEW has been presented to all LAI local Chapter Members in a somewhat ad hoc fashion: video clips at a Business Meeting and gala dinner; LAI website and email postings; word-of-mouth reminders through local Chapter Presidents; KeyNotes ads and accessible program and accommodation exchanges, generally at the initiative of the Member.

Despite these efforts, it was noted that a Member has to physically attend a LEW to understand its value: educational, social, informational and networking potential. In this regard, it was expressed that invitational efforts must be personalized.

Survey respondents recognized that it is the local Chapter that is best equipped with the knowledge of program direction, content, changes and draws. The local physical environment was seen as being very important to the conduct and success of a LEW. While strong support was evidenced for the larger value of addressing common questions and issues, there was a clear recognition that the Host local Chapter must have primary responsibility for setting the LEW content agenda, not LAI.

There was a danger seen in LAI attempting to overplan a LEW.

Yet it is clear that the added responsibility of invitation outreach beyond the Host local Chapter is difficult and properly reliant on the vehicles more openly available to LAI.

To encourage a greater flow of information on upcoming LEW's and to ensure direct dissemination and communication with all the Members of local Chapters of LAI, LAI was urged to do more.

Survey respondents said an LAI focus should be on supplying the 29 local Chapters in advance with the intended LEW product.

Better marketing also noted the importance of visualizing the offering and the build up should include such 'teaser' elements as:

- Direct outreach exposure
- Pictorial 'grab', image, video (2 minutes) demonstrating the intention and depth to build the brand of the LEW
- Content, program, intended take-aways and themes overview
- Video tours
- Video links
- Stories and access
- Testimonials: expertise of presenters
- Issue identification sessions
- Spousal Engagement/Accommodation options
- Extended experiential opportunities
- WebEx/ZOOM venues Q&A

It was expressed that the emphasis on visual marketing should lead to the LEW intention of making the vision a reality. Invitation exposures should be tightly edited, short, comprised of impact digestible bullets and be more than static camera shots.

LAI should expand and formalize its outreach 'word of mouth' efforts rather than the somewhat simplistic plea to local Chapter Presidents to 'carry the word' back to local Chapter Members. Too often this is repeated simply as a date and destination. Some respondents suggested that a special target should be new Members, through word of mouth conversations and communications, early in their tenure.

An upcoming LEW presentation should be a part of every local Chapter meeting, not only messaging from LAI.

LAI was urged to 'think virtual', a phenomenon learned by all through COVID-19, and adaptable to LEW marketing. In this regard, a planned program for sharing back the experience of the LEW was seen as a vehicle to furthering marketing for future LEW events and to be of benefit those not able to attend.

RECOMMENDATION

- 4. LAI commission an existing Standing Committee of LAI to report and recommend on ways and means to institutionalize a replicable 'Strategic LEW Marketing Plan' as an LAI responsibility, to be funded and conducted in advance of and in conjunction with any Host local Chapter LEW event.**

E. LEW Preparation, Conduct, Recording and Dissemination

As invited, many Respondents provided LAI with a variety of comments intended or directed at LEW 'improvements'. Those germane to this topic are listed here, including some repetition with the foregoing. While the list is not closed, a much fuller record of the commentaries has been collected for further discussion in planning future LEW's.

It is worthy of note that the Survey resulted in a tie vote as to whether LEW's needed to be conducted in a centre with an existing Host local Chapter versus another location with Chapter potential or extraordinary draw appeal.

Comments on 'improvements' generally centre on LEW's conducted by a Host local Chapter.

Those suggestions and comments that the LEW Committee rank as appropriate for closer consideration include the following:

1. The absolute need for better marketing of LEW events, both pre and post, that is direct and personal to all Members, as described above under 'Marketing a LEW'.
2. A clear description of the division of responsibilities between LAI, the Host local Chapter and other contract personnel, including the timing and deliverables expected.
3. A standardization of expectations and content in respect of LAI mandated inclusions without the same creating an undue impediment to the otherwise unrestricted flexibility of the Host local Chapter as to program content. These template matters should include:
 - a) marketing stages, timing and responsibilities;
 - b) early collaborative dialogue on relevance or capability to address prioritized larger topic themes/fundamental issues of interest across the LAI Membership (see: 'LEW Purpose, Content and Monitoring', below);
 - c) Member cost minimization options;
 - d) provision for commemorating the LEW with excerpts, film segments and summary commentary: the creation of an essential record and library for dissemination and access;
 - e) addressing spousal planning; personal time; trip extension and event opportunities;
 - f) scripting the President's Reception and Closing Gala Dinner more closely with a view to producing a greater opportunity for 'mixing, meeting, mingling';

- g) express provision for older demographics and mobility challenges;
- h) advancing a detailed process Agenda for any PAD component.

As demonstrated by many individual comments, Respondents expressed different views as to the conduct of the LEW event in its execution. Some felt the early hours onerous, some resented long bus excursions, some suggested that long sittings listening to ‘talking heads’ be broken up, made more concise and not constitute project marketing pitches, but rather address ‘how to do’ topics and expose’s of successful problem solving.

In this latter regard, some 80 Survey Respondents reflected on the strengths of Host local Chapter LEW programs and, in particular, recalled repetitive positive aspects and elements: better local scene access (68%); opportunity for distinguished and knowledgeable speakers (70%); interesting walking tours (60%); ‘netwalking’ and networking events (49%); own expeditions (45%).

Generally, the creativity of Host local Chapter venues was valued and extolled. Suggestions for tweaking the model were cosmetic and sensitivity oriented, rather than suggested sea changes in the conduct of the LEW.

Supported as well were the invitational dinner venues of interdispersed Members and venues, often hosted by local Chapter Members.

RECOMMENDATION

5. The LAI President direct that a review be conducted, with recommendations, to modify or rewrite, subject to BoG approval, the Memorandum of Understanding between LAI and the LEW Host local Chapter with a view to incorporating content and measures to better reflect the improvement and clarity of responsibilities in the conduct of LEW events.

F. Virtual Meetings and Formats

It was evident from the amalgum of Survey Respondents that considerable experience had been garnered of ‘virtual’ exchanges and meetings, both from LAI and other sources during the COVID-19 pandemic.

Not surprisingly, the complaint was heard of ‘saturation overload’ and a reticence to engage in new initiatives requiring multiple virtual experiences. That said, many noted that the presence of virtual reality meetings was likely here to stay and some

envisaged major holographic aid enhancements would occur in the not too distant future.

Many extolled the efficiency of virtual meetings, particularly in their effectiveness to address Agenda and resolve pro forma Agenda issues in a timely and practical way.

As described earlier, a strong sentiment was expressed supporting the employment of virtual event schedules to address Business Meeting agenda items, LAI Committee and local Chapter contact meetings, Regional Vice President updates, local Chapter reports and matters identified as not requiring face-to-face interpersonal debate, controversy or discussion.

While little support envisaged conducting a LEW virtually, such was not the case for an expansion of Global Chapter and Committee programming.

Many respondents supported the use of virtual event sessions, properly advertised, as a vehicle to address common issues across local Chapters. A listing of identified topics is included elsewhere in this Report, **Appendix B**.

A clear support theme and basis for the value of virtual communications in the enhancement and dissemination of information, discussion and communications was evident.

It was felt that this vehicle could successfully engage non-LEW attendees and new Members. The more vital the topic, the greater was the expectation of interest. Again, LAI's biggest asset is considered to be the expertise of its Members. It was expressed that to take ourselves more seriously, LAI should invite and undertake exposure options that are more effectively served by virtual sessions, than international in-person gatherings.

The Membership is clearly alert to the fact that distance separation plays very little influence on connectivity in the virtual world. Some saw the growth of this phenomenon as a means to expand Membership, by invitation, and conduct mini-Regional oriented LEW events, at a small cost: events could be free or conducted at a small convening fee.

It was felt that modelling programs and workshop engagements were component potentials for virtual meetings.

The ability to record, store, replay and disseminate virtual events are self-evident values of this communication device. LAI was admonished to 'Think Virtual'; however,

in so doing, to emphasize quality over quantity and to ensure ‘bite sized’ programs of one-half (1/2) hour increments, and not to exceed two (2) hours in length, but inclusive of hybrid and face-to-face content.

Finally, where virtual events are intended to be pre-recorded, it was suggested that special attention be paid to the visual aspects where progression is evident, namely, that edits present impacts in digestible bullets and visual aids extend beyond the static camera but remain short, focused and ‘edited live but not live’.

RECOMMENDATION

- 1. LAI endorse a broader use of ‘virtual’ format meetings based upon a Production, Content and Quality Control policy defined by LAI, with BoG approval, inclusive of user and dissemination advisories, disclaimers and attributions consistent with jurisdictional laws and regulations.***

G. LEW Purpose and Monitoring: LAI Directions

While not expressly a Survey questionnaire topic, several respondents elaborated upon or volunteered comment on LAI’s responsibilities in relation to LEW’s.

There was no expressed reticence with the continued promulgation of LEW events or their presence as the second single most demanding expenditure by LAI, of its limited resources. The role of LAI in fostering interconnection between local Chapters and their Members, educational contributions to the Members at large and the substantial support offered to Host local Chapters were all supported as essential service offerings to a collection of what is seen by some to be largely a collection of social clubs.

That said, a more fundamental common theme was expressed particularly in the interviews. Namely, that a more demanding civic responsibility rested with LAI to identify and advance social issues in land economics and to foster enterprises in its sponsored activities that demonstrate a better use of its Member resources.

This element transcends commentary on such aspects as the use of virtual meetings, the setting of Agenda’s, promoting consideration of LEW content and the role of the Global Chapter. It goes to the core of the LAI purpose, its foundations as expressed by Dr. Richard Ely and the academic focus evidenced in early local Chapter development.

Interviewee’s consistently emphasized that LAI had a ‘moralistic purpose’ which should prevail in the conduct of its activities, the essence of which could be better

fulfilled by a renewed and clearer recollection of its purposes as expressed through its programming decisions.

Interviewee's consistently returned to LAI's role in evaluating change in the urban dynamic through investigating topics of common interest across the Membership. As addressed in **Appendix B** "LEW Locational Suggestions and Themes" it can be seen that LAI is being reminded that LAI's originating sense of purpose be refreshed, reconfirmed, expanded and implemented in conscious decision making and program support.

The LAI By-law clearly sets, in Article II, a set of Corporate Purposes:

"LAI is an honorary, non-political professional organization whose purposes are:

1. To recognize and honor men and women in all parts of the world whose achievements have contributed, directly or indirectly, to the advancement of the science of land economics, to a better understanding of the principles of land economics, or to the practical application of such principles in the preservation, development or better utilization of the world's land resources;
2. **To encourage and support the study of land economics and support the highest ideals of scholarship and integrity for all fields - professional, business, governmental and academic - in which land economics is studied or practiced;**
3. **To expand the world's knowledge and understanding of the principles of land economics and encourage and support the application of such principles to both public policy and private endeavor;**
4. **To take those actions and support those ideas, individually and collectively, which contribute to the enrichment of our urban and rural environment and benefit the quality of human life; and**
5. To advance a close working bond and mutual understanding among men and women engaged in all disciplines and activities related to land economics." *(emphasis added)*

LAI has several vehicles to effect these purposes, the LEW events being of primary budget priority. Therein lies a dichotomy: mandating LEW program content to

advance LAI Corporate Purpose v. the social and conviviality in the freedom of a Host local Chapter to design its agenda to showcase its own community.

In the forgoing recommendations, the LEW Committee Recommendations attempt to draw a reminder of LAI's stated objectives and purposes while leaving the LEW program mandate issue to 'consensual discussion'.

By suggesting topics and venues expressed as of Member interests by Survey respondents, the LEW Survey provided a suitable instrumentality for LAI to foster their appreciation and delivery in separate actions of the LAI Communications and other program oriented Committees of LAI – thereby promoting a more inclusionary and dedicated respect to advancing topics of interest across the Membership germane to LAI's purposes.

LAI's foundation takes a broader perspective on urban issues and urging LEW venues to consider addressing same reinforces the common wheel.

By periodically reminding itself of LAI's Corporate Purpose, LAI can advance its civic responsibilities by enhancing the delivery of relevant program content, often in close co-operation with Host local Chapters in event planning.

As well, by actively seeking and finding opportunities to respond to civic needs, by the emphasis on constructive PAD engagements and by Regional events, each are another plank in this effort at corporate fulfillment.

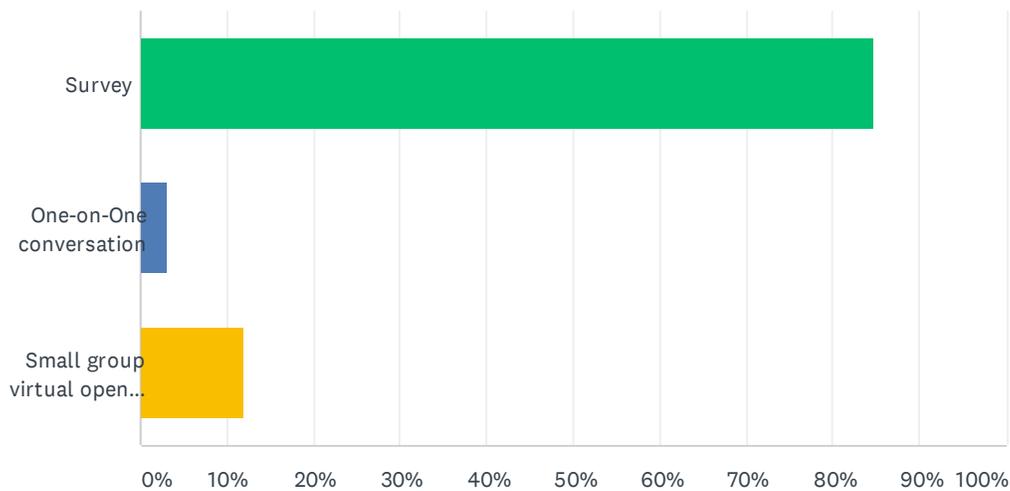
One Member said he is a 'fan of action'. LAI can foster this by actively steering and addressing cross local Chapter topics. Especially those seen by the respondents to be timely, germane and beneficial to advancing LAI's stated Corporate Purpose – through a more meaningful display of LAI action.

RECOMMENDATION

7. The LAI Executive Committee reaffirm to the BoG the importance of its stated Article II, 'Corporate Purpose' in decision making on the actions and activities of LAI particularly in regard to LEW, Global Chapter and program expenditure undertakings and content.

Q1 LEWs are designed to provide a forum for personal member interaction and idea exchange, as well as providing unique insights into local communities, projects and experiments in urban issues. We expect that as much can be learned from those who have attended a LEW as from those who have not. A series of questions allow you to describe what is or would be meaningful to you. How would you prefer to participate? Please check the option of your choice.

Answered: 217 Skipped: 0



ANSWER CHOICES	RESPONSES	
Survey	84.79%	184
One-on-One conversation	3.23%	7
Small group virtual open discussion	11.98%	26
Total Respondents: 217		

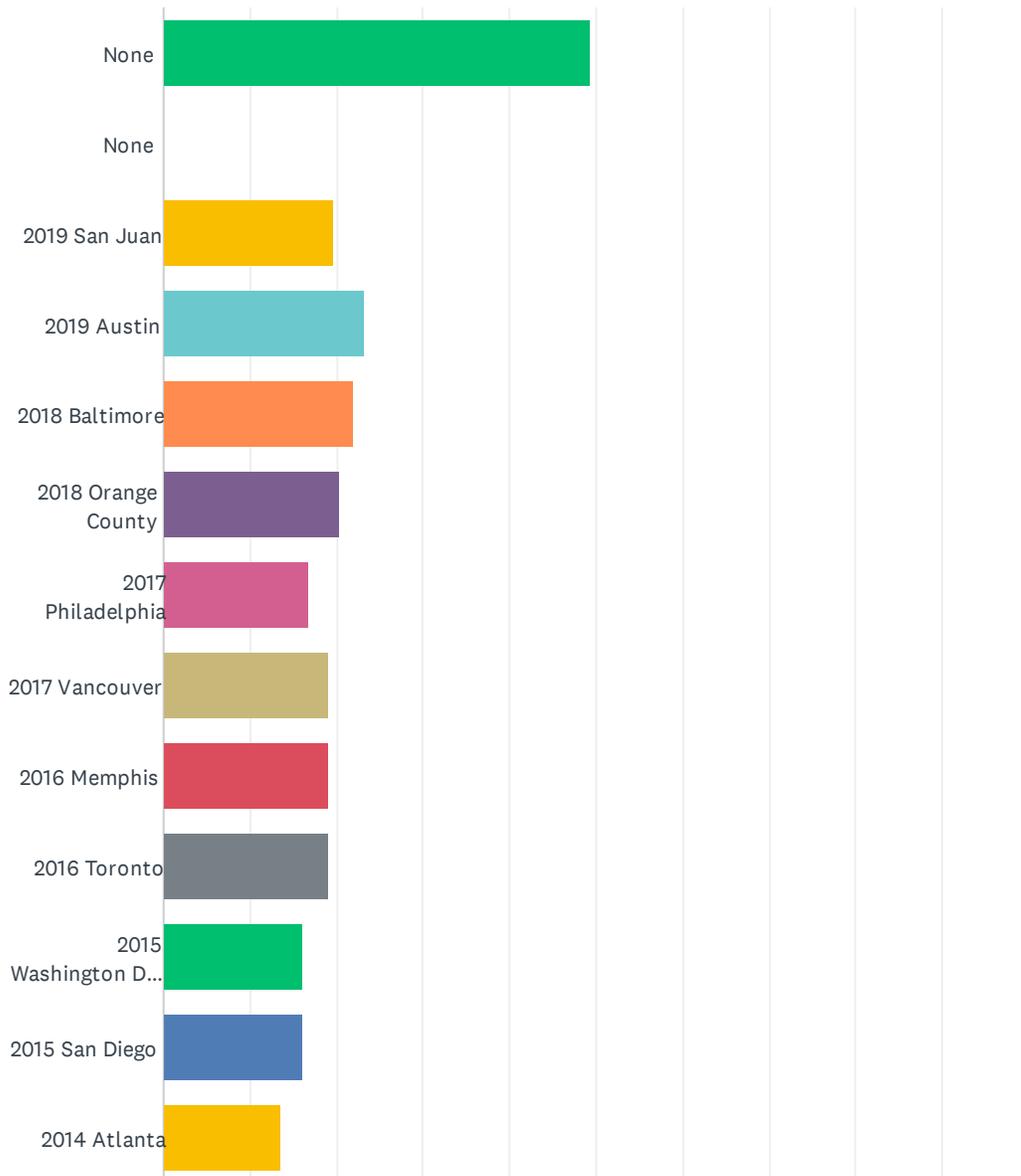
Q2 NAME of SURVEY PARTICIPANT

Answered: 29 Skipped: 188

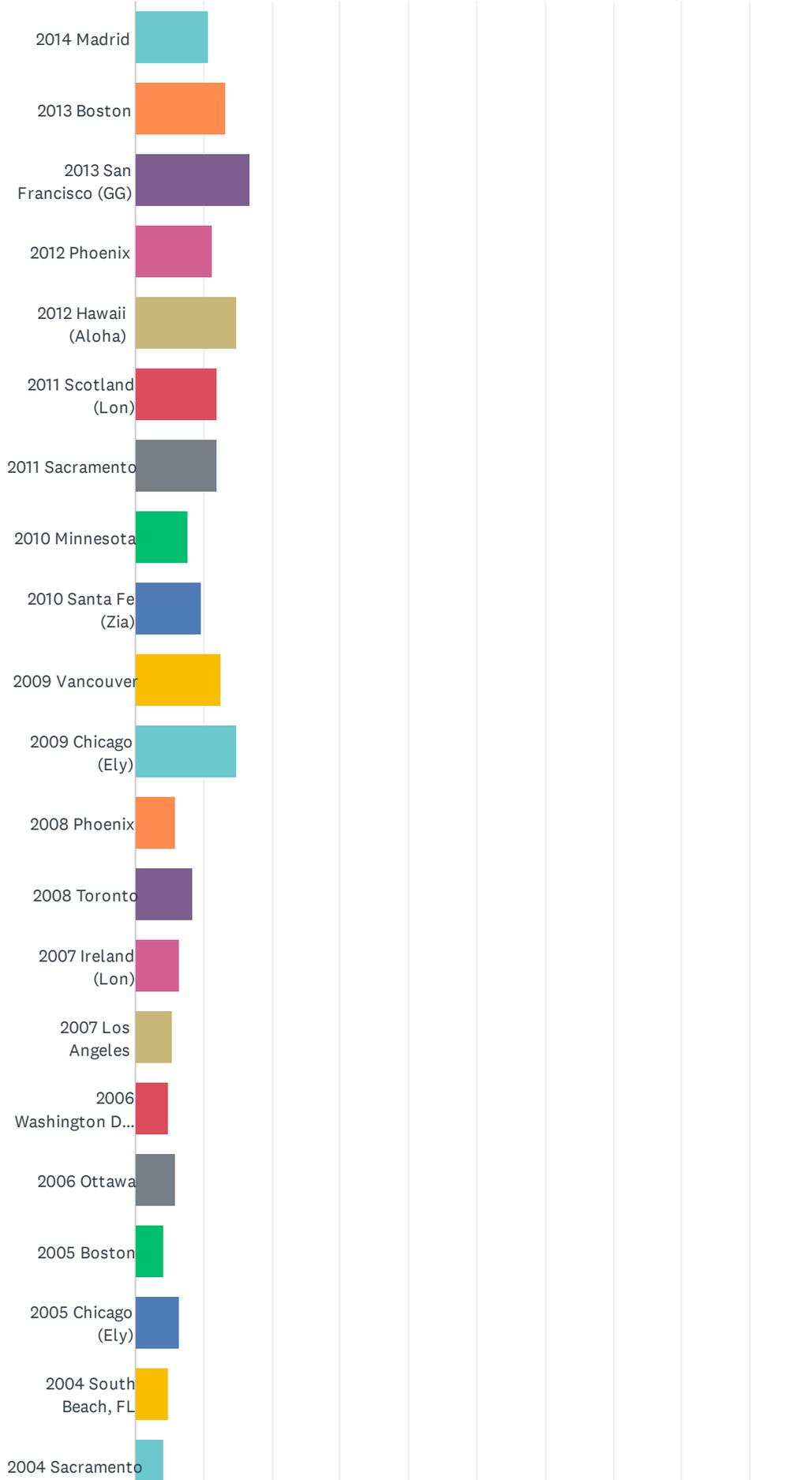
ANSWER CHOICES	RESPONSES	
First Name	100.00%	29
Last Name	100.00%	29
Email	100.00%	29

Q3 LEWs are international gatherings in chapter cities each spring and fall and are open to all members and their guests. The 3-day gathering includes a business meeting on the first day and two days of timely and informative presentations and tours of the host city. The LEWs provide opportunities for members to broaden their perspectives and meet face to face with other top professionals from around the world, while getting behind the scenes access to projects in some of the world's most interesting cities. These meetings often include presentations addressing wider international, national and regional issues. They also provide a forum for networking and discussions among LAI's wider membership. Which Land Economics Weekends (LEWs) have you attended?

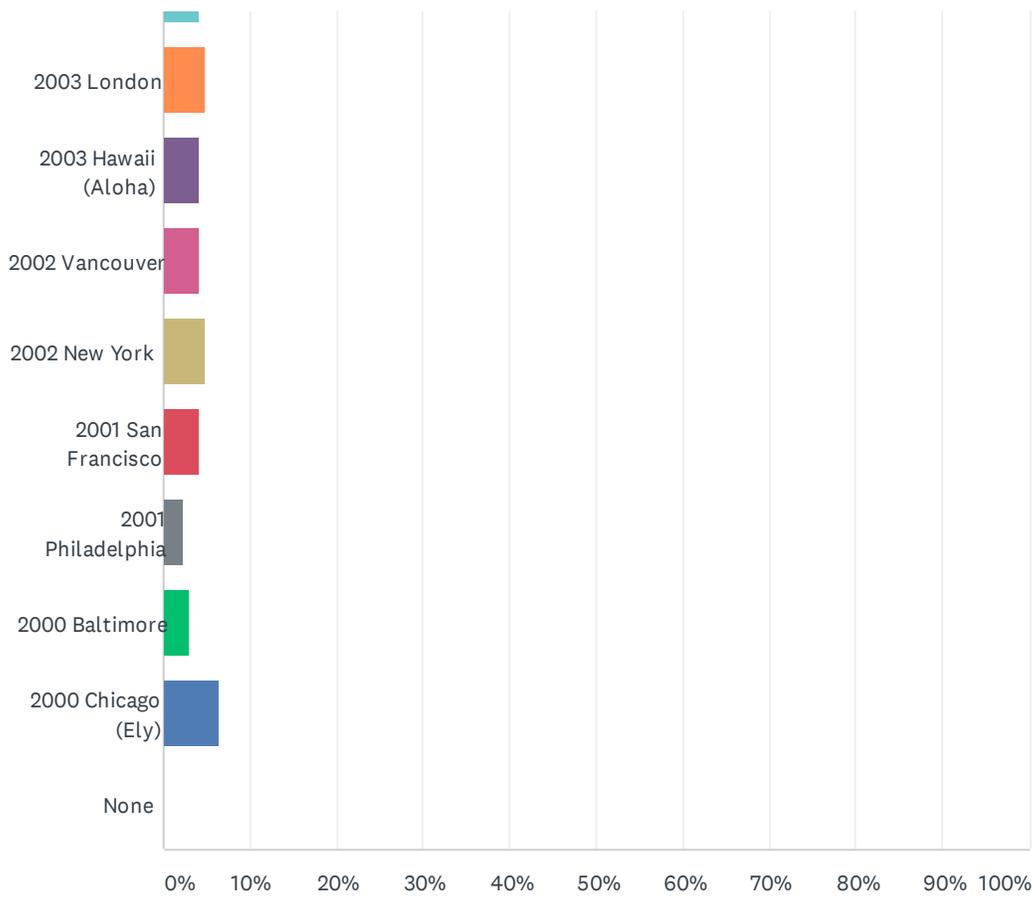
Answered: 168 Skipped: 49



Land Economics Weekend Survey



Land Economics Weekend Survey



Land Economics Weekend Survey

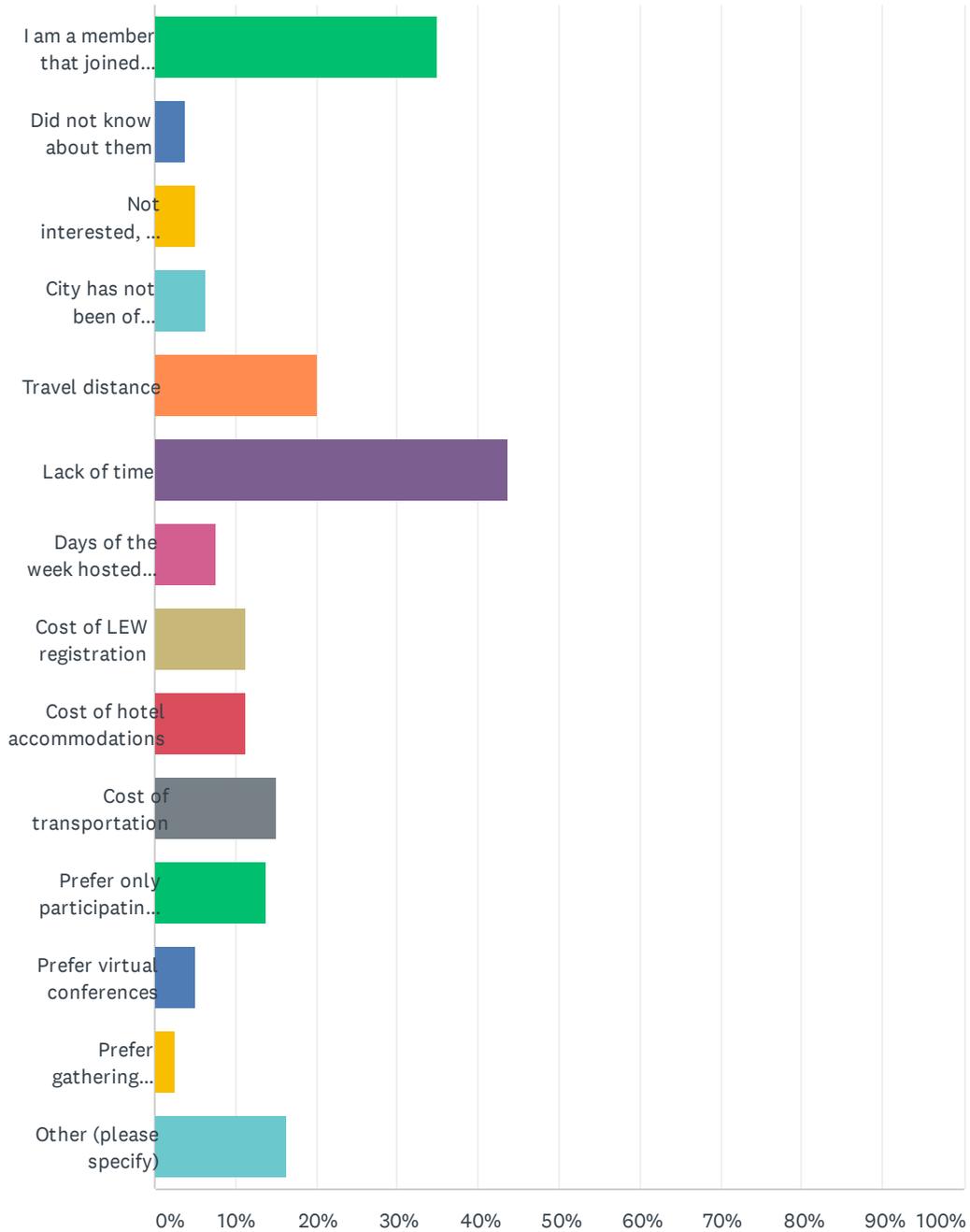
ANSWER CHOICES	RESPONSES	
None	49.40%	83
None	0.00%	0
2019 San Juan	19.64%	33
2019 Austin	23.21%	39
2018 Baltimore	22.02%	37
2018 Orange County	20.24%	34
2017 Philadelphia	16.67%	28
2017 Vancouver	19.05%	32
2016 Memphis	19.05%	32
2016 Toronto	19.05%	32
2015 Washington DC (GW)	16.07%	27
2015 San Diego	16.07%	27
2014 Atlanta	13.69%	23
2014 Madrid	10.71%	18
2013 Boston	13.10%	22
2013 San Francisco (GG)	16.67%	28
2012 Phoenix	11.31%	19
2012 Hawaii (Aloha)	14.88%	25
2011 Scotland (Lon)	11.90%	20
2011 Sacramento	11.90%	20
2010 Minnesota	7.74%	13
2010 Santa Fe (Zia)	9.52%	16
2009 Vancouver	12.50%	21
2009 Chicago (Ely)	14.88%	25
2008 Phoenix	5.95%	10
2008 Toronto	8.33%	14
2007 Ireland (Lon)	6.55%	11
2007 Los Angeles	5.36%	9
2006 Washington DC (GW)	4.76%	8
2006 Ottawa	5.95%	10
2005 Boston	4.17%	7
2005 Chicago (Ely)	6.55%	11

Land Economics Weekend Survey

2004 South Beach, FL	4.76%	8
2004 Sacramento	4.17%	7
2003 London	4.76%	8
2003 Hawaii (Aloha)	4.17%	7
2002 Vancouver	4.17%	7
2002 New York	4.76%	8
2001 San Francisco	4.17%	7
2001 Philadelphia	2.38%	4
2000 Baltimore	2.98%	5
2000 Chicago (Ely)	6.55%	11
None	0.00%	0
Total Respondents: 168		

Q4 We are interested in learning why you may not have attended prior LEWs (select any/all that apply; please share any additional notes you might think is pertinent):

Answered: 80 Skipped: 137

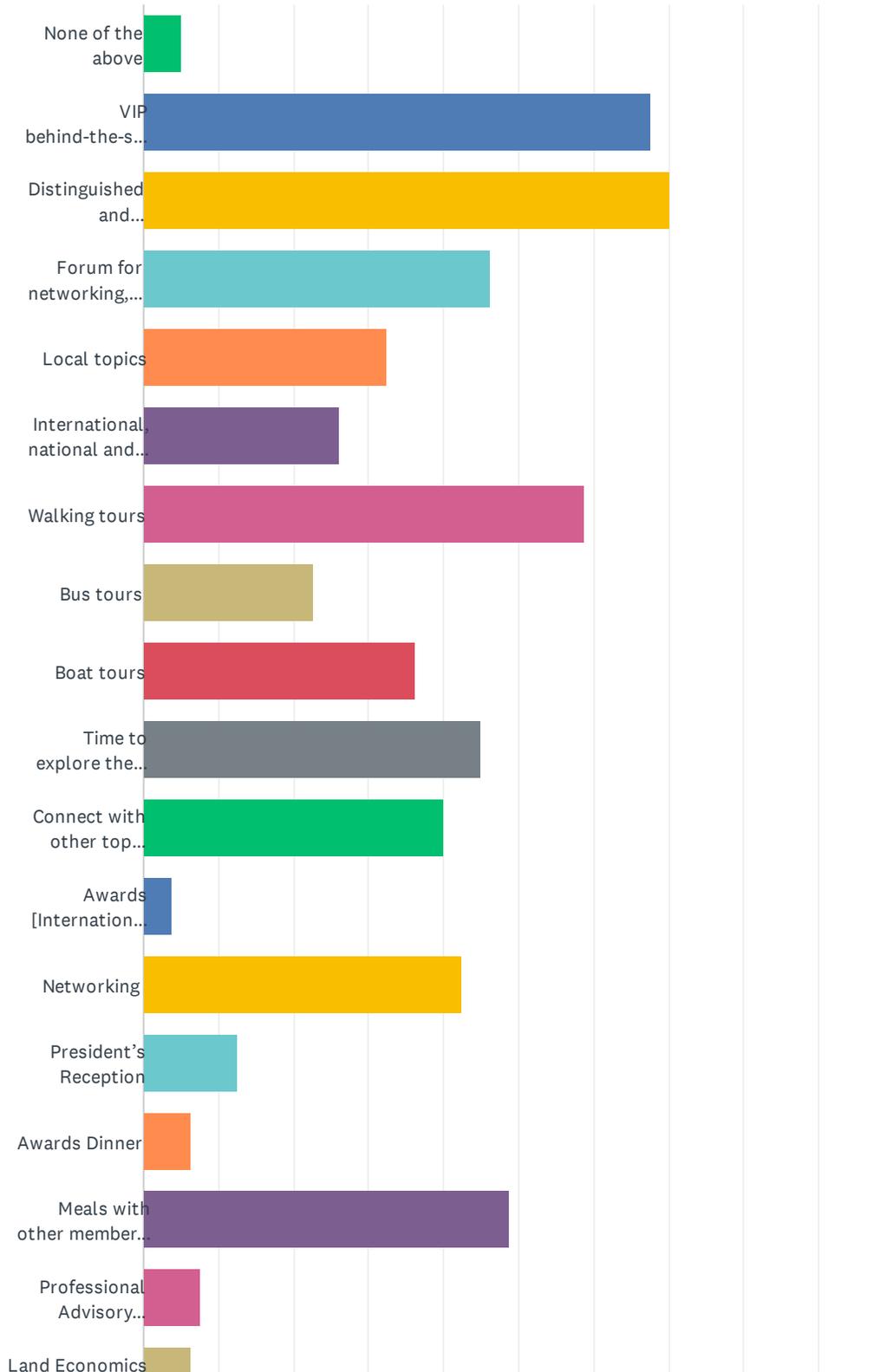


Land Economics Weekend Survey

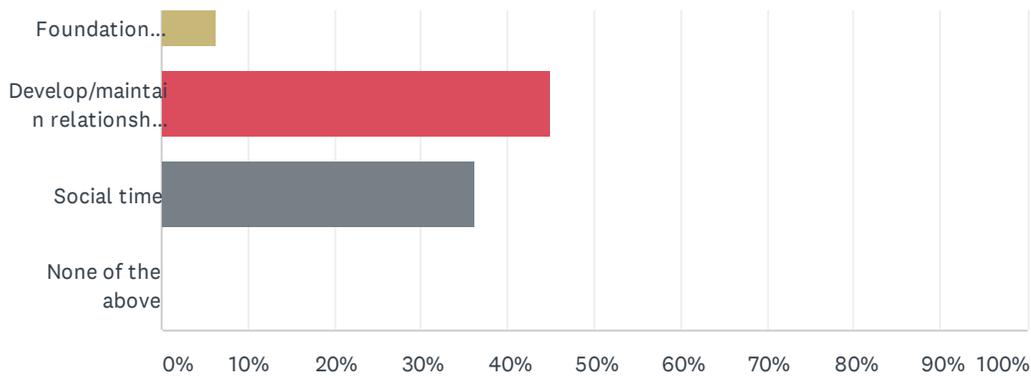
ANSWER CHOICES	RESPONSES	
I am a member that joined recently, and no LEW has been held	35.00%	28
Did not know about them	3.75%	3
Not interested, in general	5.00%	4
City has not been of interest	6.25%	5
Travel distance	20.00%	16
Lack of time	43.75%	35
Days of the week hosted (Friday and Saturday) are not convenient	7.50%	6
Cost of LEW registration	11.25%	9
Cost of hotel accommodations	11.25%	9
Cost of transportation	15.00%	12
Prefer only participating in my local chapter activities	13.75%	11
Prefer virtual conferences	5.00%	4
Prefer gathering information by reading content/white papers/web-based	2.50%	2
Other (please specify)	16.25%	13
Total Respondents: 80		

Q5 Each LEW is unique, but most have included many of these features. If you were to attend a LEW, please let us know which would be of interest to you:

Answered: 80 Skipped: 137



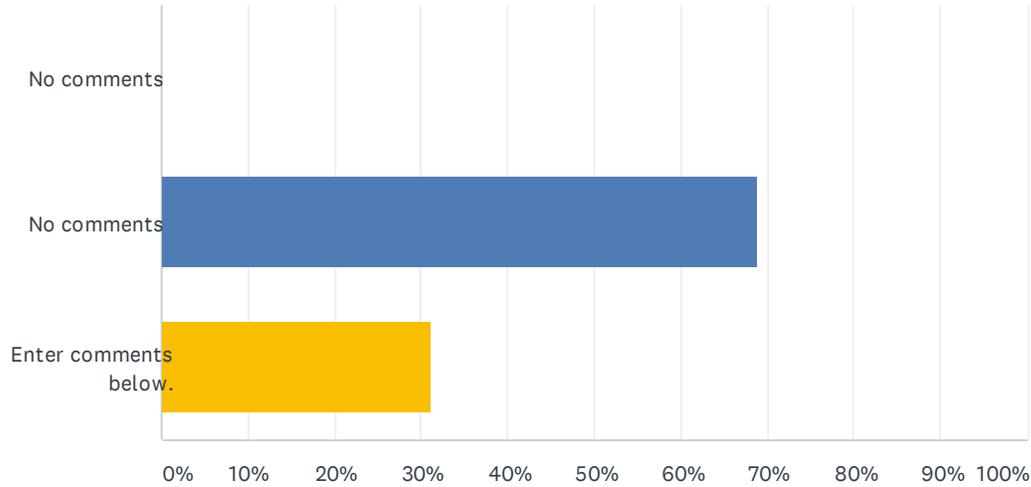
Land Economics Weekend Survey



ANSWER CHOICES	RESPONSES	
None of the above	5.00%	4
VIP behind-the-scenes access to local projects and cities	67.50%	54
Distinguished and knowledgeable speakers	70.00%	56
Forum for networking, discussions gaining and sharing valuable insights	46.25%	37
Local topics	32.50%	26
International, national and regional issues	26.25%	21
Walking tours	58.75%	47
Bus tours	22.50%	18
Boat tours	36.25%	29
Time to explore the city on own	45.00%	36
Connect with other top professionals	40.00%	32
Awards [International Skyline Award, International Member of the Year, Richard T. Ely Distinguished Educator, International Urban Affairs/Public Official, International Journalist/Author] Read more	3.75%	3
Networking	42.50%	34
President's Reception	12.50%	10
Awards Dinner	6.25%	5
Meals with other members and guests	48.75%	39
Professional Advisory Delegation (PAD) Read more	7.50%	6
Land Economics Foundation grant presentations Read more	6.25%	5
Develop/maintain relationships with colleagues in a wide range of fields	45.00%	36
Social time	36.25%	29
None of the above	0.00%	0
Total Respondents: 80		

Q6 What would make it worthwhile for you to attend a LEW? Anything else you would like to share? Perhaps programming topics of interest; activities to participate in? A specific city of interest?

Answered: 80 Skipped: 137



ANSWER CHOICES	RESPONSES
No comments	0.00% 0
No comments	68.75% 55
Enter comments below.	31.25% 25
Total Respondents: 80	

Q7 In your experience, what aspects of a LEW weekend are most rewarding?

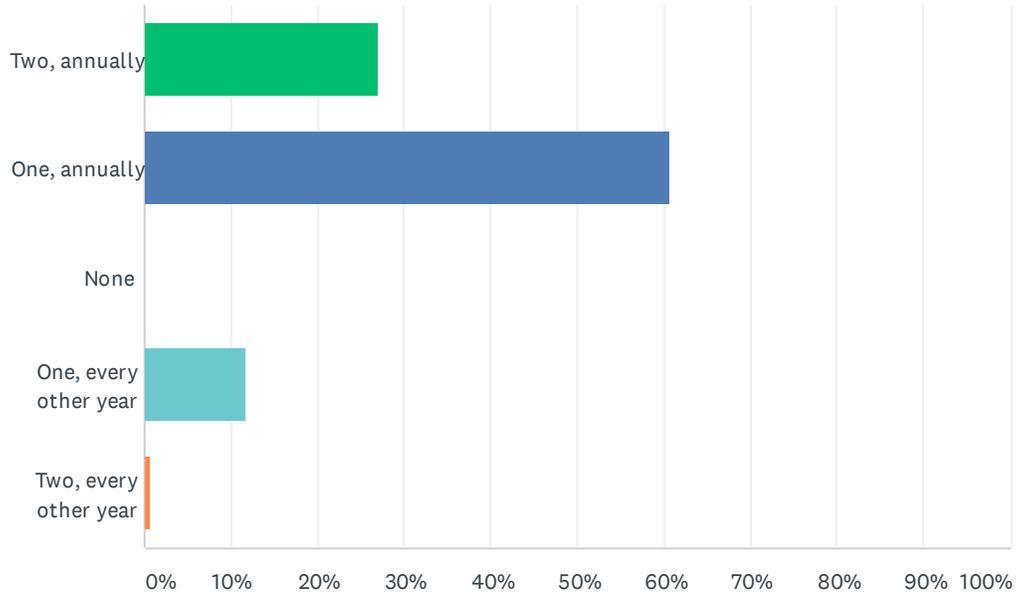
Answered: 75 Skipped: 142

Q8 In your experience, what are your least favorite parts of a LEW weekend?

Answered: 75 Skipped: 142

Q9 How often should LAI convene a LEW:

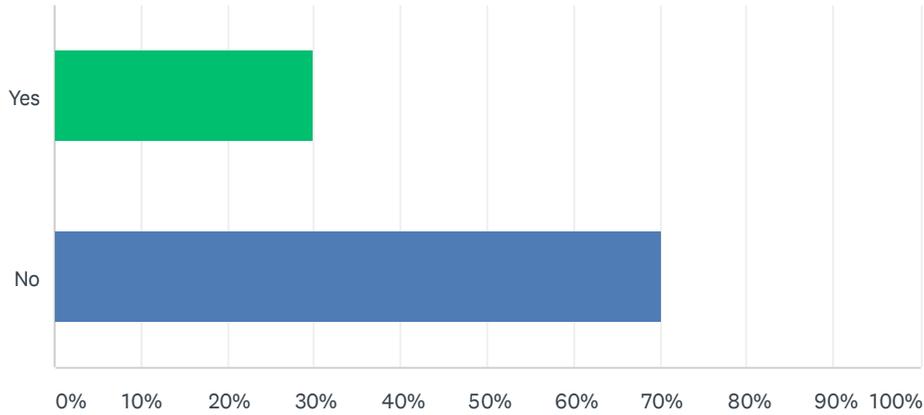
Answered: 137 Skipped: 80



ANSWER CHOICES	RESPONSES	
Two, annually	27.01%	37
One, annually	60.58%	83
None	0.00%	0
One, every other year	11.68%	16
Two, every other year	0.73%	1
Total Respondents: 137		

Q10 Do you think if LAI were to reduce the number of in-person LEWs that this would negatively impact the sense of connection and engagement with LAI Members?

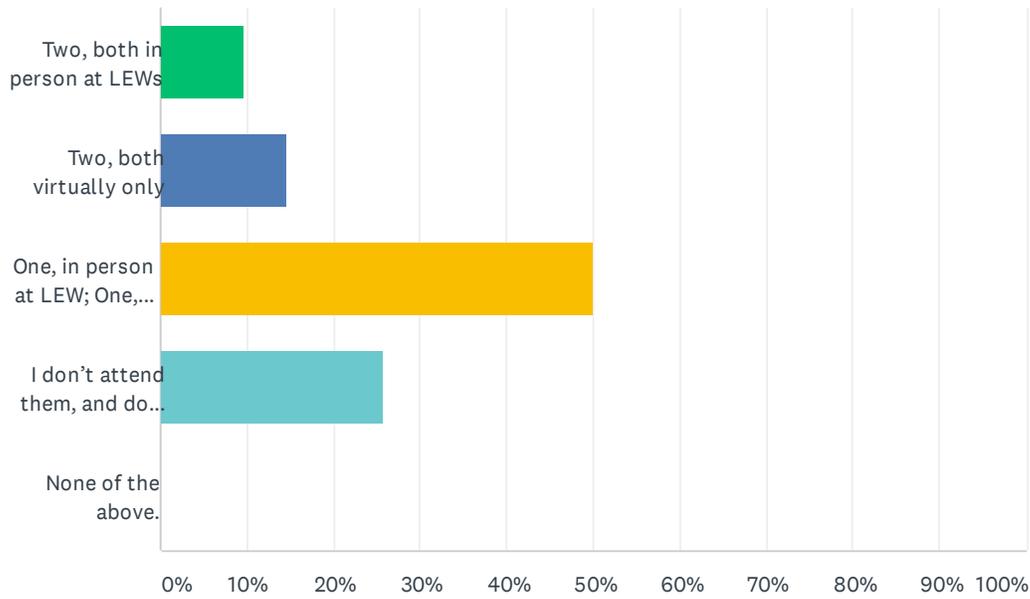
Answered: 134 Skipped: 83



ANSWER CHOICES	RESPONSES	
Yes	29.85%	40
No	70.15%	94
Total Respondents: 134		

Q11 How should LAI convene the required two Business Meetings per year:

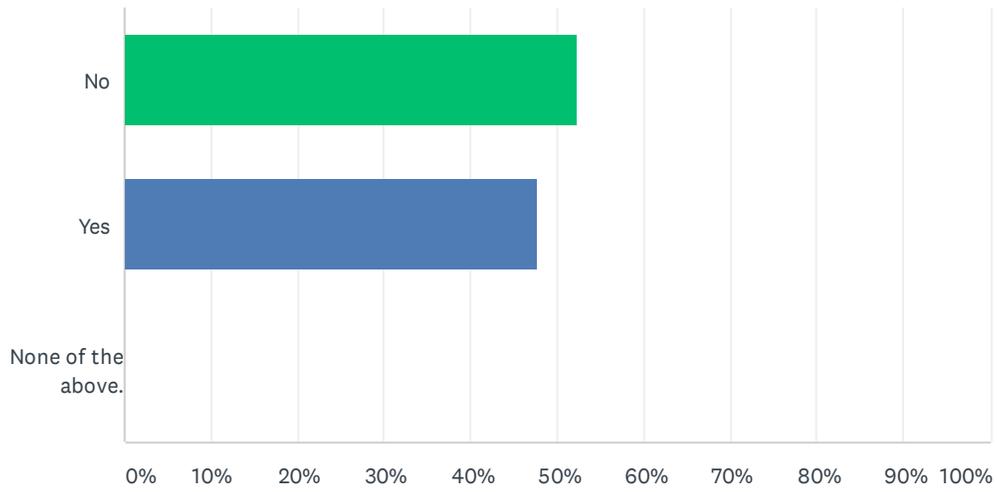
Answered: 136 Skipped: 81



ANSWER CHOICES	RESPONSES	
Two, both in person at LEWs	9.56%	13
Two, both virtually only	14.71%	20
One, in person at LEW; One, virtually	50.00%	68
I don't attend them, and do not have a preference	25.74%	35
None of the above.	0.00%	0
Total Respondents: 136		

Q12 Should LAI host a LEW in a city where there is no local Chapter? If yes, please provide your suggested location(s).

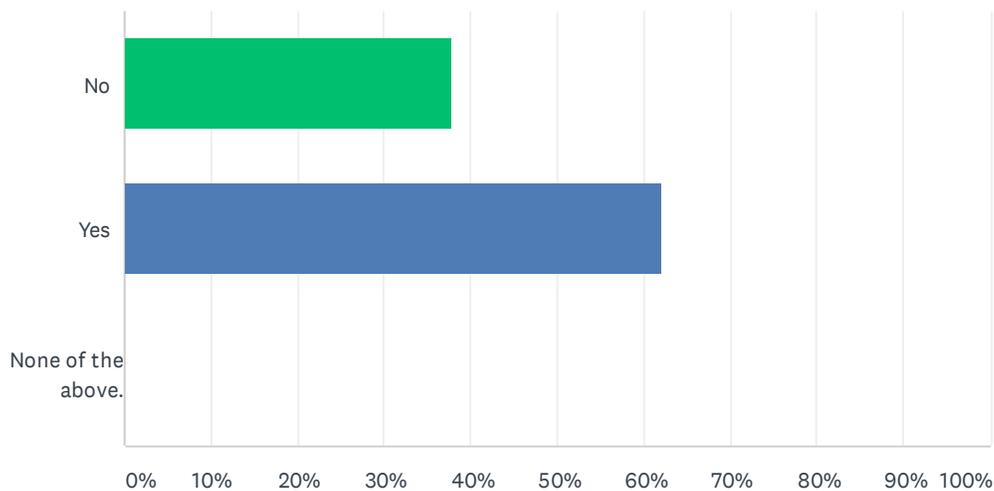
Answered: 130 Skipped: 87



ANSWER CHOICES	RESPONSES	
No	52.31%	68
Yes	47.69%	62
None of the above.	0.00%	0
Total Respondents: 130		

Q13 In 2019 LAI held a LEW in San Juan, Puerto Rico to learn about the latest land economic trends and ideas as practiced in Puerto Rico. LAI offered the resources of its members to assist the Río Piedras community to identify strategic actions and projects to improve the quality of life as further complicated by hurricanes Irma and María. LAI members who constituted a Professional Advisory Delegation (PAD) participated in an on-site workshop held in conjunction with the LEW. It developed implementation actions. This report is a synthesis of ideas and projects suggested by the community and refined by the contributions of land economics experts. Would you be interested in LAI hosting future Professional Advisory Delegations (PADs)?

Answered: 132 Skipped: 85



ANSWER CHOICES	RESPONSES	
No	37.88%	50
Yes	62.12%	82
None of the above.	0.00%	0
Total Respondents: 132		

Q14 Please share any suggestions you support for new, different, virtual, including program suggestions, etc. ways or formats to share the variety of LEW experiences and host programming to enhance individual benefit and to reach a broader audience within the LAI membership.

Answered: 53 Skipped: 164

Q15 NAME of SURVEY PARTICIPANT

Answered: 138 Skipped: 79

ANSWER CHOICES	RESPONSES	
First Name	82.61%	114
Last Name	82.61%	114
Email	82.61%	114
I prefer to remain anonymous (enter N/A in the field)	22.46%	31

LAI Land Economics Weekend Survey August 2021

APPENDIX B: Respondent Feedback on Locational Suggestions and Themes

Topics of Interest (listed in no particular order)

- General question of remote work, pandemics, public transportation initiatives, and how all these will affect urban agglomeration going forward is an important question for many locales.
- Aftermath of crisis (hurricane, tornado, fire, water, etc.) and lessons learned and approach to rebuilding
- Include social justice, civic responsibility, racial make-up; diversity; sexuality; recruitment; equity; crime; design
- Coastal Resilience; sea level rise
- Ports: depoliticized jurisdiction
- Possibly take a type of development (e.g. redeveloping traditional malls) and invite speakers from several cities to share and discuss.
- Climate change
- Second Tier cities: problems and lessons learned
- Municipalities in receivership
- Affordable Housing, Finance
- Green roofs
- Right-of-way space usage
- Public/private partnerships – transit, etc.
- Focus on a particular theme
- Building governance (example Seaside Condo, Florida)
- Interesting topics would involve places where key social issues are prominent: violence, poverty, health disparity, access to food, transportation, sanitation, equity, cross border issues, etc. could have programs developed around how changing the character and structure of places can address these social issues. Use of analytical mapping tools to understand place could be used more frequently to share problems and solutions.
- Terrific to have worldwide salons focused on a topic, similar to what we did with The Shame of Chicago for the Ely chapter, but with a topic of broad interest.
- Hearing from urban experts from other parts of the US and beyond. Great problem-solving. Share experiences and projects.
- Green infrastructure/Infrastructure Planning/Technology and Infrastructure
- Regenerative use of land
- Growing urban core (example, Seattle, WA)
- Disaster recovery, climate adaptation, preservation of music, food and arts as urban economic drivers (example, New Orleans, LA)
- Mapping
- Being able to see and learn about innovative projects, particularly ones with energy-saving features and cost-saving measures.
- Sustainability

- The virtual programs of the Global Chapter have been good. We can cater to niche interests, perhaps create small-group discussions around them. They allow us to pursue the more academic aspects of LAI. Spotlights on development should be around land use issues and history, not purely for the sake of learning about new projects. We are thought leaders.
- Interested in substantive economic research, content, and extraordinary speakers through webinar events. Hearing more about academic research that informs practitioner experience.
- Environment issues
- Learning about how land use trends and development practices are changing in a particular city
- Learning about the challenges, opportunities and successes experienced in diverse communities
- Focus on funding sources for development of low-income rental housing from Federal, State and County levels. How can we get uniformity in application process and timing to reduce duplication and shorten the financing process?
- Learning challenges and factual details about interesting real estate projects both successful and not.
- Role of Public Officials in land use planning and zoning
- Learning new ideas for improving quality of life in cities

Cities/Countries of Interest

Amsterdam, DM	Houston, TX	Salt Lake City, UT
Barcelona, Spain	Kansas City, KS	San Jose, CA
Buffalo, NY	London, UK	Seattle, WA
Charleston, SC	Malmo, Sweden	Shanghai, China
Cleveland, OH	Manchester or Liverpool, UK	Singapore
Copenhagen, Denmark	Mexico City, Mexico	St. Louis, MO
Denver, CO	Miami, FL	Tampa, FL
Detroit, MI	Minneapolis, MN	Tijuana, Mexico
Dubai, UAE	Montreal, Canada	Tel Aviv, Israel
Dublin, Ireland	Nashville, TN	Toronto, Canada
El Paso, Texas	New Orleans, LA	
Guadalajara, Mexico	Oslo, Norway	Any of the noteworthy cities in Asia
Halifax, Nova Scotia	Paris, FR	
Havana, Cuba	Pittsburgh, PA	
Hong Kong	Portland, OR	

Second tier cities have gained in popularity this past year.....lower cost environment, escape from costly urban centers, higher quality of living, shorter commutes, provides for a higher quality, lower cost living environment for most employees without having to change jobs. Less internationally prominent city with a quality labor supply and good proximity to major cities may be the growth areas of the future.

No suggestions, but cities where there are notable, creative projects.

Smaller cities might be interesting

Next-tier cities where a chapter may be possible. Or maybe regions with several cities that have enough resources between them to jointly form a chapter now that we are going partly virtual

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