



Strategic Objectives – 2024

To maximize the City of Ludington Downtown Development Authority's (DDA's) positive impact on the future prosperity of the downtown development district and community as a whole, the DDA Board of Directors has established this set of strategic objectives to maintain focus and guide the DDA's initiatives.

➤ DDA Strategic Objectives

Utilizing a combination of electronic surveying (anonymous responses), research and thorough group discussion, the DDA Board has established a list of key objectives to pursue. These are categorized into **Downtown-Focused (external)** and **Organization-Focused (internal)** objectives. Note that the specific items contained in the DDA's current Tax Increment Financing (TIF) Plan were all included in the discussion of proposed physical projects & initiatives in the district.

It is the DDA's intent to revisit, reevaluate and potentially amend this set of key objectives in its entirety on an annual basis. It should also be considered how these objectives could/should be incorporated into an official update of the DDA TIF plan.

- **Downtown-Focused Objectives.** The following are tangible, actionable priorities for the DDA to pursue that the group believes will have significant positive impacts for Ludington's Downtown District. The goal of a prosperous district for local residents, visitors, property owners and business proprietors is paramount to these objectives.
 - Immediate Priorities
 - Pursue a 'Road Diet' for Ludington Avenue
 - Physical project to transform the main commercial street into a people-centric *place* and not a *thoroughfare*
 - Anticipated to result in many positive ripple effects, especially from a placemaking and 'vibe' standpoint
 - Ideally in synergy with the above, pursue a similar focus for James Street as well
 - Improve downtown public amenities & spaces in a creative, fun, authentic way
 - Specifically, the "100 South" block
 - Identify a 5-year investment plan for public spaces
 - Launch a downtown storefront *façade* improvement matching grant program
 - Initiate a formal, proactive business retention & recruitment program
 - Seed a strategic property acquisition/redevelopment fund
 - Potentially utilize for public and/or private-sector spaces as opportunities present themselves
 - Establish a policy to set aside a % of annual revenue towards this fund to keep it growing
 - Longer-Term Priorities
 - Lyric Theatre revitalization – facilitate this however we can, acknowledging the significant positive impact on the district and community

- Ongoing Priorities
 - Programming & project facilitation focused on downtown Ludington having a fun, authentic vibe
- Notes
 - *Since all resources (financial, human, time) are finite, the DDA should make a priority in the balance of 2024 to reassess the organization's current full scope of work, evaluating the value and return on investment for each initiative. Especially with the intent to pursue the new objectives above, inertia alone should not be the reason that a project or program continues. Can/should anything be eliminated from the scope of work? What should be continued but with intentional tweaks?*
- **Organization-Focused Objectives.** The DDA acknowledges that building additional capacity organizationally is critical for being able to follow through on its ambitious goals for the downtown district. These priorities below would not only support the success of the above objectives, but will also set up the DDA for additional, significant positive impact in the future.
- Immediate Priorities
 - The Downtown Development Authority (DDA) is undergoing a fundamental shift in its role that reflects a strategic approach to a stronger emphasis on infrastructure and physical improvement of the built environment; such as streetscape improvements, public space enhancements, and building renovations, to create a more attractive and welcoming environment.
 - Significant, meaningful, impactful increase in dedicated DDA funding to facilitate priority projects
 - Coordinate a succinct, compelling proposal to the Ludington City Council to increase the portion of DDA TIF allocated to the DDA's work
 - Intentional, proactive engagement & communication plan
 - with key stakeholder groups:
 - ◆ Business owners
 - ◆ Property owners
 - ◆ DDA residents
 - ◆ Customers / general public
 - DDA storytelling: emphasize the catalytic role of the DDA in visible, impactful projects
 - Explore DDA capacity / staffing needs
- Longer-Term Priorities
 - Further refine dedicated DDA staffing feasibility and potential solution