



2021 MEMBERSHIP CENSUS

94% PARTICIPATION

299 ACTIVE MEMBERS

281 RESPONDENTS

2021 MEMBERSHIP STATISTICS

389 MEMBERS

- 299 Active (2021 Dues Paid)
- 48 Grace (2020 Dues Paid)
- 42 Past Due (2019 Dues Paid)

29 RETIRED MEMBERS

- 23 Current (2021 Dues Paid)
- 3 Grace (2020 Dues Paid)
- 3 Past Due (2019 Dues Paid)

GENDER

- 55% Male
- 45% Female

AGE

- 54% Age 40-59
- 42% Age 60+
- 4% Under Age 40

YEARS OF EXPERIENCE

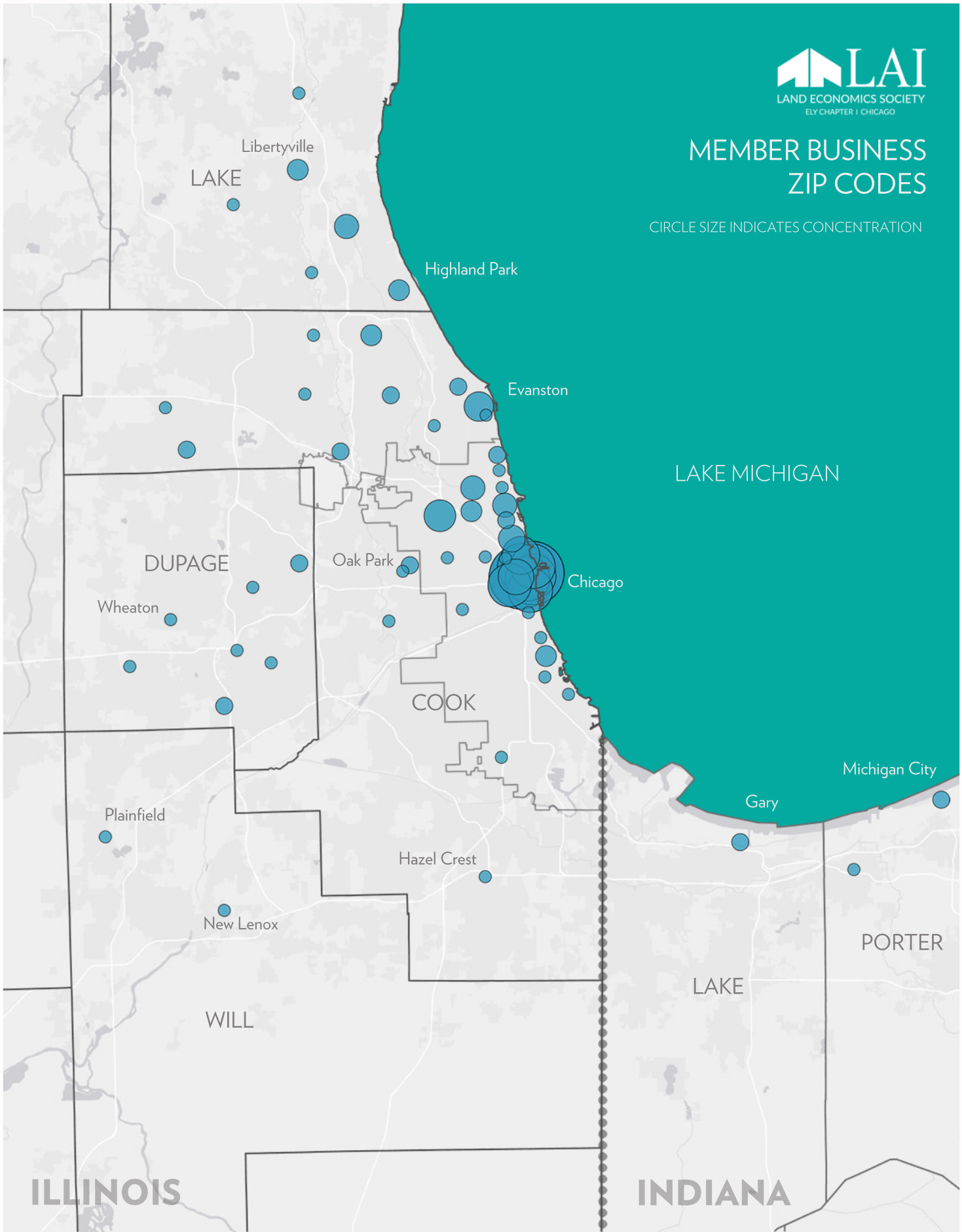
- 37% 20-30 Years
- 13% 10-20 Years

RACE/ETHNICITY

- 87% White
- 8% African American
- 3% Hispanic
- 2% Asian

MEMBER BUSINESS ZIP CODES

CIRCLE SIZE INDICATES CONCENTRATION

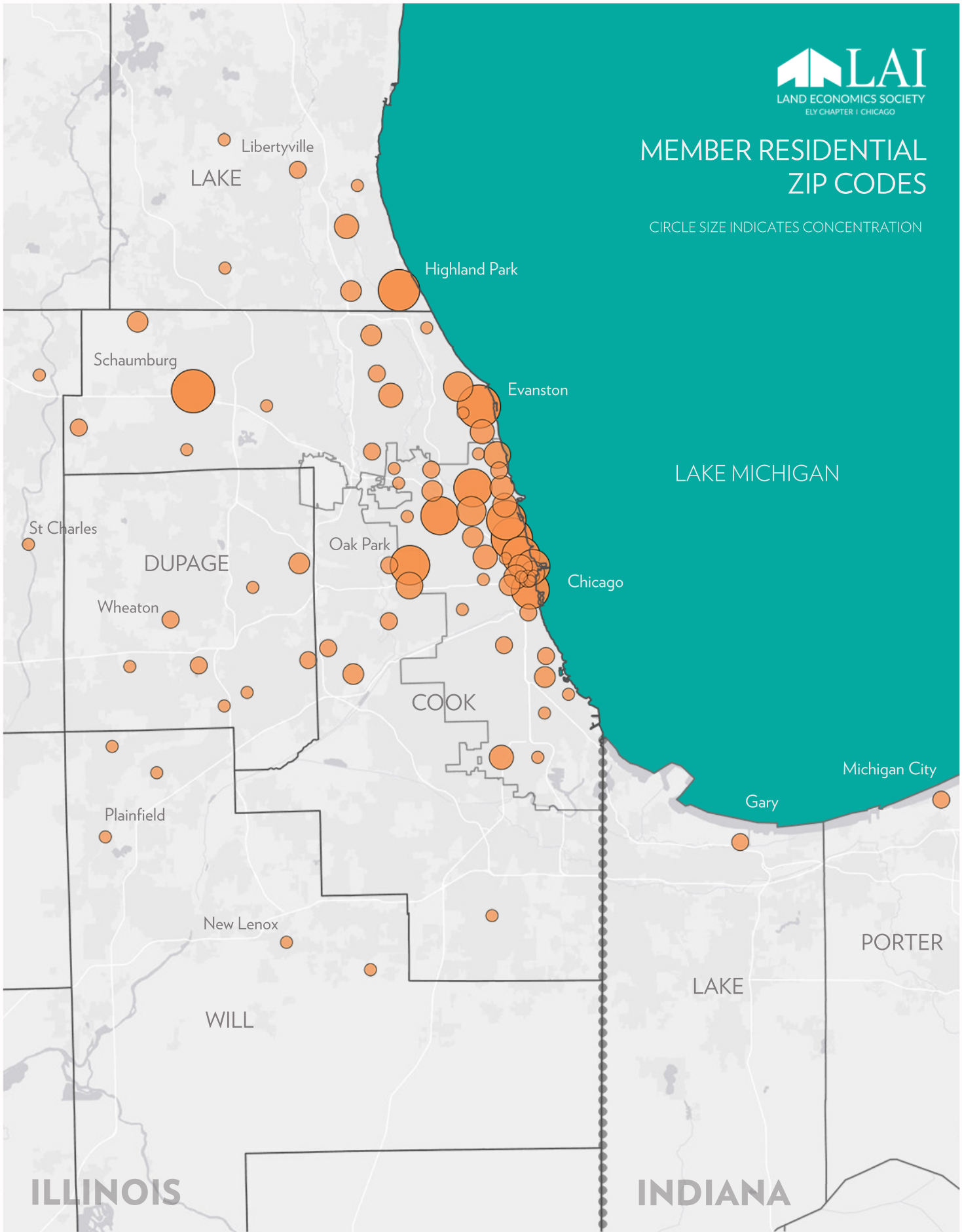


ILLINOIS

INDIANA

MEMBER RESIDENTIAL ZIP CODES

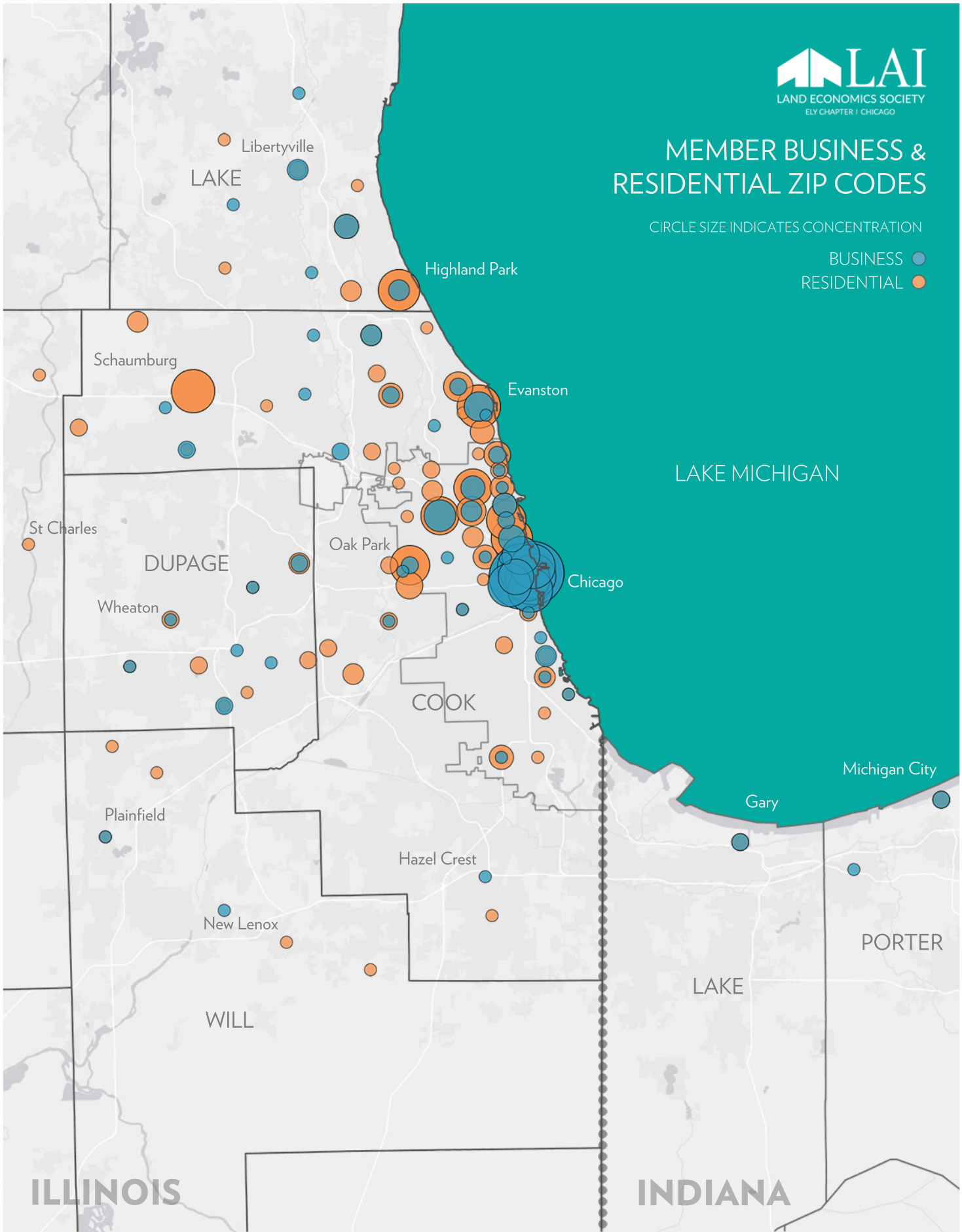
CIRCLE SIZE INDICATES CONCENTRATION



MEMBER BUSINESS & RESIDENTIAL ZIP CODES

CIRCLE SIZE INDICATES CONCENTRATION

BUSINESS ●
RESIDENTIAL ●



2021 MEMBERSHIP STATISTICS

26%+ BY SECTOR

- Land Use Planning
- Community Development
- Economic Development
- Real Estate Development
- Urban Redevelopment

15-25% BY SECTOR

- Architecture
- Government
- Non-Profit
- Real Estate Consulting

10-15% BY SECTOR

- Real Estate Finance
- Real Estate Management
- Transportation Engineering
- Other

HOW MANY EVENTS/YR

- 48% 1-3 Per Year
- 36% 4-6 Per Year
- 14% 7-10 Per Year
- 2% 11+ Per Year

HOW MANY INITIATES SPONSORED

- 48% = 0
- 26% = 1-2
- 17% = 3-5
- 6% = 6-10
- 3% = 11+

2021 MEMBERSHIP STATISTICS

SERVED ON A COMMITTEE

- 36% Yes
- 64% No

IF SO, WHAT COMMITTEE

1. Board (60%)
2. Membership (41%)
3. Programming (41%)
4. LEW (31%)
5. Chautauqua (29%)
6. Awards (26%)
7. Communications (10%)
8. Speakers Bureau (10%)
9. DEI (8%)
10. Other (8%)
11. Sponsorship (7%)
12. Midwest Tour (6%)
13. Finance (5%)

VALUE OF MEMBERSHIP

1. Personal/Prof Networking (90%)
2. Education (73%)
3. Social (52%)
4. Business Networking (47%)
5. Other (4%)

PARTICIPATION IN OTHER GROUPS

1. Other (45%)
2. ULI (29%)
3. APA (23%)
4. None (18%)
5. ICSC (17%)
6. AIA (6%)

2021 MEMBERSHIP STATISTICS

TOPICS OF INTEREST?

1. Development (85%)
2. Planning (82%)
3. Resiliency/Sustainability (51%)
4. Design (48%)
5. Legislation/Policy (47%)
6. Finance (34%)

PREFERRED TIME FOR EVENTS

1. Lunch (84%)
2. Post-Work (41%)
3. Breakfast (23%)

ATTEND LAI EVENTS/LEW/WEBINARS

- 57% No
- 43% Yes

PREFERRED SOCIAL MEDIA

1. LinkedIn (91%)
2. Facebook (27%)
3. Twitter (20%)
4. Instagram (18%)
5. None (8%)
6. Other (1%)

LEGACY COMMITTEE REPORT

JANUARY 2023

An Ely Chapter Legacy Committee was convened ad hoc by Chapter President Lynsey Sorrell in January 2022 for the following purposes:

1. Consider and address discriminatory statements, policies and actions of historic figures associated with LAI, including Richard T. Ely and others.
2. Address how the Ely Chapter can be impactful stewards for current and future generations in terms of diversity, equity and inclusion within the various fields of land economics.
3. Convene over a 12-month timeline and deliver a report to document the research and outline a set of initial recommendations for Board consideration.

This *Legacy Committee Report* is the final deliverable of this ad hoc committee.

COMMITTEE MEMBERS

Chair Richard Wilson, Brad Hunt, Zach Lowe, Will Tippens, Jewell Walton and Christine Williams

WORKSTREAMS

Work of the committee was organized into the following workstreams:

- Study of LAI members that are notable in the development and deployment of discriminatory land use policies and practices with particular focus on Richard T. Ely.
- Examination of how other honorary societies and institutions are dealing with negative legacy issues stemming from historic figures.
- Articulation of an initial statement on the values, mission, principles and goals of the Ely Chapter in terms of equal opportunity for all people without discrimination.
- Consideration of the demographic composition of the Ely Chapter and potential tactics that could be deployed to grow membership in a manner that better reflects the population of Chicago and the region in which the Chapter is rooted.



The content contained herein is not only the product of the work of the ad hoc committee, but also the culmination of work and understandings garnered via the Chapter’s DEI Committee, ongoing focus on diverse programming and speakers, meetings with Past Presidents to discuss the legacy of Richard T. Ely and related issues, and Board member participation in the Vision, Mission, Goals and Principles and the Healthy Chapters working groups of the 2023-27 LAI Strategic Plan initiative.

THE MEMBERSHIP IMPERATIVE

Per the finding of the Member Survey of May 2021, the general composition of the Ely Chapter membership, in terms of gender, age and race, follows:

- **55% MALE**
- **45% FEMALE**
- **96% OVER 40**
- **42% OVER 60**
- **86% WHITE**
- **8% AFRICAN AMERICAN**
- **3% HISPANIC**
- **2% ASIAN**

Although great advances in gender equality over past decades have been reported by longstanding members and demonstrated by the numbers, representation by age, race and ethnicity does not reflect the population that the Ely Chapter serves.

In order to inform land economics policies and practices, a tenet of LAI, it is imperative that chapter membership be better balanced to include not only diverse professional skills and interests, but also diverse lived experiences, values and perspectives.

HISTORIC ACCOUNTING

Discrimination in land use policies and practices run deep throughout society, not only historically but also in the modern day. LAI, and the Ely Chapter in particular, have both the opportunity and responsibility to do something about it. A critical step is facing the reality of the historic underpinnings that have led to the current situation and talking about it. Although no single individual can be blamed for all injustice, certainly the legacy of the Chapter’s namesake, Richard T. Ely, must be understood.

RICHARD T. ELY

Richard T. Ely was born in 1854, 11 years before the abolition of slavery in the United States. Over the course of his career he came to be recognized as the “Father of Land Economics,” due to his development of a systematic approach for the study, quantification and practice of real estate valuation and policies.

In the autumn of 1930, LAI was established by students at Northwestern University in Evanston, Illinois, to help foster the study of land economics. Richard T. Ely was an inspirational figure for these students, hence Chapter adoption of his name, but he was not the founder of LAI as is often misconstrued. Even so, his legacy is associated with LAI and it is important to understand what that means.

To assist in this matter, the following overview of the writings and work of Richard T. Ely (1854-1943) are provided with focus on content that is now widely understood as highly objectionable. Also included is a section summarizing how other institutions have approached the question of name changes in relation to controversial historical figures. The Committee would like to recognize and thank committee member D. Bradford Hunt, Professor and Chair, Department of History, Loyola University Chicago, for his substantive work preparing the material in this section of this report.

This content is intended to support LAI and the Ely Chapter in the vital work of assessing the diversity, equity, and inclusion of the honorary society. This work reaches into the realms of the organization's past participation or complicity in historically discriminatory policy and behavior. In this respect, LAI is confronting "difficult history" which requires reflection on how past actions continue to reverberate in the present. This report is far from comprehensive but draws on the scholarly work of historians and on the reports of universities who have confronted similar problematic legacies.

Difficult history often defies easy answers. The following synopsis of the issues surrounding Richard T. Ely are provided so that the Ely Chapter may begin to wrestle with them and come to terms with his legacy. This is not a purely academic exercise, as it touches on the core values of the organization. Nor is this exercise without precedent; in October 2020, the American Economic Association (AEA) voted to strip the name Richard T. Ely from its most prestigious lecture series, despite Ely's stature as a previously-revered founder of the AEA who had shaped the economics profession for several decades.

Brief Summary of Richard T. Ely's Career

By all accounts, Richard T. Ely was a major force in the modern study of economics and, in the early 20th century, the sub-field of land economics. After receiving a PhD from the University of Heidelberg in 1879, he helped found of the American Economic Association in 1885 and served as secretary and later president (1899-1901). In the late 19th century, Ely steered the economics field away from high-minded philosophical debates to empirically-based research to address urgent policy questions of the day. He founded or reformed departments and institutes at Johns Hopkins University (1885-1992), the University of Wisconsin (1892-1925), and Northwestern University (1925-1933). He edited journals, wrote textbooks, served on numerous boards, and

trained generations of economists who influenced the progressive administrations of Woodrow Wilson and Franklin D. Roosevelt. Throughout his career, he retained a devotion to Christianity.

Over the course of his life, Ely generally moderated his positions, moving from radical ideas to more left-of-center positions within the mainstream of the American academy. In the 1880s, he was a voice in the “Social Gospel” movement in America, espousing socialist, anti-capitalist, but Christian-centered views that strongly supported the labor movement. His support of unions during a turbulent time in labor relations nearly cost him his job at the University of Wisconsin in 1894. By the early 20th century, he had toned down his most fiery rhetoric but was still considered a leading intellectual of the Progressive Era. Over the course of his career, he rejected laissez-faire economics, advocated for white industrial workers, opposed large-scale immigration, and argued for extensive state regulation. In the 1920s, he moved from more general policy advocacy to a more narrow interest in shaping the contours of the field of land economics.

Assessments of Richard T. Ely by Historians

The above paragraph have been a standard history of Ely as an active, dynamic, and progressive intellectual/activist who championed the reform of capitalism to the benefit of the (white) working class. Ely was the subject of several favorable biographies in the post-war period, and his status as a leading progressive figure in the academy held for much of the 20th century.¹

But history has always been re-written in every generation in light of present-day concerns, and the Progressive Era – and Richard T. Ely in particular – is no exception. Since the 1960s, historians on the American left have been “problematizing” the Progressive Era, challenging the motives of middle-class reformers and exposing their racism, sexism, and general xenophobia. Historians have described how reformers sought to control immigrant behavior, for example, and how regulation came to benefit corporations rather than small producers. Others pointed to progressive reformers’ embrace (including Ely) of Social Darwinism, which held that individuals and by extension societies evolved through competition. And many Social Darwinists embraced eugenics, which itself emerged from (now debunked) science. Still, until recently, historians have

¹ Benjamin G. Rader, *The Academic Mind and Reform: The influence of Richard T. Ely in American Life*, University of Kentucky Press, 1966; Sidney Fine, “Richard T. Ely, Forerunner of Progressivism, 1880-1901,” *The Mississippi Valley Historical Review*, Mar., 1951, Vol. 37, No. 4 (Mar., 1951), pp. 599-624; Luigi Bradizza, *Richard T. Ely’s Critique of Capitalism*, Palgrave Macmillan, 2013. As an aside, in 1951, Sidney Fine was the nation’s leading labor historian, and the *Mississippi Valley Historical Review* was the top publication of the historical profession in the U.S. (It is now the *Journal of American History*).

generally expressed more disappointment than outrage at illiberal views of progressives like Ely, seeing “blind spots” rather than intense racism.²

But Ely’s racism is clear in his writings, and it cannot be brushed aside. Perhaps his most reprehensible statement identified by his critics dates from 1898. In an article in *The Century Magazine* which argued for the need for state paternalism (and hence state activism), Ely wrote that “there are classes in every modern community composed of those who are virtually children, and who require paternal and fostering care, the aim of which should be the highest development of which they are capable. We may instance the negroes [sic], who are for the most part grownup children, and should be treated as such.”³ The racism here is condescending and paternalistic rather than vicious, but it is no less demoralizing. A more moderate but similar condescension is seen in later writings, such as this from 1919: “For negroes and any other similar group, we should always keep open a broad way to success and encourage landownership just as fast as individual fitness for landownership is shown.”⁴

Recent critics of Ely’s racism are mainly from the political right. Thomas C. Leonard’s *Illiberal Reformers: Race, Eugenics, and American Economics in the Progressive Era* (Princeton, 2016) points to Ely’s racism and support for eugenics in an effort to discredit his advocacy of a progressive, technocratic, and regularly state.⁵ Clifford F. Thies, another conservative economist, compiled a laundry list of Ely quotes in 2011, a few of which don’t stand up to scrutiny when placed in context, but most of which are clearly objectionable in the modern era, especially Ely’s support for eugenics, comments on race-based immigration restrictions, and general belief in hierarchies of humans.⁶

These quotes cannot be excused but they should also not surprise us – racism and white supremacy were bedrock beliefs of late-19th and early 20th century intellectual culture in

² Mary Furner, *Advocacy and Objectivity: A Crisis in the Professionalization of American Social Science, 1865-1905*, University of Kentucky Press, 1975. This book won the Frederick Jackson Turner Prize from the American Historical Association. For an example of a “blind spot” argument that is somewhat critical of Ely, see Bradley W. Bateman, “Race, Intellectual History, and American Economics: A Prolegomenon to the Past,” *History of Political Economy* 35(4), 2003: 713-730.

³ Richard T. Ely, “Fraternalism vs. Paternalism in Government,” *The Century Magazine* Vol. 55, No. 5, pp. 781.

⁴ Richard T. Ely and Charles J. Galpin, “Tenancy in an Ideal System of Landownership,” *The American Economic Review*, March 1919, Vol. 9, No. 1, pp. 180-212.

⁵ Thomas C. Leonard, *Illiberal Reformers: Race, Eugenics, and American Economics in the Progressive Era* (Princeton University Press, 2016). For a response to Leonard, see Marshall I. Steinbaum and Bernard A. Weisberger, “The Intellectual Legacy of Progressive Economics: A Review Essay of Thomas C. Leonard’s *Illiberal Reformers*,” *Journal of Economic Literature* 2017, 55(3), 1064–1083.

⁶ Clifford F. Thies and Ryan Daza, “Richard T. Ely: The Confederate Flag of the AEA?” *Econ Journal Watch* 8(2) May 2011: 147-156.

universities across the U.S. enthralled by Darwinian ideas that permeated science and social science. Similarly, Darwin lead easily to eugenic thinking among many in academia. It took the shock of Nazi ideology for social scientists to begin to revisit the science, social science, and cultural values that all buttressed American racism, eugenics, and xenophobia, a process that did not reach critical mass until the 1960s.

Beyond Ely’s generalized racism, a more recent, more pointed criticism of Ely deserves our attention. Historians Todd Michney and LaDale Winling (who spoke at an Ely program in January 2021) wrote an award-winning article in *The Journal of American History* in 2021 that connected Ely’s intellectual work in shaping early 20th century land economics with redlining.⁷ There is no “smoking gun” in this story; Ely did not write discriminatory lending rules nor draw lines on maps. But his writings, teachings, protégées, and networks together created a widespread understanding that race should be a direct influence in real estate practices. The charge against Ely is not just that he held racist views – nearly all whites did – but that he was a crucial force in the framework that justified and perpetuated redlining and housing segregation.

In short, historians have identified two elements of Richard T. Ely’s legacy that deserve acknowledgement and reflection. First, his eugenic, nativist, and racist statements in writing are morally repugnant to us today and deserve approbation but also context. Second, Ely’s ideas played an important role in the creation of redlining and housing discrimination in the early 20th century, with ongoing consequences that speak directly to the mission of our organization today.

The American Economics Association Statement on Richard T. Ely

As Ely Chapter reflects on how to address this legacy, it may be helpful to consider how the American Economics Association (AEA) chose to handle its association with Ely, a founder and past-president.

In February 2020, the AEA convened an ad-hoc committee to consider re-naming its distinguished Richard T. Ely Lecture, held since 1962. The committee produced a one-page report in April 2020; in October 2020, the AEA issued a one-paragraph statement saying it would rename the lecture the “AEA Distinguished Lecture,” saying that change was needed to be “consistent with the AEA’s principles of professionalism and nondiscrimination.”

⁷ LaDale C. Winling and Todd M. Michney, “The Roots of Redlining: Academic, Governmental, and Professional Networks in the Making of the New Deal Lending Regime,” *The Journal of American History*, June 2021. This piece won the best article prize from the Society for American City and Regional Planning History in 2021.

The short AEA report offers surprisingly cursory research into Ely’s statements, relying on marginal academic work. It argues that Ely “wrote approvingly of eugenics and slavery, inveighed against immigrants, and favored segregation.” The evidence of Ely’s support for eugenics is clear and mirrors the sentiments of many intellectuals in the 1920s. Similarly, his opposition to Chinese immigration is reasonably documented, and, as Winling and Michney convincingly explained in 2021, Ely’s influence was crucial in the construction of redlining and the perpetuation of housing discrimination.

But the AEA’s charge that Ely wrote “approvingly of slavery” is weak. The AEA relies upon a short quote from page 48 of Ely’s 1903 book, *Studies in the Evolution of Industrial Society*: “and thus slavery may be looked upon as a necessary stage in the evolution of industrial society.” The full text, however, suggests Ely was discussing global slavery across millennia, and he hints at a “moral” opposition to slavery. While overly academic and perhaps vague, the charge that Ely “approves” of slavery is a stretch.

The Ely Chapter could probably do better than the AEA in handling this legacy. Additional work and engagement with the broader Ely Chapter membership should likely occur prior to, potentially, changing the Chapter’s name. At a minimum, the Ely Chapter can explain to membership how our namesake is flawed, how Ely was an influential voice in an American society permeated with racism and white supremacy, and how Ely contributed to structural racism that continues to shape our city today. We cannot excuse Ely’s beliefs, but we can explain their ubiquity as a part of the larger work of anti-racism that our organization should undertake.

How Universities Have Handled Renaming

This section considers the recent renaming of buildings at universities to look for insights on criteria for any consideration of renaming Ely Chapter. For roughly two decades, but accelerating since 2015, universities have wrestled with the question of buildings named after controversial figures.

In 2015, Yale University considered renaming (John C.) Calhoun College, named after the prominent defender of slavery before the Civil War. After what Yale called “trials and errors” in its initial response, it convened a committee in 2016 to produce an extensive report that included a set of principles for renaming. Yale proceeded cautiously, examining whether:

the “principal legacy of the namesake fundamentally [is] at odds with the mission of the University”;

that legacy was “significantly contested in the time and place in which the namesake lived”;

at the time of a naming, the university “honored a namesake for reasons that are fundamentally at odds with the mission of the University”;

whether the building named “plays a substantial role in forming community at the University.”

Based on these criteria, Yale trustees in 2017 renamed Calhoun College after Rear Admiral Grace Murray Hopper, a pioneering computer scientist in the 1950s and 60s.

In 2018, Stanford created its own set of principles for renaming that builds on Yale’s. Stanford considers the following:

both “the harm caused by retaining the name” and the “harm caused by changing the name”;

“the centrality of the person’s offensive behavior to his or her life as a whole”;

the “relation [of the person] to the University’s history,” broadly defined;

the “harmful impact of the honoree’s behavior”;

“community identification with the feature [i.e. building]”;

the “strength and clarity of the historical evidence”;

the “University’s prior consideration of the issues”;

and “possibilities for mitigation,” meaning “recognizing and addressing the individual’s wrongful behavior ... the University should consider describing the history in a prominent way—at the feature, where practicable, or in some other suitable location.”

In 2020, Stanford chose to remove the name of David Starr Jordan from campus buildings and spaces. Jordan had “played a central role in the founding and early years of Stanford University,” but was also “a leader and driving force of the eugenics movement.”

Yale and Stanford are hardly alone – Johns Hopkins University (2021), Princeton University (2021), and the University of North Carolina (2020) along with numerous other universities have produced reports similar in tone and criteria.

OTHER NOTABLE FIGURES

This report does not cover in-depth investigation of the potential work of historic Ely Chapter members who may have played more direct roles in the history of Chicago segregation in the 20th century. Such an investigation is a much more comprehensive project, one that would require some time and resources to undertake.



However, the following list of Ely Chapter Past Presidents and notable figures, together with the powerhouse organizations and units of government they led, demonstrate the influence that Chapter members had in land use decisions and public policies that were in many cases discriminatory.

- 1934 LAI transitions from a college-based fraternity to an organization of men involved in businesses related to land economics. President Burton Rubloff, younger brother of Arthur Rubloff, was a broker and realtor
- 1938 Edward Benninghoven of Continental Bank
- 1939 Morris Ashton, appraiser who worked for Life Insurance Company
- 1942, 1950 Homer Hoyt
- 1943 Edward Johnson, savings and loan executive, director of Federal Home Loan Bank Board
- 1945 Leonard C. Smith, appraiser and author of FHA manual
- 1947 Ira Bach, Mayor Daley's Director of Land Clearance Commission, worked for five mayors in development and planning
- 1947 Arthur Lindell, 9th Ward Alderman, chaired Council's housing committee (Mayor Kelly). Became City Budget Director
- 1948 Charles Lessey Gardner, land planner for FHA
- 1953 D.E. Mackelmann, held several high-level positions under Mayor Daley
- 1954 Henry Andrews Babcock, wrote "Appraisal Principals and Practices"
 - "Inharmonious racial groups"
 - Rating neighborhoods ABCD
- 1955 Eight new members were: Lawrence A. Kimpton, Chancellor, University of Chicago; J. Ross Humphreys, Chair of the Land Clearance Commission; attorney Robert S. Cushman; architect William F. Deknatel; General Samuel T. Lawton, Chair of the Zoning Board of Appeals, John R. Fugart, Chair, Chicago Housing Authority; Richard J. Smykal, Acting Building Commissioner; and John Cordwell, member of the Chicago Plan Commission.
- 1965 Edwin Rams, appraiser for federal government, author of appraisal books

MOVING FORWARD

Although more work can be done to understand the historic foundations of discrimination in land economics, the committee recognized the essential need for the Ely Chapter to be leaders and stewards in the practice of land economics today.

The committee was not charged with formalizing a recommendation regarding a name change; nor does it feel that such action would be appropriate without engaging the broader membership in the decision.

Changing a name to rid an ill is one approach. Changing a name to reflect our values and who we strive to be as stewards of current and future generations is another.

Such action should be a “result” of substantive work by Chapter members to more clearly define and embrace shared values. In support of this, the following content offers a starting point for broader Chapter discussions.

ELY CHAPTER STATEMENT OF INTENTIONALITY IN EQUAL OPPORTUNITY

All people are impacted by the planned environment. As a forward-thinking organization devoted to the “winnowing and sifting” of ideas to arrive at truths, part of Ely’s mission must be to investigate how decisions made within the planned environment impact people of all backgrounds, and to foster an understanding of the ideas and processes at work behind these decisions.

Where LAI-Ely activity and equal opportunity intersect, we need a basis for our actions. A shared understanding and an agreement. We need to have a statement of clear priorities and objectives that we stick to and that cannot be swayed by contrary ideas or opinions that may be held by some of our own members. We need to make tough decisions about who we are, fundamentally, as an organization. We need to develop mechanisms to strengthen our tenacity and sit, when necessary, with discomfort.

We need to be clear in our identity as an organization, even when that identity diverges with our parent or sibling organizations around the world.

We need to create, engage with, and prioritize opportunities to do meaningful work with diverse groups of people outside our day-to-day sphere of influence.

We need to make part of our organizational DNA to foster conversation that digs deeper than the usual topics up for consideration; that goes beyond the headlines and the published plans and, in many ways, beyond what has historically been allowed.

We need to look forward as well as backward – grappling, necessarily, with the inequities, inequalities, and discriminatory ideas and actions that are part of our industry and organizational history, but also understanding – through the lens of land economics – the opportunities for community and personal growth in enacting progressive and intentional DEI measures in land use policies and practices.

RECOMMENDATIONS

The committee recommends that the Ely Chapter actively seek diverse perspectives in all aspects of its business and establish protocols to engage members beyond our personal networks. Human nature guides us to gravitate to the familiar in new or uncomfortable situations. A conscious effort must be made to break away from interpersonal ties to broaden outreach to underrepresented groups and voices.

The inherent concept of legacy is to establish a linkage between the full acknowledgement of our history and past – inclusive of understanding our predecessors’ actions and intent, as well as the purposeful and accidental outcomes resulting from those actions – and create a new and improved version of ourselves as a means to preserve the Ely Chapter’s best attributes, dismantle institutional discrimination, and evolve.

The following are recommended actions to more effectively incorporate Diversity, Equity and Inclusion (DEI) principles in key aspects of Ely Chapter business.

1. **Membership.** Develop an ongoing two-year pipeline of potential candidates for the current and following year nomination (e.g. Ely Chapter would have a roster for 2023 and 2024 candidates now). Encourage members to be “on watch” for rising stars within the real estate and development space – through speaking engagements at other organization events, partner collaborations, or through media outlets such as Crain’s – that speaks to and encourages diversity and inclusion. A two-year pipeline gives a longer window for potential member candidates to attend events and become familiar with the organization.
2. **Mentorship.** Establish a formal mentorship arrangement partnering longer-term members with new members during their first year (or two) of membership to encourage engagement. Consider a 3-prong member partnership with 1 person with 10+ years in the organization (that was not nominating sponsor), the nominating sponsor, and the new member. Mentorship partnering can be based on professional discipline or common interests.
3. **Events and Committee Participation.** As part of membership, consider a requirement to attend a minimum of two events a year or join a committee to be considered an active

member during the first year (or two) of membership with the goal of establishing a rhythm of event attendance and engagement beyond the initial requirement.

4. **Board Composition.** (*Largely accomplished.*) Continue to broadcast Board membership opportunities more broadly and make it an application process. Consider a minimum active membership requirement of two or three years prior to serving.
5. **Speakers and Education.** Conduct an annual or semi-annual survey to gauge what members are interested in learning about and/or having the Ely Chapter assemble or sponsor. The Program Committees will be the recipients of this data and vet the topic ideas for opportunities to promote DEI initiatives in relevant topics. Within these topical areas (as appropriate) as well as other separate speaking opportunities outside the survey, invite and encourage representatives from women, Persons of Color (POC) and LGBTQ+ divisions of APA, AIA, and the like to provide perspective or presentations on historical infractions in the land use space and current efforts to rectify those infractions (e.g. story of Bruce Beach in CA, reparations in Evanston, etc.). Consider broadening topical areas outside the Chicagoland region to widen perspectives nationally and perhaps internationally to support best practice approaches to potentially implement in our own region. Seek opportunities to partner with other organizations to bring in dynamic speakers that may require a fee or paid travel expenses that generate buzz on current and relevant topics in the land economics space.
6. **Service and Charitable Opportunities.** Seek out opportunities to support and/or serve in underserved neighborhoods, whether the activities consist of assisting on a development/planning project in an advisory capacity, participating in a design charette, or in another service-related capacity.