

STRATEGIC PRIORITIES

When organizations reach milestones such as a golden anniversary, leadership should not only seize the opportunity to revel in past successes, but also proceed with a renewed focus on the future. In 2017, as the Board of Directors of the Indiana Economic Development Association (IEDA) looked toward the organization's 50th anniversary, the Directors and contracted professionals chose to use the occasion to focus attention on the next phase of the organization's story. They pondered how IEDA should continue to serve all its customers – both inside and outside the association – and to reaffirm IEDA's commitment to the prosperity and vitality of Indiana.

During the first half of 2018, they embarked upon a strategic planning process which focused on how to best serve the IEDA's mission through direct services to members and a focus on the economic development profession in which it operates. By surveying the environment and listening to customers, five themes for elevating the economic development professional emerged:



For the detailed plan visit www.ieda.org



PROFESSIONAL DEVELOPMENT

KEEPING MEMBERS ON TOP OF INDUSTRY DEVELOPMENTS AND PROVIDING OPPORTUNITIES TO GROW YOUR INDIVIDUAL SKILL-SET

Workshops, Breakouts, Roundtable Topics, Webinars, IEDC Courses, National OU/EDI Partnerships and Pre-Exam Course



COMMUNICATION

CONNECTING, INFORMING, AND BUILDING THE NETWORK INSIDE AND OUTSIDE IEDA

Newsletters, White Papers, Branding, Regional Meetings, Member Forum, New Features in the Members-Only Section and New Member Orientations



ADVOCACY/LEGISLATIVE

PROMOTING THE VALUE AND IMPACT OF THE ECONOMIC DEVELOPMENT PROFESSION AND BUILDING AND MAINTAINING THE ECONOMIC DEVELOPMENT "TOOLBOX"

White Papers, TIF Talking Points, Research Topics, Member Training, Educational Conferences, Grassroots Training and Advocacy Committee



INITIATIVES

CREATING ACTIVITIES THAT ENGAGE MULTIPLE STAKEHOLDERS AND AUDIENCES TO AFFECT SIGNIFICANT IMPACT ON ISSUES AFFECTING INDIANA ECONOMIC DEVELOPMENT

Benchmarks, Best Practices, Competitive Assessment, Emerging Trends, Supply Chain, Entrepreneurship and Affinity Groups



PARTNERSHIPS

BUILDING RELATIONSHIPS WITH KEY STAKEHOLDERS TO ADVANCE ECONOMIC DEVELOPMENT, BUILD SUPPORT FOR THE PROFESSION, AND ENHANCE INDIANA'S PROSPERITY

Develop Value Proposition to Indiana Stakeholders and Engagement Committee

Immediate Action

Brand the IEDA

- Email signature (for members – Proud Member of IEDA)
- IEDA Member Card

Publish CEO/COO Reports for Members

- CEO/COO Reports are published monthly for the board meetings

Provide Grassroots Membership Training

- Part of the legislative session at summer conference

Obtain Accredited IEDA Courses and Continuing Education

- Requested accreditation from the International Economic Development Council for all IEDA events (waiting on approval)

Develop IEDA Mobile App

- App components to include:
 - Registration for events via app
 - Membership directory with pictures
 - View expertise of each member

Create Professional Development Section on Website

- List professional development opportunities offered by local, state and national partners

Use Consistent terminology with Strategic Goals

- Highlight examples as “Best Practices”

Top Priorities

Initiate within 18 months

Create a Professional Advocacy Committee

- Purpose is to promote and advocate the economic development 'profession'
- Create a Communications Sub-Committee

Revive the Professional Development Sub-Committee

- Engage members to establish meaningful and impactful professional development offerings

Distribute Monthly Newsletter – Every 3rd Wednesday

- Send to each person in database, which includes current, former and potential members
- Link newsletter to complete stories in the “members only” section of website
- Include items such as
 - o Upcoming events
 - o Meetings in which on IEDA is participating
 - o Legislative updates
 - o Conference wrap-ups (submitted by a conference committee member)
 - o Affinity group activities
 - o Benefits of the “members only” section of
 - o Historical significance of IEDA (for the remainder of the year)

Launch Members-Only Forum

- Roll out in 3rd quarter of 2018 using current platform

Share Social Media

- Give key executives and board members access to social media sites:
 - Instagram
 - Twitter
 - Facebook

Enhance Relationships with State of Indiana

- Form an IEDC Engagement Committee [IEDA Chair, Vice Chair, Board Rep and CEO]
 - Host 'date nights' (regular meetings) with IEDC leadership
 - Establish 3-5 joint initiatives
 - Include IEDC updates in conferences – specific topics and Q&A sessions
 - Discuss merits of establishing a Memorandum of Understanding where appropriate
 - Continue to develop mutual trust and respect
- Develop relationship with administration officials (Governor and Lt. Governor representatives, along with appointees to IEDC board of directors)

Attract More Economic Development Training Opportunities to Indiana

- Solicit events from the International Economic Development Council and Oklahoma University/Economic Development Institute
- Form a working group that will consist of board members and foundation board members to work on this goal

Design Catchy Infographics for Public Awareness of TIF and Other Topics

- Incorporate infographics into IEDA publications and press releases
- Use member's knowledge to make sure on correct track

Develop Annual Marketing Calendar

- Plan out marketing releases, publications and social media posts on an annual basis

Conduct New Member Orientations

- Schedule monthly phone calls on how to activate membership
- Assign Board members to help introduce new members at events

Long-term Evaluation

To be conducted Board of Directors and Staff

Conduct a Mystery Shopper Contest

- Engage Site Selector to conduct a mystery shopper contest to provide feedback to members
- Solicit a prize for the winner, such as a visit from the Site Selector

Promote IEDA Members as Experts

- Establish an IEDA Speakers Bureau and utilize the expertise of membership to advocate for the profession
- IEDA to exhibit at other associations' events to promote economic development expertise

Benchmark Peer State Associations

- Compare IEDA in terms of:
 - Member benefits
 - Program initiatives
 - Financial support, including dues, conference fees, sponsorships, etc.

Explore Creation of New Affinity Groups

- Issues for consideration include:
 - Transportation
 - Quality of place/placemaking
 - Workforce development
 - Rural broadband

Create a Best Practices Manual

- Internal tips for LEDOs and Members
- External comparisons
 - State associations
 - Economic development incentives of other states
 - Site consultant feedback

Develop IEDA's Value Proposition

- Distribute to Governor/Administration, General Assembly, IEDC, Associations

Engage in IEDC Board Meetings

- Represent IEDA at IEDC board meetings

Committee Specific Assignments

Advocacy Committee

State-to-State Competitive Assessment

- Incentives
 - Quality of Job
 - Investment
 - Community Impact
- Indiana's Tax Structure
 - Personal
 - Sales tax zones
 - Food & beverage
 - Local options – sales and income
- Development Tools
 - Opportunity Zones
 - Tax increment financing
 - Enterprise Zones

Host Education Workshops/Networking Events

- Partner with local officials' groups to encourage local connections
- Look for regional collaborations to develop from these interactions
- Combine legislative initiatives to further enhance IEDA's message
- Create opportunity for legislative conferences and events

Involve IEDA Members/Partners with Research of Topics

IEDA Member Training

- Communications strategies for the local level
- Share IEDA's legislative agenda and talking points

Communications Sub-Committee

Develop IEDA Whitepapers on Key Economic Issues  

Create Talking Points for Members on Key Topics 

Distribute Opinion Editorials for Local News Outlets 

Conference Committee

Assign Committee Members to Focus on Each Event 

- Spring
- Summer
- Annual

Allow Time for Breakouts During Conference 

- Model other industry associations
- Maximize networking and peer learning

Create Roundtable Topics 

- Utilize interest in the affinity groups

Introduce Interactive Sessions 

- Real Project Best Practices – like RFI Live!
- Site consultant – Site Selection Live
- Rapid fire talks

Enhance Impact of Speakers and Presentations 

- Invite testimonials from companies locating in Indiana
- New member introductions at conferences
- Request IEDC speakers based upon topics

Professional Development Sub-Committee

Conduct Pre-Conference Workshops with Case Studies 

Introduce Regional Workshops 

Offer Webinars with Special Interest Topics 

Develop Resources and Awareness to Support CEcD Accreditation 

- Pre-exam course
- Outline pathway for obtaining certification
 - Add to the professional development page on the website
- Member testimonials about experiences with certification process