



**INSPIRED LEADERS
SHAPING CITIES**

Inclusive Places

A 2018 TOP ISSUES COUNCIL EXECUTIVE SUMMARY

The IDA Inclusive Places Top Issues Council formed to address a core contradiction facing the urban place management profession today. Despite a remarkable urban revival over the past few decades, wealth and income disparities have widened inexorably in the United States and in city centers, including both within and between metropolitan regions.

Some place managers are asking themselves if their work has unintentionally fostered increasingly homogenized and exclusive urban districts that may be unwelcoming to those with less financial means, to youth, to people of color, to immigrant communities, and to other traditionally marginalized populations. How can public and private sector resources devoted to supporting thriving center city economies also benefit the social needs of underserved neighborhoods? Instead of seeing economic development and social inclusion as intertwined, many see social welfare goals and economic growth in opposition, turning debates around city budget and policy priorities into a zero-sum game. Where is the intersection? And what does this mean for the evolution of urban place management?

The Inclusive Places Council confronts these questions head-on, exploring ways that urban place management organizations (UPMOs) can:

Generate dialogue about the role they play in either challenging or perpetuating inequality and racism in the cities they serve;

Use practical tools and tactics to ensure that their approach to city building and urban place management does not explicitly or implicitly exclude people and perspectives based on income, age, race, gender, ethnicity, sexual orientation, ability, or other dimensions of identity and privilege;

Create a space for diverse stakeholders who recognize the interdependence of economic growth and inclusion to share perspectives and develop win-win strategies that support more equitable development patterns; and

Introduce practitioners who are grappling with issues of inclusive growth and social equity in the urban place management profession to resources and examples that can help them chart a path forward.

Because of their role in facilitating public-private partnerships, bringing diverse stakeholders to the table, and thinking critically about the complex dynamics that make places succeed or fail, UPMOs are uniquely situated to galvanize much-needed conversations about the kinds of policies and economic development strategies necessary not only to sustain economically healthy cities, but to mitigate negative impacts, especially in terms of workforce development, affordability, and policing issues. UPMOs can play a role in ensuring more people, particularly those who have been historically marginalized, can enjoy the opportunities and benefits that arise from the massive social, technological, and economic shifts underway in today's cities and regions.

This report includes toolkits designed to help urban place management organizations to incorporate a more inclusive approach into their programming. It also includes a short literature review on some of the work being done to better integrate economic growth strategies with social inclusion goals at the regional economic development level. Finally, it includes case studies focused on the challenges and opportunities of inclusion efforts in the field.