



STRATEGIC PLAN FOR THE PERIOD 2018-2022

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

This document presents a Strategic Plan designed to guide the activities of Lambda Alpha International (LAI). It draws on previous versions and has been revised with comments from a series of Strategic Plan discussions held during Board of Governors and Executive Committee meetings, President Roundtable sessions, Strategic Plan Committee considerations, submissions and an open Forum, during 2016 and 2017.

The 2018-22 Strategic Plan has been restructured based on the recommendations of the ad-hoc Governance Committee provided in October 2015 and the work of a Strategic Plan Committee. The Strategic Plan also incorporates the key findings and recommendations from LAI's Brand Enhancement Project conducted from 2013 to 2015.

LAI exists as a vehicle to aid in the development and sharing of the principles and practice of land economics among 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, engineers, other real estate professionals and government officials. Its meetings, events, and publications provide a platform to facilitate such discussions, encourage learning and personal contact, and 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.

LAI does not advocate for one land use and related policy over another; rather, it is a forum for discussing land use, and expanding the knowledge of land use and related policies, all in the best service of member contacts and of the environment.

Drawing on its academic roots, LAI seeks to expand knowledge of wise land use practices in schools and universities, as well as to the public. A key strength of LAI is in the quality of its members, their achievements and their recognition 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 LAI's academic founder, Richard T. Ely, it is a place for the "winnowing and sifting of ideas" where diversity of opinion 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 of LAI's constituent professions.

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 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 organizations investment of its resources.

The attributes of membership in LAI, its benefits and value are described in *APPENDIX 'A'*.

The responsibility of LAI to the local Chapters, in aiding for good governance and effective administration, its services to the membership and to the local Chapters and a listing of specific services provided is described in *APPENDIX 'B'*.

The LAI Strategic Plan 'Implementation Plan' is attached as *APPENDIX 'C'*. This document, applicable to International and not the individual local Chapters, constitutes both an 'objectives' listing and progress report. It is intended and available for updating in accordance with the Work Program of this Plan, every two years as administrations change with the biannual elections of LAI.

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

Vision - Honorary, Multidisciplinary and Global

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 association. 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 multi-disciplinary learning experiences all to make a difference in our communities worldwide.

Mission – Connecting Professionals, Sharing Knowledge and Advancing Best Practices.

LAI strives to encourage shared knowledge among its members; it encourages them to create, support, and participate in educational and training activities aimed at promulgating sound land economic policies and practices. LAI fosters high ethical standards; it encourages learning and exchange among its members through meetings, discussions, social interaction, and community activities organized both at a local Chapter level and through international meetings and events.

LAI's mission is to provide, support and enhance the connectivity of a network of Chapters that offer land economics programs and meetings to facilitate the interaction of members who have distinguished themselves in their professions, their communities, and through academic achievement.

LAI's Chapters strive to include a membership that represents all professional fields involved in achieving high quality built environments through the practice of land development and land economics.

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 forum for discussing land use and expanding the knowledge of land use and related policies, all in the best service of its members and their contacts – for excellence in city building, best practices and a sustainable environment. LAI does not advocate for one land use policy over another.

2. Embracing: LAI embraces all aspects of professional and academic activity relating to land economics.
3. Global: LAI embraces land related expertise from all members, local, regional and international.
4. Dialogue: LAI promotes an atmosphere of support and honest dialogue to encourage learning and exchange among its members.
5. Knowledge: LAI seeks to expand knowledge of wise land use practices.
6. Ethical: LAI seeks to foster highly ethical practices in schools and universities, as well as to the public for improving the quality of life.

GOALS

To align with its *Principles*, LAI has the following goals:

- Goal 1: To advance a close working bond and mutual understanding among members and local Chapters on practices, broadened perspectives and information exchanges related to land economics.
- Goal 2: To expand the member's knowledge, approach, mechanics, funding and understanding of the principles of land economics and to encourage and support the application of such principles to public policy, academic and private endeavors in collegial, intellectually curious and factual forums of open exchange and discussion;
- Goal 3: To contribute to the enrichment of our urban and rural environment by taking those actions and support those ideas, individually and collectively, and benefit the quality of human life;
- Goal 4: 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 and resources; and
- Goal 5: To encourage, support and advance the study and practice 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. PROVIDING EFFECTIVE CHAPTER SUPPORT

LAI, or *International*, is the incorporated representative body of a federation of local LAI chartered Chapters. A local LAI Chapter has the prime responsibility for articulating and advancing the priorities of the Chapter consistent with the *Vision, Mission, Principles and Goals* of LAI. Since 2006, local Chapters are intended and required to be independent corporate entities, established with strong and binding linkages including each Chapter's representation on the LAI Board of Governors.

It is a principal purpose of LAI that its Chapters are the instruments with the capability and function of contributing constructively to the *Goals* of LAI in their respective local communities. The health of LAI Chapters, including such matters as growth and membership retention, active leadership, interesting and challenging programs and community outreach, including inter-Chapter communications, is a principal purpose of the policies and programs of International.

In turn, LAI must become sufficiently apparent for the reliable delivery of valued services and benefits to the local Chapters and the membership by providing obvious value for the payment of International dues.

Healthy Chapters need to reach a sustainable level of members consistent with the needs and characteristics of its geographic territory. A sustainable level of membership means that a Chapter has:

- sufficient membership to host well-attended programs.
- sufficient number of candidates to ensure refreshed Chapter executive committee membership.
- sufficient financial resources to support Chapter programs, events and administrative functions.
- sufficient financial resources to fund support staff personnel (often on a part-time basis) to undertake most of its administrative functions thereby ensuring that administrative functions do not unduly burden the Chapter executive committee.

Several "Briefing Memoranda", in the nature of best practice directions, are available on the LAI website (*lai.org*) on relevant Chapter and member responsibilities.

3.1. LAI Service Delivery Structure

International maintains a service delivery structure that permits active participation by LAI members and local Chapter officers and representatives in the work of LAI through the following specific vehicles:

- a. A *Chapter Services Committee* as a standing committee of LAI with the mandated direction to stimulate communications with local Chapters, to advance local Chapter issues, convene and conduct Presidents Roundtables and provide Chapter support and grants on a regular and pro-active basis.
- b. The assignment of *LAI Regional Vice Presidents*, reporting to the Chapter Services Committee, to have principal responsibility for the exchange and communication of LAI interests between local Chapters in their respective territorial areas and International. International sets standards for the activities of Regional Vice Presidents, including funding regular communication and contact experiences related to all local Chapters in their respective regions. The Regional Vice Presidents are required to take the initiative in meeting with local Chapter leaders to determine the actions that might lead to improvements in Chapter effectiveness, overall health, and growth.
- c. The provision and funding of *International administrative support* at a level sufficient to administer LAI services in accordance with the goals of this Strategic Plan.
- d. The maintenance of a Global Chapter providing a web-based forum for members and Members-at-Large to experience and share communications, education and connections across the membership.
- e. The assignment of *LAI Assistant Regional Vice Presidents*, within the New Chapter Development Committee, to have principle responsibility for LAI interests in locating, developing and chartering new chapters and identifying local Chapters with the need and methodology to achieve revitalization.
- f. Voting membership on the LAI Board of Governors.

3.2. Assistance with Chapter Responsibilities

While not a Strategic Plan for its local Chapters, this Plan recognizes that LAI local Chapters have responsibilities in the context of their role in meeting LAI's *Vision* and *Mission* to ensure LAI's overall success and continued growth. Toward these ends, International shall:

- a. Identify the responsibilities of local Chapters and their administration, including the implementation of leadership responsibilities reflected in the provisions of the Standard Chapter By-laws of LAI, nominations, offices, local Chapter

committees, and membership, but also the activities and responsibilities of the Chapter Services Committee in:

- i) support grants
 - ii) operational guidance, monitoring and reporting
 - iii) membership growth, retention and reporting
 - iv) Presidents Roundtables
 - v) Inter- chapter communications and member linkages.
- b. Develop, publish and update objectives for achieving viable and sustainable local Chapters.
 - c. Assist in identifying and recruiting eligible prospective members in the territorial areas of established or proposed local Chapters. This may include canvassing members across the LAI membership to identify professional friends and colleagues in the areas of the Chapters seeking membership growth.
 - d. Provide to all Chapters recruitment guidelines, simplified initiation procedures, requisite memorabilia of membership, insignia and written delineations of the expectations of membership in LAI.
 - e. Oversee and monitor the health of local Chapters including addressing the existence of lapses in strong and committed leadership in local Chapters or lapses in the co-operation of members to nominate, maintain, and grow local Chapters.
 - f. Exercise LAI's responsibilities under the LAI By-law for the issuance and revocation of Charters for 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. In such circumstances, International shall provide appropriate vehicles for the assessment and communication with leaders of local Chapters to assess and make recommendations on ways and means to support, resuscitate, communicate with, and advance the interest of LAI and its local Chapters in the communities so identified.

LAI shall provide appropriate vehicles through its Chapter Services Committee and Regional Vice Presidents for the assessment and communication with the leaders of the local Chapters, including recommendations on support, resuscitation, communication with and the advancement of LAI and its local Chapters in communities so identified. LAI publishes best practices Briefing Notes, available from the LAI website: *lai.org*.

4. NEW CHAPTER DEVELOPMENT

4.1 Expanding LAI's Chapter Base

LAI seeks to proactively advance the study and practice of land economics throughout the world by establishing new local Chapters in communities that are large enough to permit LAI to flourish, including, in each local Chapter, membership inclusive of a strong and relevant academic base. As a volunteer organization with limited local staff capability, LAI can only be a force in a community if there is a strong local leadership cadre that can organize and continue as a local Chapter of LAI.

Where locations for new Chapters appear to be promising, the New Chapter Development Committee Chair and the LAI Regional Vice President for the proposed new Chapter will identify “champions” consisting of current LAI members. LAI champions assist in identifying and communicating with prospective members in the new location; effectively, they are ambassadors from LAI to help interested individuals form a new local Chapter.

New Chapters are encouraged to establish a goal for a sustainable level of membership and an active program offering as part of their formation proceeding based upon the characteristics of their geographic territory. 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.

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

4.2 Establishing New Chapters

LAI began in North America and has now expanded to include Chapters in Europe, Asia and the Pacific Rim. Fundamental questions when considering new Chapters are:

- Can LAI thrive in a new location and will the *Principles* on which LAI was founded be honored in a proposed new local Chapter?
- Will a new local Chapter reach out to its community and provide the kind of interaction 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?

- Are there sufficient committed individuals in the local leadership roles to bring and sustain a proposed local Chapter?

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, provide the group with the ‘LAI New Chapter Development Guide’, and agree on a timeline and milestones for establishing the new Chapter.

Materials on New Chapter formation are available on the LAI website, *lai.org*.

International will support the local Steering Committee, LAI Regional Vice President, and New Chapter Development Committee in the formation proceedings for the proposed new Chapter, all as set out in the New Chapter Development Guide.

4.3 Establishing Alternative Forms of Affiliation

The independent local LAI Chapter model may not represent the best way for LAI to grow in influence and membership in all communities of interest. There is a cadre of interested and skilled land economics professionals in countries and localities where LAI lacks Chapters that would meet the standards of membership, but where the local culture may not be conducive to independent Chapter formation. These individuals often maintain membership in local academic or professional organizations that play a similar role to LAI.

It is in the interest of LAI to seek an affiliation relationship with such organizations to facilitate interaction between these professionals and LAI members. These opportunities represent a way to further expand the global reach of LAI for its members in a cost-effective manner.

5. MARKETING LAMBDA ALPHA INTERNATIONAL

5.1. The Need to Market LAI

LAI and the local Chapters are comprised of elected members premised on the principle of an exclusive and distinguished organization of leaders and experts in land economics. However, exclusivity implies anonymity. Awareness of LAI must increase in related industries, disciplines, Chapter cities, and countries for LAI to be truly effective in its *Vision, Mission, Principles* and *Goals*.

Therefore, it is critical to make LAI known in a manner that reflects LAI's desired image.

Marketing LAI begins with having the membership well aware of the nature and purpose of the organization, its geographic distribution, its history, and the value of its elected, honorary character. This can be helped through the continued provision of information about LAI to membership through brochures, articles in *KeyNotes*, and marketing to members regarding the value and merit of LAI membership at local Chapter and International meetings. Many of these messages are appropriate for the public and LAI encourages a wider dissemination and consideration of its practices.

As part of implementation of the 2012-17 Strategic Plan, LAI completed a Brand Enhancement Project and launched its public relations strategy. Many of the activities listed below are included in the LAI's public relations strategy. A significant component supported in this LAI 2018-22 Strategic Plan is to fully implement the elements of the public relations strategy.

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

5.2 Increase LAI Exposure

A key aspect of marketing LAI is increasing its exposure to the broader industry. Hosting or co-hosting events having high visibility and reflecting the established position of LAI members in their disciplines and communities can be a useful approach to marketing. Some examples for local Chapters activities include these:

- Work with other organizations as sponsors and speakers to create an Annual Economic Summit Meeting by Real Estate firms:
- Host annual remarks by local Chapter city mayors or similar civic officials at local Chapter meetings.
- Sponsor public lectures on Land Economics.
- Sponsor podcasts on Land Economics.

5.3. Enhance the LAI Award Program, Expand Business Community Awareness of LAI Member Achievements

The award 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 in key local and national media, including *KeyNotes*.
- Prepare press releases about LAI Awardees and send to news outlets in awardees home cities.
- Recognize LAI members in *KeyNotes* when they receive non-LAI Awards.
- Create local Chapter Award programs including local direction in distinct LAI Award categories.

5.4. Support Public Relations Efforts

An ongoing public relations program at the International and local Chapter level is critical to LAI’s marketing effort. LAI’s Brand Enhance Project included the development of several tools to enhance public relations efforts of International and its local Chapters. These tools include:

- A standard LAI Press Release form which has been distributed to all Chapters.
- A standard paragraph describing LAI to be included in all LAI press releases.
- Preparation of a national media mailing list and a media toolkit for Chapters in a similar format for local media mailing and contact.
- Updating and refreshment of Briefing Papers and Notes

5.5 Increase Ability to Secure Continuing Education Credits

To the extent possible, all meetings at the local Chapter and International level will be tied to the continuing education credit programs of allied organizations as a tool to increase meeting attendance and to assist LAI members to meet organization accreditation criteria.

6. LAI WORK PROGRAM 2018-22

A Work Program summarizes the key activities upon which LAI will focus its attention in the period of this Strategic Plan follows.

The elements of the Work Plan are set out in separate numbered paragraphs; however, actions ancillary or necessary to their conduct are expressly included, whether or not referenced or noted as requiring prerequisites.

A ‘code’ is established adjacent each element:

The code directs its relevance to the Part 2: *Vision (V), Mission (M), Principle (P)* and *Goal (G)* of the LAI Strategic Plan that is applicable.

A 'timeframe' commencing (and continuing) within the context of this Strategic Plan is noted: ((ST) –short; (MT)- medium; (LT) – longer term).

As well, a broad expectation of potential cost (\$ - minimal; \$\$- some exposure; \$\$\$- annual budget requirement), is entered.

The determination of each of these and their relative priority remains with the Executive Committee and Board of Governors in office from time to time over the period of the Strategic Plan.

APPENDIX 'C' provides a finer grain Implementation Plan for each two-year administration cycle for LAI. It is intended that this format provide not just the identification of the immediate *Goals* of that term, but also a record of progress towards their fulfillment.

Structural Review

In conducting these activities, below, LAI may also wish to give consideration to greater specificity in the creation, reorganization and management of its committee structure to best accomplish the objectives established in this Work Program, including advancing associated special resolution or by-law amendments necessary or advisable to effect a structural review. By way of examples, LAI may wish to further elaborate on the leadership office, composition and directives to further focus, expand or establish:

Executive Committee, to include implementing an annual survey to the general membership and to promote and monitor the achievement of this Strategic Plan;

Chapter Services Committee, to develop an action plan, required resources and targets associated with its responsibilities on reporting, Chapter support grants, defining Regional Vice President roles, Presidents Roundtable sessions and related responsibilities;

New Chapter Development Committee, to develop an action plan, required resources and targets associated with its responsibilities in reporting, training sessions, protocols for constituting and revitalizing Chapters and the achievement of identifying and developing new Chapters;

Enhancing Liaison with the Land Economics Foundation, to include its promotion, profile and development in conjunction with LAI;

Advancing LAI Student Associations (LAISA), through a committee or otherwise to include mandate agreements, required resources, targets associated with advancing the education of land economics and maintaining contact over the bridge years to full membership qualifications;

Public Relations, Branding and Promotion, to achieve an action plan, resources and targets in aid of the Society, its Chapters, Committee programs, events and an LAI store to implement the recommendations of the former LAI Branding Committee; and

Events Planning, to include an appropriate mechanism or committee to achieve a schedule and coordination of events, actions, resources and targets for the sharing of knowledge, best practices, comradeship and accomplishment of the Work Program, as next defined.

- 6.1. Strive to achieve sustained growth in the membership of LAI (by 3 to 10 percent annually).

Membership growth offers the benefits of the Society; it must exceed replacement and retention efforts that result in the *status quo*. A culture of growth is a priority both for the enrichment of Chapters and for the Society as a whole. This increase should be achieved through a combination of increasing membership at existing Chapters, increasing Members-at-Large, broadening the scope and outreach of the Global Chapter and establishing new Chapters. With increased membership, LAI will be able to further augment support to the Chapters.

Tactics to increase membership should involve efforts to:

- a. Encourage Chapters to compile a data base of prospective and select multiple renowned, professional and recognized individuals that qualify as new members, such that LAI's membership is reflective of the distribution of land economics professionals in the Chapter's region. *V, G 1,2,4; (ST); \$*
- b. Establish new Chapters in a manner that increases the geographic scope as well as the number of LAI members. Set and identify target centers for new Chapter development and set performance reviews to identify and achieve new Chapter support needs. *M, P, G 1,4; (ST); \$\$\$*

- c. Consider hosting LAI sponsored events in prospective target centers without established chapters. Focus on those cities with identifiable plans and programs for revitalization and plan to create a better future for their community. *V, M, P, G1,2;(LT); \$\$*
 - d. Encourage Chapters to use the new member materials developed by International to enhance their recruitment of new members. *V, M, G1; (ST); \$*
 - e. Continue to improve new members tools that explain the tangible benefits associated with LAI membership beyond the local Chapter network context. *M, G1; (ST); \$*
 - f. Institute a regular member survey to determine member ideas to grow the importance of LAI in their professional lives as well as levels of satisfaction both with LAI functions and activities. *V, M, G1,2,5; (ST); \$*
 - g. Monitor Chapter health and prepare for proactive intervention where lapses in strong and committed leadership or declining membership are evident. *M, G1,2; (MT); \$\$*
 - h. Provide, in LAI, for the constitution of a Membership Committee with the purpose of assisting local Chapters in identifying goals, objectives and targets, including incentive programs, for the enhancement of membership and recruitment activities within the local Chapters, the identification of Members at Large, the outreach of the Global Chapter and role of International in enhancing membership in the Society. *V, M, G1,2; (ST); \$\$*
- 6.2. Assist local Chapters to grow their membership to a sustainable level given the characteristics of their geographic territory.
- a. Encourage local Chapters to set goals for the quantity, quality and diversity of membership.
 - b. Continue to improve and expand the best practices “Briefing Memoranda” to assist local Chapters to attract and retain members as well as improve their administration of the Chapter. *V, M, P, G1,2,3,4,5; (ST);*
 - c. Continue to add materials to the local Chapter Resources section of the LAI Website. *V, M, P, G2,3,5; (ST); \$*
 - d. Continue efforts to address the membership gap between when a student chapter member begins their career and ten years later become eligible for LAI membership. *V, M, G1; (ST); \$*

- e. Encourage meetings of local Chapter officers within a region to supplement Presidents Roundtable and Board of Governor's meetings for idea exchanges and standardizing best practices. *V, M, G1,2; (ST); \$\$*
- f. Produce materials to support the recruitment, orientation and education of new members. *V, M G1,2; (MT); \$\$\$*
- g. Enhance the effectiveness of the President's Roundtable as a means for local Chapters to share best practices and management and development issues. *V, M, P, G1,2,3; (ST); \$*

6.3. Highlight and advance the international stature of LAI membership:

- a. Improve and expand LAI's efforts to acknowledge and honor the diversity of the membership and award recipients in activities and publications. *V, M, G1,2,4,5; (ST); \$\$*
- b. Continue to improve the educational offerings at the Land Economics Weekends to provide opportunities for members to explore and learn about land economic projects and practices in cities across the world. Seek methods to share more broadly the ideas exchanged and best practice responses identified at the LEWs. In programming LEWs, place more emphasis on practice and applied professions. *V, M, G1,2,3,4,5; (MT); \$\$\$*
- c. Expand the programs and activities of the Global Chapter. Undertake programs for the exchange of expertise, the identification of external solutions or approaches undertaken in other jurisdictions and the building of international participation by stipend panels of LAI members in addressing local, regional, or global problems sets. *V, M, G1,2,3,5;(ST); \$\$*
- d. Strengthen LAI's standing committees and special committees by new and expanding committee membership, providing targeted objectives with reporting metrics and developing succession plans for committee leadership. *M, G2,5; (MT); \$*
- e. Seek affiliation opportunities and partnerships with similar organizations in communities where the need and desire for an LAI presence is apparent but where creation of a LAI Chapter would be difficult or counter to cultural norms. *V, M, 1,5; (MT); \$*
- f. Highlight the international nature of the organization in LAI publications. *V, M, G1,2,3,5; (ST); \$*
- g. Challenge, by encouragement, regional attendance at an LAI Regional Event in addition to, but possibly coupled with a LEW, sponsored by LAI. *V, M, G3,5; (MT); \$\$*
- h. Prepare an annual updated Five Year Fiscal Plan integrating strategic action planning with budget forecasting. *M, P, G2,5; (MT); \$\$*

- i. Research and document the history of LAI and enhance the presentation of the history on the LAI website. M, P, G4; (MT); \$
- 6.4. Improve coordination between International and the Land Economics Foundation (LEF):
- a. Improve the communication of LEF's activities to Chapter members throughout LAI to encourage greater participation in funding LEF's activities. Highlight grants awarded and projects completed. Consider including presentations of completed LEF grant projects at Chapter meeting and LEW's. V, M, P, G2,3,4,5; (MT); \$
 - b. Seek methods to enhance and broadly distribute LEF's own efforts and the results of LEF funded projects. V, M, G2,5; (ST); \$
 - c. Explore means to enhance the annual new contributions to the LEF central fund. V, M, G2,5; (MT); \$
- 6.5. Expand LAI public relations efforts:
- a. Assist Chapters to better publicize use of the public relations toolkit developed as part of the Brand Enhancement Project. V, M, G2,3;(ST); \$
 - b. Connect LEF research funding to help advance LAI's image. V, M, G5; (ST); \$
 - c. Explore the feasibility and benefits of establishing new links between LAI and other land use organizations. V, M, G1; (MT); \$\$
 - d. Explore the feasibility and benefits of establishing an LAI approved professional recognition designation applicable to its members. V, M, G4; (MT); \$\$
 - e. Provide, in each year the topic and particulars of an event, tour or program to be held simultaneously by each local Chapter to celebrate the *Vision, Mission, Principles* and *Goals* of Lambda Alpha International, enhance public education and aid in membership identification and recruitment. V,M,P, G1,2,3,5; (MT); \$\$\$
 - f. Investigate the feasibility and benefits of developing and promoting a membership value video and mobile phone Application on LEW's, their sites, nature, benefit and offerings. V, M, G1; (MT); \$\$\$
 - g. Prepare better orientation and training material for new local Chapter officers or expand the role of Presidents Roundtable to include communication opportunities for other officers and directors within local Chapters. V,M, G1,2,3; (ST); \$\$\$
- 6.6. Improve communications within International and between International and the Chapters: marketing efforts to the broader public.

- a. Continue to invest in modern technologies to reduce the cost of communications and enhance the effectiveness of LAI meetings and conference calls. *V,M, P, GI,2; (MT); \$\$*
 - b. Facilitate improved communications between Chapters using the LAI website and both print and electronic media. *V,M, GI,3; (ST); \$*
 - c. Encourage Chapters to implement the LAI Chapter website template so that all Chapters have a functioning website. *V, M, GI,2; (ST); \$*
 - d. Establish a comprehensive LAI calendar that includes all upcoming LAI International meetings and encourage local Chapters to share and include meeting and event information with International of all local Chapter meetings. *V, M, P, GI,2; (ST); \$*
 - e. Institute a member survey on levels of satisfaction and suggestions for improvements and enhancements with both local Chapter and LAI functions and services. *V, M,GI,5; (ST); \$*
 - f. Investigate the feasibility and benefits of enhancing the LAI policy of financial support of long distance travel costs for local Chapter representative participation in Board of Governor's meetings. *V, M, GI,2; (MT); \$\$\$*
 - g. Encourage local Chapters to create the position of Chapter 'Scribe' or 'Communications Chair' with prescribed activities for liaison with International, other local Chapters, publicizing local Chapter activities and promoting LEW'S within the local Chapter membership. *V, M, P, GI,2,3,5; (MT); \$*
 - h. Encourage more event-oriented opportunities to share best practices amongst Chapters by topic identification, book fairs, identifying new Briefing Memoranda and special education sessions, salons or round table teleconferencing. *V, M, P, GI,2,3,5; (MT); \$\$*
- 6.7. Report on the progress of the implementing the Strategic Plan and fine tune the implementation activities.
- a. At each LAI Board of Governor's meeting, the President shall provide a summary report on the progress of the implementing the various activities proposed in the Strategic Plan and at the beginning of each new administration, the President elect shall define in *APPENDIX 'C'* the LAI Implementation Plan priorities for the ensuing two-year term. *V, M, GI; (ST); \$*
 - b. The LAI Board of Governors on the recommendation of the Executive Committee may at any time and shall at least every five (5) years review and adjust the Strategic Plan Work Program and Fiscal Plan, if any, which shall, in addition to the LAI Implementation Plan, *APPENDIX 'C'* hereto, serve as a guide for the Society's administrative and volunteer activities. *V, M, GI,2; (ST); \$*

7. CONCLUSION

Since 1930, LAI has invited distinguished practitioners, academics, and students in the land economics professions to join with one another in an honorary membership society for the sharing of knowledge and friendship, always seeking to enhance the design, sustainability and function of urban spaces. Growing from a single local Chapter in Chicago, LAI now reaches across North America, Europe, the Middle East, India, Asia, and the Pacific Rim, with new Chapters being formed.

While strength and diversity are found in the culture of the distinct local Chapters, International unites the entire global membership into one LAI. This Strategic Plan provides guidance to LAI as it grows and develops between 2018 and 2022

LAI hopes and expects that future Boards of Governors and Executive Committees will take the efforts addressed herein as a starting point to continually review, revise, and amend this Strategic Plan to keep it a living document and guide to the future growth of LAI. In that respect, we wish our successors only the best.

LAMBDA ALPHA INTERNATIONAL
BOARD OF GOVERNORS
September 14, 2017

APPENDIX 'A'

MEMBERSHIP IN LAI

The Members of LAI

LAI members are recognized in their particular discipline as professional and practical leaders. Membership in LAI is honorary through invitation and requires the nomination of all candidates to have made substantial accomplishments and contributions to their community and to their profession. This is determined through a candidate's demonstration of substantial experience that also gives evidence of local leadership and demonstrates ethical and professional achievement.

Benefits of Membership

LAI augmented by the Chapters provides forums for its members to learn and discuss issues of common concern in collegial settings. Because it consists of some of the most respected persons in their disciplines, these conversations, workshops, lectures, and social opportunities facilitate personal growth and create challenging opportunities for peer-to-peer discussions. This can result in detailed peer inputs and a broader understanding of how their professional endeavors affect conditions in society. Further, as an organization of select, elected membership, members receive and share in the recognition by LAI, the Chapters and the public as acknowledged leaders of the land economics industry. All of this provides LAI members with a broader base of peer-level professional contacts and a broadened social network.

The Value of LAI Membership

LAI members gain personal satisfaction and professional growth through active participation in a select diverse international community of peers. Through the social and educational components of LAI, members have ample opportunity to stimulate their intellectual curiosity, expand their knowledge and build a broad network of colleagues. This in turn enables members to give back to the community in the form of better professional decisions and community-wide educational and service.

Further, the interactions between knowledgeable colleagues, presentations, workshops, and discussion forums (provided at Chapter and the international sponsored events) provide continuing insights for each member as to how to make better land use and real estate decisions. LAI allows its members to establish a broad and deep social and professional peer network of colleagues in their city of residence, in all communities which host a LAI Chapter and in accessing LAI's Global Chapter.

APPENDIX 'B'

THE RESPONSIBILITIES OF LAI TO ITS LOCAL CHAPTERS

Serving the Membership and the Chapters

LAI, consisting of the Board of Governors, the LAI Executive Committee, its sub-committees and the office of the Executive Director (hereafter, International) is responsible for providing services, programs, standards, and specialized assistance to maintain the goals of LAI and the high esteem by which admission to membership in a local Chapter, or as a Member-at-Large of LAI, best reflects the enduring values envisaged for membership.

International plays a vital role in enabling the local Chapters of LAI to function independently and together as an honorary society. International serves as the unifying element. The Board of Governors, assisted by its Executive Committee, sets the policy framework and manages the overall affairs of LAI.

International supports and provides a range of services and resources to the local Chapters and individual members through the provision of print and web-based publications, webinars, an awards program, the maintenance of the Land Economics Foundation, the Global Chapter, and the support of interconnected networking and educational programs held in host cities (Land Economics Weekends or “LEWS”), open to all members.

The services and benefits to members, Members-at-Large and the local Chapters provided by International are summarized below in Attachment 1.

Serving the local Chapters

A strength and foundation of LAI is that it functions as a confederation of Chapters rather than as a centralized organization. This is due to the nature of the Chapter form of governance wherein the Presidents of each local Chapter are members of the Board of Governors. It is also a reflection of the reality that LAI’s vision, mission and operational activity is fundamentally achieved at the local Chapter level in meetings among professionals known to each other in their communities. Each local Chapter offers a range of networking, educational, and community service activities that are available to all members.

Serving the Membership

LAI's greatest asset is its ability to bring together knowledgeable professionals from all aspects of land economics professions to share information and to learn from one another on neutral ground. International facilitates this activity by providing a linkage between local Chapters, as well as offering opportunities for Chapter members across LAI's geographic reach to know, learn, and engage one another in professional discourse. The meetings and resources provided by International, including membership in its Global Chapter, are the means for interested members from across the world to connect and engage in such discussions.

Attachment 1

Services Provided by International

In support of its members, Members-at-Large and Chapters, International activities include:

Administrative Activities

- Maintaining membership records for all Chapters and Members At-Large.
- Collecting dues for International and for Chapters that desire it.
- Maintaining the International Website for LAI.
- Maintaining LAI administrative records.
- Providing administrative services for Chapters and members.
- Establishing and maintaining an indexed, archival storage and retrieval system for Land Economics Weekend events, member publications, historical documentation, and work products useful to advancing land economics principles.
- Providing a central repository where all Chapters can come for information and help in maintaining their branch of LAI.
- Providing insurance for International and Chapter directors and officers.
- Supporting by Declaration of Trust the Land Economics Foundation of LAI.

Membership Activities

- Assisting in the formation of new Chapters.
- Assisting the International Scribe in publishing LAI's newsletter, *KeyNotes*.
- Conducting semi-annual LAI business meetings and sponsoring Land Economics Weekends to afford interested members the opportunity to meet members from other Chapters, learn, tour developments in host cities, and develop a broader professional and social network. Land Economics Weekends and the LAI business meetings are held in the territorial area of local Chapters or at venues of interest to the membership, including centers of prospective Chapter development.
- Promoting recognition of significant contributions to the discipline of land economics from the membership and beyond, in part through the LAI International Awards Program.
- Assisting the Global Chapter as a special forum for LAI members seeking contact with members, LAI Chapters and Members-at-Large.

Chapter Support Activities

- Providing for electronic communications between Chapters, including the International Website and other forms of electronic media exchange, to assist with the sharing of ideas, programs, and speaker resources among local Chapters.

- Providing communication vehicles, publications, newsletters, and information support, through *KeyNotes* and other forms of electronic communication, to inform and enhance regular communication between LAI members and the local Chapters.
- Assisting Chapters to establish Websites for purposes specific to the Chapter, including access to the LAI Web site.
- Providing counseling, targeted meeting opportunities, best practices exchanges, and encouraging other vehicles of communication, relationship enhancement, support, and information exchange to best project the objectives, interests, and goals of LAI and its local Chapters universally and amongst its membership.
- Providing incentives and the encouragement of local Chapter support for the attendance of Chapter officers and representatives at LAI business meetings of the Board of Governors and its Land Economics Foundation,
- Providing web-based central resources for local Chapter programs, recruitment, induction ceremony insignia, memorabilia, policies, procedures, and practices, and Briefing Memoranda on multiple subjects germane to the functions of the Chapters and members.
- Encouraging and supporting the activities of local Chapters associated with contributing to, participating in, and funding the activities and programs of the Land Economics Foundation of LAI.
- Accommodating associations and relationships with other professional organizations independent of the membership obligations in LAI and its local Chapters, including joint meetings, affiliation agreements, representative attendances, and other methods of interaction.
- Assisting Chapters that are having difficulties in managing their operations and growing their membership to a self-sustaining size.
- Encouraging and supporting local Chapter activities aimed at creating, maintaining, and supporting local LAI Student Associations.
- Providing, sometimes in conjunction with LEF, Chapter grants to encourage, support or sponsor Chapter activities consistent with the criteria and the purposes of LAI.

APPENDIX 'C'

Implementation Plan: 2018-2022

2018-22 LAI Strategic Plan - Implementation Plan
as of July 6, 2017

Implementation Action	Assigned to	Time Frame	Cost	Current Status
<p>V = Vision M = Mission P = Principle G# = Goal number</p>		<p><i>Completed</i> <i>ST - Short Term</i> <i>(1 year)</i> <i>MI - medium</i> <i>Term (2-3</i> <i>years)</i> <i>LT - Long Term</i> <i>(4-5 years)</i></p>	<p><i>\$ - minimal</i> <i>\$\$ - Some</i> <i>exposure</i> <i>\$\$\$ Annual</i> <i>Budget</i> <i>Development</i></p>	
<p>6.1. Encourage the Growth in the membership of LAI (by 3 to 10 percent annually).</p> <p>a. Encourage Chapters to compile a data base of prospective and select multiple renowned, professional and recognized individuals that qualify as new members, such that LAI's membership is reflective of the distribution of land economics professionals in the Chapter's region. V, G 1,2,4; (ST); \$</p> <p>b. Establish new Chapters in a manner that increases the geographic scope as well as the number of LAI members. Set and identify target centers for new Chapter development and set performance reviews to identify and achieve new Chapter support needs. M, P, G 1,4; (ST); \$\$\$</p> <p>c. Consider hosting LAI sponsored events in prospective target centers without established chapters. Focus on those cities with identifiable plans and programs for revitalization and plan to create a better future for their community. V, M, P, G1,2;(LT); \$\$</p> <p>d. Encourage Chapters to use the new member materials developed by International to enhance their recruitment of new members. V, M, G1; (ST); \$</p> <p>e. Continue to improve new members tools that explain the tangible benefits associated with LAI membership beyond the local Chapter network context. M, G1; (ST); \$</p> <p>f. Institute a regular member survey to determine member ideas to grow the importance of LAI in their professional lives as well as levels of satisfaction both with LAI functions and activities. V, M, G1,2,5; (ST); \$</p> <p>g. Monitor Chapter health and prepare for proactive intervention where lapses in strong and committed leadership or declining membership are evident. M, G1,2; (MT); \$\$</p>	<p>Chapter Services / Membership * (*after creation)</p> <p>New Chapter Development</p> <p>Executive</p> <p>Chapter Services Committee / Membership Committee * (*after creation)</p> <p>Chapter Services / Membership * (*after creation)</p> <p>Chapter Services / Membership * (*after creation)</p> <p>Chapter Services / Membership * (*after creation)</p>	<p>ST</p> <p>MT</p> <p>LT</p> <p>ST</p> <p>ST</p> <p>MT</p>	<p>\$</p> <p>\$\$\$</p> <p>\$\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p>	

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h. Provide, in LAI, for the constitution of a Membership Committee with the purpose of assisting local Chapters in identifying goals, objectives and targets, including incentive programs, for the enhancement of membership and recruitment activities within the local Chapters, the identification of Members at Large, the outreach of the Global Chapter and role of International in enhancing membership in the Society.	Executive	ST	\$\$	
6.2. Assist Chapters to grow their membership to a sustainable level given the characteristics of their geographic territory.				
a. Continue to improve and expand the best practices “Briefing Memorandums” to assist local Chapters to attract and retain members as well as improve their administration of the Chapter. V, M, P, G1,2,3,4,5 (ST) \$	Chapter Services supported by other Committees	ST	\$	
b. Continue to use the President’s Roundtable at the LAI Business Meetings as a means for Chapters to share best practices. V, M, P, G2,3,5 (ST) \$	Chapter Services	ST	\$	
c. Continue to add materials to the Chapter Resources section of the LAI Website. V, M, P, G1,2,3 (ST) \$	Executive Director	ST	\$	
d. Continue efforts to address the membership gap between the time a professional begins their career and become eligible for LAI membership. V, M, G5 (ST) \$	Chapter Services / Membership * (*after creation)	ST	\$	
e. Encourage meetings of chapter officers within a region to supplement Presidents Roundtable and Board of Governor’s meetings for idea exchanges and standardizing best practices. V, M, G3,5 (ST) \$\$	Chapter Services	ST	\$\$	
f. Produce materials to support the recruitment, orientation and education of new members. V, M G1,2; (MT); \$\$\$	Chapter Services	ST	\$\$\$	
g. Enhance the effectiveness of the President’s Roundtable as a means for local Chapters to share best practices and management and development issues. V, M, P, G1,2,3; (ST); \$	Chapter Services	ST	\$	

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<p>6.3 Highlight and advance the international stature of LAI membership:</p> <p>a. Improve and expand LAI's efforts to acknowledge and honor the diversity of the membership and award recipients in activities and publications. V, M, G1,3,4,5 (ST) \$\$</p> <p>b. Continue to improve the educational offerings at the Land Economics Weekends to provide opportunities for members to explore and learn about land economic projects and practices in cities across the world. Seek methods to share more broadly the ideas exchanged and best practice responses identified at the LEWs. In programming LEWs, place more emphasis on practice and applied professions. V, M, G1,2,3,4,5 (MT) \$\$\$</p> <p>c. Expand the programs and activities of the Global Chapter. Undertake programs for the exchange of expertise, the identification of external solutions or approaches undertaken in other jurisdictions and the building of international participation by stipend panels of LAI members in addressing local, regional, or global problems sets. V, M, G1,2,3,5 (ST) \$\$</p> <p>d. Strengthen LAI's standing committees and special committees by new and expanding committee membership, providing targeted objectives with reporting metrics and developing succession plans for committee leadership. M, G1,3 (MT) \$</p> <p>e. Seek affiliation opportunities and partnerships with similar organizations in communities where the need and desire for an LAI presence is apparent but where creation of a LAI Chapter would be difficult or counter to cultural norms. V, M, 1,5; (MT); \$</p> <p>f. Highlight the international nature of the organization in LAI publications. V, M, G1,2,3,5 (ST) \$</p> <p>g. Challenge, by encouragement, regional attendance at an LAI Regional Event in addition to, but possibly coupled with a LEW, sponsored by LAI. (*) V, M, G3,5 (MT) \$\$</p>	<p>Awards Public Relations Publications</p> <p>Publications Executive</p> <p>Global Chapter</p> <p>All Committees</p> <p>New Chapter Development Committee Executive Committee</p> <p>Publications Public Relations</p> <p>Chapters Publications Public Relations</p>	<p>ST</p> <p>MT</p> <p>ST</p> <p>MT</p> <p>MT</p> <p>ST</p> <p>MT</p>	<p>\$\$</p> <p>\$\$\$</p> <p>\$\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$\$</p>	

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<p>h. Prepare an annual updated Five Year Fiscal Plan integrating strategic action planning with budget forecasting. M, P, G2,5; (MT); \$\$</p> <p>i. Research and document the history of LAI and enhance the presentation of the history on the LAI website. M, P, G4; (MT); \$</p>	<p>Finance</p> <p>Historian</p>	<p>LT</p> <p>MT</p>	<p>\$\$</p> <p>\$</p>	
6.4 Improve coordination between International and the Land Economics				
<p>a. Improve the communication of LEF's activities to Chapter members throughout LAI to encourage greater participation in funding LEF's activities. Highlight grants awarded and projects completed. Consider including presentations of completed LEF grant projects at Chapter meeting and LEW's. V, M, P, G1,2,3,4</p>	<p>LEF Publications Public Relations</p>	<p>MT</p>	<p>\$</p>	
<p>b. Seek methods to enhance and broadly distribute LEF's own efforts and the results of LEF funded projects. V, M, G1,3 (ST) \$</p>	<p>LEF Publications Public Relations</p>	<p>ST</p>	<p>\$</p>	
<p>c. Explore means to enhance the annual new contributions to the LEF central fund. V, M, G2,5; (MT); \$</p>	<p>LEF</p>	<p>MT</p>	<p>\$</p>	
6.5. Expand LAI public relations efforts:				
<p>a. Assist Chapters to better publicize use of the public relations toolkit developed as part of the Brand Enhancement Project. V, M, G2,3(ST) \$</p>	<p>Public Relations</p>	<p>ST</p>	<p>\$</p>	
<p>b. Connect LEF research funding to help advance LAI's image. V, M, G1 (ST) \$</p>	<p>LEF Public Regulations</p>	<p>ST</p>	<p>\$</p>	
<p>c. Explore the feasibility and benefits of establishing new links between LAI and other land use organizations. V, M, G1; (MT); \$\$</p>	<p>Public Relations</p>	<p>MT</p>	<p>\$\$</p>	
<p>d. Explore the feasibility and benefits of establishing an LAI approved professional recognition designation applicable to its members. V, M, G4; (MT); \$\$</p>	<p>Awards</p>	<p>MT</p>	<p>\$\$</p>	

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e. Provide, in each year the topic and particulars of an event, tour or program to be held simultaneously by each local Chapter to celebrate the <i>Vision, Mission, Principles</i> and <i>Goals</i> of Lambda Alpha International, enhance public education and aid in membership identification and recruitment. (*) V,M,P, G1,2,3,5	Chapter Services Public Relations Publications	MT	\$\$\$	
f. Investigate the feasibility and benefits of developing and promoting a membership value video and mobile phone Application on LEW's, their sites, nature, benefit and offerings. V, M, G1; (MT); \$\$\$	Publications	MT	\$\$\$	
g. Investigate the feasibility and benefits of developing and promoting a membership value video and mobile phone Application on LEW's, their sites, nature, benefit and offerings. V, M, G1; (MT); \$\$\$	Chapter Services Public Relations	ST	\$\$\$	
6.6. Improve communications within International and between International and the Chapters: marketing efforts to the broader public.				
a. Continue to invest in modern technologies to reduce the cost of communications and enhance the effectiveness of LAI meetings and conference calls. V,M, P, G1,2; (MT); \$\$	Executive Executive Director	MT	\$\$	
b. Facilitate improved communications between Chapters using the LAI website and both print and electronic media. V,M, G1,3; (ST); \$	Publications Public Relations Executive Director	ST	\$	
c. Encourage Chapters to implement the LAI Chapter website template or build their own websites so that all Chapters have a functioning website. V, M, G3,5 (ST) \$	Chapter Services	ST	\$	
d. Establish a comprehensive LAI calendar that includes all upcoming LAI International meetings and all Chapter meetings. V, M, P, G3,5 (ST) \$	Executive Director	ST	\$	
e. Institute a member survey on levels of satisfaction with both local Chapter and LAI functions and services. V, M,G5 (ST) \$	Chapter Services Executive Director	ST	\$	
f. Investigate the feasibility and benefits of enhancing the LAI policy of financial support of long distance travel costs for local Chapter representative participation in Board of Governor's meetings. V, M, G1,2; (MT);	Finance	MT	\$\$\$	

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g. Encourage local Chapters to create the position of Chapter 'Scribe' or 'Communications Chair' with prescribed activities for liaison with International, other Chapters, publicizing Chapter activities and promoting LEW'S within the Chapter membership. (*) V, M, P, G1,2,3,5 (MT) \$	Publications	MT	\$	
h. Encourage more event-oriented opportunities to share best practices amongst Chapters by topic identification, book fairs, identifying new Briefing Memoranda and special education sessions, salons or round table teleconferencing. V, M, P, G1,2,3,5; (MT);	Chapter Services Publications	MT	\$\$	
6.7. Report on the progress of the implementing the Strategic Plan and fine tune the implementation activities.				
a. At each LAI Board of Governor's meeting, the President shall provide a summary report on the progress of the implementing the various activities proposed in the Strategic Plan. (*) V, M, G5 (ST) \$	President Executive Director	ST	\$	
b. The LAI Board of Governors on the recommendation of the Executive Committee shall review and adjust the Strategic Plan implementation work program and Fiscal Plan, if any, which shall serve as a guide for the Society's administrative and volunteer activities. V, M,	Board	ST	\$	