



## 2020-2025 Strategic Plan International Downtown Association

Adopted 11/17/2020 IDA Board of Directors

*Imagine* an association that is valuable and compelling for Urban Place Management Organizations (UPMO's) both big and small, around the U.S., Canada and the world. What would that association look like? How would it function? What kind of value would it provide?

Center city organizations have revitalized downtowns over the last several decades and collectively established a clear foundation for professional urban place management. Today we face opportunities and challenges for future success of our districts including housing, homelessness, equity, transportation, climate change, public space management, and the changing face of retail. Hence, we see the need and opportunity for IDA to provide the network, knowledge, expertise, tools and professionalism to thrive in the next decade. Moreover, we need to develop the skills and partnerships with the public sector to address the most critical societal issues of the day.

To be successful, IDA members need new tools, more resources, clear authority, and must be recognized as the profession best equipped to harness the strength of the private sector in partnership with the public sector to address the most critical societal issues of the day. The 2025 IDA Strategic Plan forges a path to evolve the association you currently belong to into the association you've always aspired it to be.

An increasingly valuable IDA will:

- Expand and refine its **research** capacity to quantify the value of public-private place management organizations, serve as a source of leading indicators on issues affecting the future of cities, and provide evidence based best practice solutions.
- Host and curate the most comprehensive place management **Knowledge Center** in the world; delivering in-depth case studies, resource guides, templates, and solutions to address members' day to day challenges.
- Improve the quality and access to **year-round education**, meeting the needs of small and large sized organizations alike.
- Establish a globally recognized **certification credential** which sets the standards and enhances the credibility of the professional place management industry.
- Take positions on crucial global issues such as housing; retail; mobility and infrastructure; equity and inclusion; street order; employment and workforce; and climate change. **Advocate** for tools and authority needed to solve these issues.
- Develop a robust **public relations** program which elevates the visibility of member expertise and highlights the strengths of a connected, visionary, and action-oriented profession.

This plan articulates a vision for an association that has grown and prospered for more than 65 years. Today, IDA refines its focus to better serve our existing members first and foremost while evolving to become the invaluable organization all place management organizations choose to belong first.

## IDA Vision

- ❑ IDA is the essential membership organization for professional place management leaders worldwide.

## IDA Mission

- ❑ IDA empowers place management leaders with knowledge, research, and public policies for creating prosperous city centers, commercial neighborhoods, and livable urban places for all.

## IDA Strategic Goals and Metrics:

1. The IDA membership is highly engaged and illustrates the diversity within the profession and the world's place management organizations.

### *By 2025:*

- Membership retention rates exceed 90% and member engagement rates exceed national association standards.
- A clear Diversity, Equity, Inclusion initiative exists and is flourishing.
- Professional Practice Areas or Council Networks are organized by the seven knowledge domains with at least 50 practicing members in each.
- Be truly International; IDA Canada, IDA Europe, IDA South Africa, IDA Asiatic Region with reduced International rates and linkages between 1st world and developing economies.
- A small (<100k pop.) and mid-sized city network exists with dedicated programs and research.
- A robust student membership program and professional education scholarships exists.

2. IDA and its members are recognized experts and advocates of public-private partnership solutions for nurturing economically successful and equitable commercial districts in cities of all sizes.

### *By 2025:*

- Become national/international go to voice for downtown issues, policy, and in media to champion issues; both economic and social.
- IDA establishes clear policy positions, model ordinances, new organizational structures with new financing tools, and creates an advocacy toolkit for member organizations.
- IDA's State/Provincial and Federal advocacy network (legislative tracking and actions) is fully operational with ability to respond to top priority state/provincial/federal issues within a week.

- Build coalitions with other like-minded organizations on key issues: housing, homelessness, mental health, equity, climate change, and marijuana.
- IDA has an established Federal lobby arm, with a PAC, in both the U.S. and Canada.

**3. IDA is the preeminent global source of education and professional certification for place management and leadership.**

***By 2025:***

- The IDA Leadership in Place Management designation is recognized worldwide and held by 500 professionals representing at least five countries. An acceptable international qualification exists.
- Educational programming based on size of organization (including small scale) and professional career stage (new vs. ELF vs. tenured) are available annually.
- Specialty programming, by domain, is always available online, regularly offered virtually, and seasonally offered at face to face educational events.
- Education is offered in multiple languages.

**4. IDA's uniquely focused research center is the recognized source of qualitative and quantitative information on the exponential value place management organizations provide to their city and region.**

***By 2025:***

- Vitality index and the *Value of Downtowns of City Centers* is adapted for other countries and includes 10 - 50 districts in each country.
- Clear cause and effect analysis of UPMO is developed demonstrating the fiscal impacts of the district organization on the local economy.
- Leading trend research on all aspects of place based economic development is published bi-annually to include consumer and market behaviors.
- Emerging new concepts and their impacts are researched within 6 months (i.e. scooters, ride share, food trucks, Airbnb, etc).
- The IDA Knowledge Center contains evidenced-based best practices with metrics.
- Performance indicators for managed districts are established and an international standard created.
- Benchmarking and certification of an UPMO as healthy or reliable is considered.

**5. The IDA organizational culture, overall performance, and long-term resiliency is unmatched within the association industry.**

***By 2025:***

- Clear organizational values, to include DEI+, exist and are known to all leaders and staff.
- IDA member testimonials highlight the openness of the organization's governance and ease of engagement.
- IDA exceeds association performance benchmarks for comparable organizations.
- IDA is listed as one of DC's best places to work.
- IDA's revenue is diverse with no more than 25% in one area.
- IDA's related foundation annually receives \$200,000 in grants, contracts, and scholarship donations.
- IDA maintains a reserve balance equivalent to 1 year of operating costs.