



2020-2025 Strategic Plan International Downtown Association

Adopted 11/17/2020 IDA Board of Directors

Updated 03/21/2023 IDA Board of Directors

Imagine an association that is valuable and compelling for Urban Place Management Organizations (UPMO's) of varied sizes, 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 challenges for the 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 a post pandemic world. Moreover, we need to develop the skills and partnerships with the public and civic sectors necessary 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 leverage opportunities for more complete and inclusive city building. 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 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 medium 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 connects and 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 knowledge domains with at least 30 practicing members in each.
 - Embrace and collaborate with similar international organizations to strengthen a global resource network and enable organic partnership formation.
 - Within IDA's diverse membership of place management organizations, a large city network exists with dedicated programs and research.
 - A robust student membership program exists and an intern placement program is developed
2. IDA and its members are recognized experts and advocates of public-private partnership solutions for nurturing economically successful and equitable mixed use commercial districts in cities of all sizes.

By 2025:

- Become the go to voice in North American media on mixed use commercial district issues and as a champion for solutions, both economic and social, by aligning a proactive public relations program and research
- IDA advocates clear policy positions, evolving place-based organizational structures, new financing tools, and creates an advocacy toolkit for member organizations.

- IDA's Federal lobby programs in U.S. and Canada are active and each advocacy network (legislative tracking and actions) is fully operational with the ability to respond to top priority federal issues within a week.
 - Build coalitions with like-minded national organizations in key policy areas: commercial real estate, attainable housing, homelessness, mental health & substance abuse, equity, transportation, and climate change.
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 200 professionals representing at least two countries. An acceptable international qualification is developed.
 - 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 shared more broadly and adapted for other countries with 50 districts in the U.S. and 2 districts outside the U.S. participating.
- Leading trend research on all aspects of place based economic development is published bi-annually to include consumer and market behaviors.
- Critical issues and emerging new concepts and their impacts are researched within 6 months (i.e. future of office, public safety, missing middle housing, etc.).
- The IDA Knowledge Center contains easily identifiable best practices with metrics for each place management core function.
- Benchmarking with performance indicators for managed districts are established and an international standard created.

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 33% in one area.
- IDA's related foundation annually receives \$200,000 in grants, contracts, and donations from outside IDA corporate.
- IDA maintains a reserve balance equivalent to 1 year of staffing and operational overhead costs.