

## 2015-2020 Strategic Plan International Downtown Association

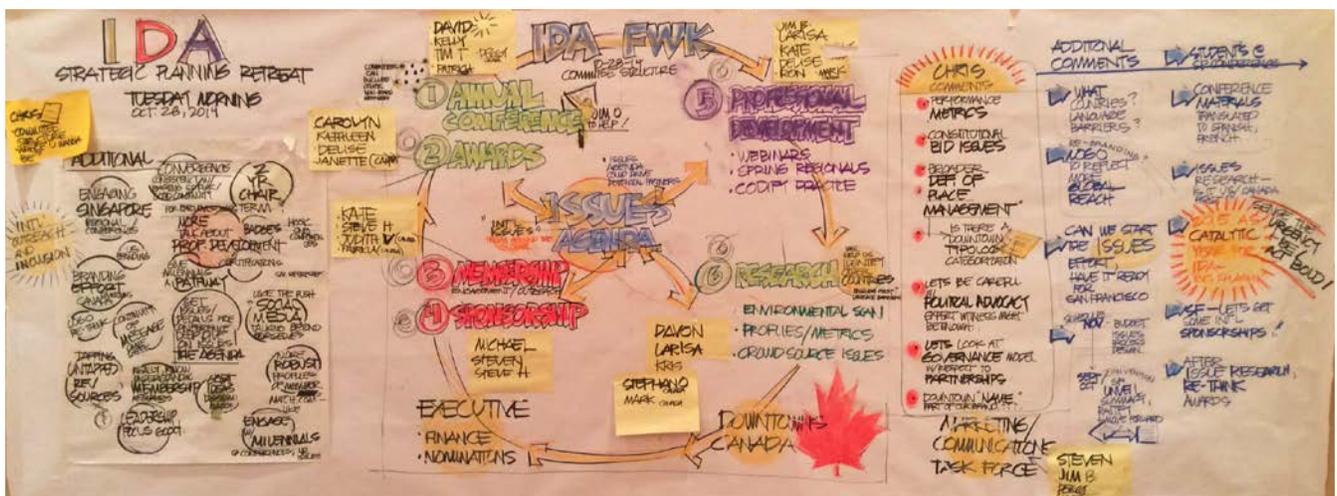
*Imagine* an association unlike any you've ever belonged to... What would that association look like? How would it function? What kind of value would it provide?

The IDA strategic plan sets forth a proposed path to continually evolve the association you currently belong to into the association you've always wanted. In the process of transformation, it's important not to lose the elements you've grown to appreciate, even cherish, over the years – the friendships, the networking, the ability to call and have a real person respond to your question, no matter how difficult or esoteric. However with the world changing at warp speed, IDA members need better access to resources and industry intelligence. And as the market space for urban revitalization expertise becomes increasingly crowded, IDA members need its organization to increase awareness of the place making profession among civic decision makers and constitutes alike.

An improved IDA will include the following elements:

- A robust research capacity to quantify the value of public-private district management and serve as a source of leading indicators on issues affecting the future of cities.
- Cutting edge information and position statements on crucial global issues like sustainable urban management, prosperity, health impacts of the built environment, and resiliency.
- A professional certification program, linked to top-flight universities, which sets the standards and enhances the credibility of the place management industry.
- A successful external communications and public relations program aimed at elevating the visibility of the industry and the expertise of its professionals.
- A wealth of web-based information ranging from in-depth case studies, resource guides, and document templates such as job descriptions, model contracts and requests for proposals.
- Continued access to conferences, webinars, news and information year round, sharing best practices and advice on every facet of place management.

This plan articulates a vision for an association that has grown and prospered for more than 60 years and today refines its focus to better serve members - now and in the next five years.



## **IDA Vision**

The International Downtown Association is a world leader and champion for vital and livable urban centers. Through its network of diverse practitioners, its rich body of knowledge, and its unique capacity to nurture community-building partnerships, IDA provides tools, intelligence and strategies for creating healthy and dynamic centers that anchor the well-being of towns, cities and regions of the world.

## **IDA Mission**

The International Downtown Association connects diverse practitioners who transform cities into healthy and vibrant urban places.

## **IDA Strategic Goals and Metrics:**

### **1. To build, strengthen, and inspire an increasingly diverse community of practitioners.**

#### ***By 2020:***

- IDA's new brand promise is recognized worldwide as the preeminent membership organization for urban place practitioners
- The IDA membership sustains a net gain of 20 members annually by 2020.
- 10% of IDA's diverse membership is comprised of related industry practitioners and organizations (city staff, developers, arts and culture, etc) .
- The IDA council network, established in 2016, continues to add one new council annually.
- The IDA regional partner network provides full representation across the U.S. and Canada and is growing worldwide in South America, Europe, and the Africa/Asiatic region.

### **2. To be recognized leaders on issues and solutions advancing the health and vitality of urban places.**

#### ***By 2020:***

- IDA produces the recognized and definitive benchmark on the State of Center Cities in North America.
- IDA convenes the annual Vital Cities Partner Summit attended by 75 top influential urban leaders in the Americas and across the globe. (there is a waiting list to attend)
- Local, State, Provincial, and National policy changes have been enacted based on expert testimony by IDA and its members.
- IDA published three op-eds in national outlets annually commenting on member-identified issues or timely policy discussions.
- IDA members are quoted quarterly in 5 international media outlets resulting in fifty thousand social media comments and 100,000 page views on the new IDA website.

**3. To be the source of industry knowledge, information, and professional development.**

**By 2020:**

- IDA's Center for Urban Research releases three reports annually.
- The IDA member profile database provides the benchmark for performance metrics in public space management.
- The IDA annually publishes 10 toolkits (i.e. parklets) containing resources for members to act locally. There are 500 downloads and IDA members upload 100 resources annually to the growing digital library.
- The IDA Certified Place Management Professional designation is recognized worldwide and held by 100 practitioners in five countries.

**4. Make the IDA more financially sustainable and organizationally strong.**

**By 2020:**

- IDA paid membership revenue and corporate revenue each surpasses \$500,000 annually.
- IDA annually receives \$100,000 in research grants and contracts.
- IDA's board is comprised of high performing officers that transition every other year, supported by a highly engaged and diverse board of directors representative of IDA member organizations.
- IDA is a high performing association measured against industry benchmarks in membership, social media, technology, governance, and operating ratios of comparable organizations.
- IDA maintains \$500,000 reserve balance.

