



132 E. Broad Street • Linden, MI 48451 • P.O. Box 507 • Phone: (810) 735-7980 • Fax: (810) 735-4793

Hello,

Congratulations on your appointment to the City of Linden DDA Board! We are honored to have you serve Linden and its residents. Each board and commission plays an integral role in decision-making within our community. All members will work in conjunction with the public, elected officials and City Staff alike, to provide input that will shape our city's future.

To help set you up for success, an Orientation Packet has been prepared for you and will be provided in an e-mail. Upon request, these items may also be printed for your review. It is our hope that this information will be good introductory guidance in navigating your new role.

The City Clerk and Deputy Clerk record meeting minutes, as well as prepare meeting agendas and meeting packets. You will be emailed the Agenda Packet for your review. This information is emailed a minimum of two days prior to the scheduled meeting, and will be available on our website: <https://www.lindenmi.us/>.

Additional DDA-related items are also accessible via our website at:
<https://www.lindenmi.us/dda>

Should any questions or concerns arise while reviewing your materials, feel free to contact City Offices at (810) 735-7980.

Sincerely,

City Administration



City of Linden

Downtown Development Authority (DDA) Orientation Contents

- City of Linden Business Guide
- Meeting Schedule
- Bylaws
- DDA Action Plan
- Economic Development and Marketing Strategy
- Parking Study
- Master Plan
- DDA District Map
- Façade Improvement Grant Information

Additional Web Resources

For meeting minutes, agendas, notices & more, visit the City of Linden Website: <https://www.lindenmi.us/>

MiPlace/Michigan on Main:

<https://www.miplace.org/programs/michigan-main-street/>

Michigan Downtown Association (MDA):

<https://michigandowntowns.com/>

Link to Subscribe to The Strong Business Bulletin:

<https://mailchi.mp/864060bc7986/strongbusinessbulletinsignup>

Link to Façade Grant Application:

https://irp-cdn.multiscreensite.com/0b76c777/files/uploaded/facade_improvement_program.pdf

Link to Temporary Sign Permit (A-frame Sign Rental):

https://irp-cdn.multiscreensite.com/0b76c777/files/uploaded/SIGN_PERMIT_A-Frame.pdf

Link to Sign Permit Application:

https://irp-cdn.multiscreensite.com/0b76c777/files/uploaded/SIGN_PERMIT_Permanent.pdf

Link to Certificate of Appropriateness Application (Historic District):

https://irp-cdn.multiscreensite.com/0b76c777/files/uploaded/Certificate_of_Appro.pdf

Link to the Fenton & Linden Chamber of Commerce: <https://www.fentonlindenchamber.com/>

Link to Fenton & Linden Website for Business Support Resources: <https://www.fentonlinden.com/>

Call City Administration at (810) 735-7980 or e-mail deputyclerk@lindenmi.us
For Training Opportunities!

BUSINESS GUIDE

WE'RE EXCITED YOU ARE HERE

Whether you are an entrepreneur starting your first business, an existing business considering adding a location, or a developer looking to build within the city, Linden wants to be a partner in your success.

Linden's Historic Downtown reflects traditional small-town charm and the overall spirit of our community. Exciting projects such as the re-development of the Union Block have begun and the recent designation of the Shiawassee River by the MDNR as a State Water Trail have added energy to an already thriving community.



GROWING COMMUNITY

Linden and the surrounding region has consistently been one of the fastest growing in the State of Michigan over the last two decades. A vibrant senior community along with families looking to put down roots are increasingly calling Linden home. The people here care about their community and are invested in seeing its businesses flourish.

SENSE OF PLACE

Linden is a place where roots run deep and people are proud of their town. It is a place where people stop to chat on the sidewalk, enjoy a summer afternoon walking through the farmers market, or enjoy music by our historic mill building. Any given day the library is bustling and kayaks are setting off down the river. We aren't Anytown USA. We are Linden.

REDEVELOPMENT READY

The City of Linden is actively engaged with the MEDC's Redevelopment Ready Communities program seeking to establish a solid foundation to retain and attract business investment and talent. We are committed to providing a structure that allows businesses to thrive and encourage development that enhances our community's health and well-being.

WHERE DO I START?

We want you to have a great experience opening your business here in Linden and we would love to meet you! Please call City Hall to schedule a meeting with our staff to discuss your project. We'll meet with you to discuss the steps required to get your business up and running as efficiently as possible. We'll help you identify potential locations for your business and any special considerations that may be applicable.



CITY OF LINDEN

1-810-735-7980

<https://www.lindenmi.us/>
manager@lindenmi.us



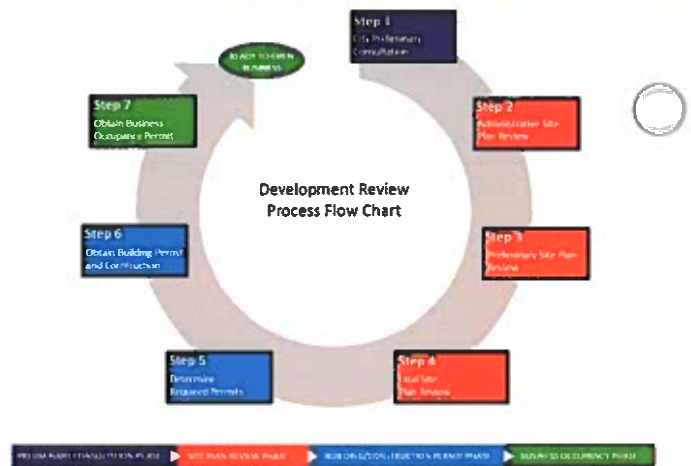
LINDEN DDA

Business Liaison Officer
dda-liaison@lindenmi.us

Development Review Process

During your initial meeting at City Hall one of the items that will be discussed is the Development Review Process Flow Chart. The chart provides an overview of the process that is required for new businesses within the City of Linden.

Depending on the scope of your project, we'll help you identify any special considerations, such as necessary approvals from the Historic District Commission or County Health Department.



Funding Opportunities

We want you to have every advantage in making your project a success and would love to work with you to locate sources of funding. Below are a few of the opportunities available but we can help you identify additional programs based on your specific project.

CITY OF LINDEN - DDA FACADE IMPROVEMENT PROGRAM

The Facade Improvement Program provides a matching grant of up to \$5,000 for commercial property owners or leaseholders of commercial property within the Linden DDA district. The grant encourages façade rehabilitation such as, but not limited to, door and window repair/replacement, masonry repair, lighting and signage.

FEDERAL TAX CREDIT FOR HISTORIC PROPERTY

The Historic Tax Credit (HTC) program encourages private sector investment in the rehabilitation and re-use of historic buildings. The federal tax credit allows program participants to claim 20 percent of eligible improvement expenses against their federal tax liability.

MEDC - MICHIGAN COMMUNITY REVITALIZATION PROGRAM

The Michigan Community Revitalization Program (MCRP) is an incentive program available from the Michigan Strategic Fund (MSF), in cooperation with the Michigan Economic Development Corporation (MEDC). The focus of the MCRP is to encourage and promote structural renovations and redevelopment of brownfield and historic preservation sites located in traditional downtowns and high-impact corridors. MCRP provides gap financing in the form of performance based grants, loans, or other economic assistance for eligible investment projects in Michigan.

**MICHIGAN ECONOMIC
DEVELOPMENT CORPORATION**

Other Resources



FENTON & LINDEN REGIONAL CHAMBER OF COMMERCE

1-810-629-5447

<http://www.fentonlindenchamber.com/>

info@fentonchamber.com



FLINT & GENESEE CHAMBER OF COMMERCE

1-810-600-1404

<https://www.flintandgenesee.org/>

info@flintandgenesee.org

CITY OF LINDEN

**RESOLUTION NO. 32-23
A RESOLUTION ESTABLISHING THE REGULAR MEETING SCHEDULE FOR 2024**

WHEREAS, the Linden City Council wishes to establish its regular meeting schedule for 2024; and

WHEREAS, the Linden City Council wishes to provide proper posting for all City Boards and Commissions Meetings, in accordance with the Open Meetings Act; and

WHEREAS, meeting times may change, and special meetings may be scheduled from time-to-time, revisions to the regular meeting schedule below shall be posted in City Hall, in accordance with the Michigan Open Meetings Act;

NOW, THEREFORE BE IT RESOLVED, the Linden City Council instructs the City Clerk to post notification of the following regular meetings:

CITY COUNCIL

Regular meetings are held on the fourth Monday of each month at 7:00 p.m. in Council Chambers, located at 201 North Main Street unless otherwise noted:

January 22, 2024
February 26, 2024
March 25, 2024
April 22, 2024

May 13, 2024*
June 24, 2024
July 22, 2024
August 26, 2024

September 23, 2024
October 28, 2024
*November 12, 2024
*December 9, 2024

CITY COUNCIL WORK SESSIONS

Work sessions are held on the second Monday of each month at 6:30 p.m. in Council Chambers, 201 North Main Street unless otherwise noted:

January 8, 2024
February 12, 2024
March 11, 2024
April 8, 2024

No May Work Session
June 10, 2024
July 8, 2024
August 12, 2024

September 9, 2024
*October 15, 2024
No November Work Session
No December Work Session

PLANNING COMMISSION

Regular meetings are held on the first Monday of each month at 7:00 p.m. in Council Chambers, 201 North Main Street:

*January 3, 2024
February 5, 2024
March 4, 2024
April 1, 2024

May 6, 2024
June 3, 2024
July 1, 2024
August 5, 2024

*September 3, 2024
October 7, 2024
November 4, 2024
December 2, 2024

*If the regular meeting date falls on a holiday, the Planning Commission will reschedule the meeting to another date during the month.

ZONING BOARD OF APPEALS

Meets the second Tuesday (as needed) of January, April, July and October at 7:00 p.m. in Council Chambers, 201 North Main Street:

January 9, 2024
April 9, 2024

July 9, 2024
*October 16, 2024

**Special meeting dates may be scheduled on an as-needed basis on the second Tuesday of the month.

HISTORIC DISTRICT COMMISSION Meets the third Wednesday of each quarter at 6:30 p.m. in Council Chambers, 201 North Main Street:

January 17, 2024	July 17, 2024
April 17, 2024	*October 17, 2024

LIBRARY BOARD Meets the first Thursday of the months below at 6:30 p.m. at 201 North Main Street:

January 4, 2024	June 6, 2024	December 5, 2024
April 4, 2024	September 5, 2024	

PARKS & RECREATION COMMISSION Meets the third Thursday of every other month at 6:00 p.m. or as needed:

January 18, 2024	May 16, 2024	September 19, 2024
March 21, 2024	July 18, 2024	November 21, 2024

DOWNTOWN DEVELOPMENT AUTHORITY Meets the fourth Thursday of each month at 8:30 a.m. in Council Chambers, 201 North Main Street:

January 25, 2024	May 23, 2024	September 26, 2024
February 22, 2024	June 27, 2024	October 24, 2023
March 28, 2024	July 25, 2024	*November 21, 2024
April 25, 2024	August 22, 2024	No December Meeting

SIGN COMMITTEE Meets Thursday at 8:30 a.m. if there is an agenda item in City Hall, 132 East Broad Street

BOARD OF REVIEW

March 5, 2024 Organizational meeting only 9:00 am
March 18, 2024 9 am-3pm
March 19, 2024 3pm-9pm
July 16, 2024 9am
December 10, 2024 9am

**MINUTES OF ALL MEETINGS ARE AVAILABLE FOR REVIEW UPON REQUEST MADE TO THE CITY CLERK
CHECK SUPPLEMENTAL POSTINGS TO CONFIRM MEETING TIMES AND DATES. ALL AGENDA PACKETS
ARE POSTED ON THE CITY'S WEBSITE.**

Adopted by the Linden City Council at their regular meeting held on Monday, December 11, 2023.


Danielle N. Cusson, Mayor

Attest:


Tessa Sweeney, City Clerk

**Downtown Development Authority
City of Linden
132 East Broad Street, Linden, MI 48451-0507
Telephone: (810) 735-7980
Fax: (810) 735-4793
Christopher Wren, City Manager/Interim Executive Director
Adopted 4-22-08**

Article I. Name and Registered Office

Section 1. Name

The name of this authority is The Downtown Development Authority of the City of Linden (the "Authority").

Section 2. Registered Office

The registered office and principal place of business of the Authority shall be the City Hall of the City of Linden, or such other location as may from time to time be designated by the Board of Directors of the Authority.

Article II. Purpose and Powers

Section 1. Purposes

The purpose or purposes for which the Authority is organized are as follows: To act as a Downtown Development Authority in accordance with Act 197 of the Public Acts of 1975, as amended, including but not limited to: to correct and prevent deterioration in the Downtown Development District, to encourage historic preservation, to create and implement development plans, and to promote economic growth.

Section 2. Powers

The Authority shall exercise such powers and duties as are provided by and in accordance with the provisions of Act 197 of the Public Acts of 1975, as amended, and Ordinance 313 of the City of Linden.

Article III. Board

Section 1. General Powers

The Authority shall be under the supervision and control of a board of directors.

Section 2. Number, Tenure, and Qualifications

The board of the Authority shall consist of ten (10) persons: The Mayor of the City of Linden and nine (9) other members. The members shall be appointed for a term of four (4) years except that of members first appointed, three (3) shall be appointed for one (1) year, three (3) for two (2) years, two (2) for three (3) years, and two (2) for four (4) years. Not less than the majority of the members shall be persons having an interest in property located in the downtown district. The term of office shall begin on the first day of January.

Section 3. Selection of Board Members

The Mayor of the City of Linden, with the advice and consent of the Linden City Council, shall appoint the members of the board. Before assuming the duties of office, a member shall qualify by taking and subscribing to the constitutional oath of office.

Section 4. Compensation of Members

Members of the board shall serve without compensation, but shall be reimbursed for actual and necessary expenses.

Section 5. Replacement and Vacancies

Subsequent directors shall be appointed in the same manner as original appointments at the expiration of each director's term of office. A director whose term of office has expired shall continue to hold office until his successor has been appointed by the Mayor of the City of Linden with the advice and consent of the Linden City Council. A director may be re-appointed in the above manner to serve additional terms. If a vacancy is created by death or resignation, a successor shall be appointed in the same manner as set forth above within thirty (30) days of such vacancy to hold office for the remainder of the term of office so vacated.

Section 6. Removal

A director may be removed from office for inefficiency, neglect of duty, misconduct or malfeasance by majority vote of the Linden City Council. Each director so removed shall have received prior notice and an opportunity to be heard

All ten (10) members of the Board of Directors shall attend each regularly scheduled board meeting. If any member is inexcusably absent from three (3) regularly scheduled board meetings, in a calendar year or two (2) consecutive meetings, unless such absences, with reasons therefore stated at the time and appearing in the journal of the meeting from which the member was absent, be excused, that member's seat shall be vacant and the mayor shall appoint a new board member to fill the vacancy.

Section 7. Conflict of Interest

A director who has a direct interest in any matter before the Authority shall disclose his interest prior to the Authority taking any action with respect to the matter, which disclosure shall become part of the record of the Authority's official proceedings, and the interested director shall further refrain from participation in the Authority's proceedings relating to the matter.

Article IV. Meetings

Section 1. Meetings

Meetings of the board of directors may be called by or at the request of the Chairman of the Board. The meetings of the Board of Directors shall be public, and the appropriate notice of such meetings shall be provided to the public.

Section 2. Notice

Notice of any meetings shall be given in accordance with the Open Meetings Act (Act No. 266 of the Public Acts of 1976).

Section 3. Quorum

A majority of the members of the board of directors then in office constitutes a quorum for the transaction of business at any meeting of the board of directors, provided that: (1) If less than a majority of the directors are present at a meeting, a majority of the directors present may adjourn the meeting from time to time without further notice; (2) In the event that effective membership is reduced due to conflict of interest, a majority of the remaining members eligible to vote shall constitute the action of the board. The vote of the majority of members present at a meeting at which a quorum is present constitutes the action of the board of directors, unless the vote of a larger number is required by statutes, ordinance, or these by-laws. Amendment of the by-laws by the board of directors requires the vote of not less than a majority of the members of the board then in office.

Section 4. Agenda

The Chairman may direct the Executive Director to prepare agendas for all meetings and send them to the Authority members at least twenty-four (24) hours prior to the meeting.

Section 5. Rules of Order

The board shall adopt rules to govern the conduct of all meetings.

Article V. Committees and Advisory Boards

Section 1. Committees

The Board of directors may by resolution passed by a majority of the whole board, designate one (1) or more committees, each committee to consist of one (1) or more of the directors of the Authority. The board may designate one or more directors as alternate members of a committee, who may replace an absent or disqualified member at a meeting of the committee. In the absence or disqualification of a member of a committee, the members thereof present at a meeting and not disqualified from voting, whether or not they constitute a quorum, may unanimously appoint another member of the board to act at the meeting in place of such an absent or disqualified member. A committee, and each member thereof, shall serve at the pleasure of the board. A committee so designated by the board, to the extent provided in the resolution by the board, may exercise all powers and authority of the board in the management of the business and affairs of the Authority, except that such committee shall not have the power or authority to: (a) recommend to members a dissolution of the Authority or a revocation of dissolution, (b) amend the by-laws of the Authority, or, (c) fill vacancies in the board.

Section 2. Development Area Citizens Councils

If any development area has one hundred (100) or more residents residing within, the board shall recommend to the Mayor that a development area citizens' council be established in accordance with PA 197 of 1975, as amended. This citizens' council shall be comprised of not less than nine (9) members, all of whom shall be residents of the development area. The development area citizens' council shall act as an advisory body to the authority and the governing body in the adoption of the development or tax increment financing plans. The development area citizens council shall exercise such powers and duties as are provided by and in accordance with the provisions of Act 197 of the Public Acts of 1975, as amended, and Ordinance 313 of the City of Linden.

Article VI. Officers.

Section 1. Officers

The officers of the Authority shall be elected by the board of directors and shall consist of a Chairman, a Vice-Chairman, Secretary and Treasurer. The board may also appoint a deputy secretary and treasurer who need not be members of the board. Two (2) or more offices may be held by the same person, but an officer shall not execute, acknowledge or verify an instrument in more than one (1) capacity if the instrument is required by law or the articles or by-laws to be executed, acknowledged or verified by two (2) or more officers.

Section 2. Election and Term of Office

The officers of the Authority shall be elected annually by the board of directors. If the election of officers shall not be held or made at such meeting, such election shall be held or made as soon thereafter as is convenient. Each officer so elected or appointed and until his successor is elected or appointed and qualified, or until his resignation or removal.

Section 3. Vacancies

A vacancy in any office because of death, resignation, removal, disqualification or otherwise, may be filled at any meeting of the board of directors for the unexpired portion of the term of such office.

Section 4. Chairman

The Chairman shall preside at all meetings of the directors and shall perform all duties incidental to office. He shall be, ex officio, a member of all standing committees, and shall have the general powers and duties of supervision and management of the Authority.

Section 5. Vice-Chairman

The Vice-Chairman shall perform such duties as are delegated by him by the chairman, and shall, in the absence or in the event of the disability of the chairman, perform such other duties as the board of directors shall prescribe.

Section 6. Secretary

The Secretary or designee shall attend all meetings of the board and record all votes and the minutes of all proceedings in a book to be kept for that purpose; shall perform like duties for the standing committees when required; and shall further perform all duties incidental to the office of Secretary

Section 7. Treasurer

The Treasurer or designee shall perform all duties incidental to the office of Treasurer. He shall disburse the funds of the Authority as may be ordered by the board, taking proper vouchers for such disbursements, and shall render to the board, at the regular meetings of the board, or whenever they may require an account of all his transactions as Treasurer and of the financial condition of the Authority. He shall give the Authority a bond if required by the board of directors in a sum and with one or more sureties satisfactory to the board for the faithful performance of the duties of his office, and for the restoration to the Authority, in case of his death, resignation, retirement or removal from office of all books, papers, vouchers, money and other property of whatever kind in his possession or under his control belonging to the Authority.

Section 8. Delegation of Duties of Officers

In the absence of any officer of the Authority, or for any other reason that the board may deem sufficient, the board may delegate from time to time and for such time as it may deem appropriate, the powers or duties or any of them of such officer to any other officer or to any director, provided a majority of the board then in office concurs therein.

Section 9. Salaries

The officers of the Authority shall serve without salary; provided that nothing herein contained shall be construed to preclude any officer from serving the Authority in any other capacity and receiving compensation therefore.

Article VII. Contracts, Loans, Checks and Deposits

Section 1. Contracts

The board of directors may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Authority, and such authority may be general or confined to specific instances.

Section 2. Loans

No loan shall be contracted on behalf of the Authority and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the board of directors and approved by the Linden City Council. Such authority may be general or confined to specific instances.

Section 3. Checks, Drafts, Etc.

All checks, drafts or other orders for payment of money, notes or other evidences of indebtedness issued in the name of the Authority, shall be signed by such officer or officers, agent or agents of the Authority and in such manner as shall from time to time be determined by resolution of the board of directors.

Section 4. Deposits

All funds of the Authority not otherwise employed shall be deposited from time to time to the credit of the Authority in such banks, trust companies or other depositories as the board of directors may select.

Article VIII. Raising of Funds

Section 1. Ad Valorem Tax

The Authority may; in accordance with PA 197 of 1975 and Ordinance 313, as amended, levy an ad valorem tax on the real and tangible property not exempt by law and as finally equalized in the downtown district. The tax shall be collected by the City of Linden at the same time and in the same manner as it collects its other ad valorem taxes. The tax shall be paid to the Secretary-Treasurer of the Authority and credited to the general fund of the Authority for purposes of financing only the operations of the Authority.

Section 2. Borrowing Money Prior to Collection of Tax

The City may at the request of the Authority borrow money and issue its notes therefore pursuant to Act 202 of the Public Acts of 1943, as amended, being sections 131.1 and 138.2 of the Michigan Compiled Law, in anticipation of collection of the ad valorem tax authorized in this section.

Section 3. Revenue Bonds

The Authority may borrow money and issue its negotiable revenue bonds therefore pursuant to Act 94 of the Public Acts of 1933, as amended, being sections 141.101 to 141.139 of the Michigan Compiled Laws. Revenue bonds issued by the Authority shall not except as hereinafter provided be deemed a debt of the City of Linden or the State of Michigan. The City Council by a majority vote of the members may pledge its full faith and credit to support the Authority's revenue bonds.

Section 4. Tax Increment Financing

When the Authority determines that it is necessary for the achievement of the purposes of Act 197, Public Acts of 1975, the Authority shall prepare and submit a tax increment financing plan to the City Council. The plan shall include a development plan as provided in Section 17, Act 197, Public Acts of 1975, a detailed explanation of the tax increment procedure, the amount of bonded indebtedness to be incurred, the duration of the program, and shall be in compliance with Section 15 of that Act. The plan shall contain a statement of the estimated impact of tax increment financing on the assessed values of all taxing jurisdictions in which the development area is located. The plan may provide for the use of part or all of the captured assessed value, but the portion intended to be used by the Authority shall be clearly stated in the tax increment financing plan.

Article IX. Initiation of Projects

All requests for the assistance of this Authority shall be made in written form and should be addressed to the Secretary of this Board. Such requests shall include the following information:

1. Name, address and business status of applicant.
2. Brief personal or business history of the applicant.
3. Narrative description of proposed project, including type of business to be conducted thereon and services to be provided thereby.
4. Description and location of project area.
5. Number of employment opportunities that will be afforded or retained in the community by the project.

Upon receipt of said application, the Board shall tentatively assess the public purpose of the project, its desirability, suitability, and its economic feasibility. The Board may request such other data and information from the applicant as it deems appropriate. The Board shall not proceed with the project unless such tentative findings are made.

Article X. Miscellaneous.

Section 1. District Boundaries.

The Authority shall exercise its powers within the following area of the downtown district of the City of Linden as authorized in Ordinance 313, as amended.

Section 2. Fiscal Year.

The fiscal year of the Authority shall correspond at all times to the fiscal year of the City of Linden.

Section 3. Waiver of Notice.

When the board of directors or any committee thereof may take action after notice to any person or after lapse of a prescribed period of time, the action may be taken without notice and without lapse of the period to time, if at any time before or after the action is completed the person entitled to notice or to participate in the action to be taken submits a signed waiver of such requirements.

Article XII. Amendments.

The bylaws may be altered or amended or repealed by the affirmative vote of a majority of the board of directors then in office at any regular or special meeting called for that purpose.



DDA ACTION PLAN

CITY OF LINDEN, MICHIGAN

PREPARED BY:
Wade Trim Associates
Flint, Michigan

PREPARED FOR:
City of Linden DDA
Linden, Michigan

Adopted March 20, 2014



TABLE OF CONTENTS

CITY OF LINDEN DDA ACTION PLAN

Adopted by the City of Linden
Downtown Development Authority
on March 20, 2014

INTRODUCTION	1
Site Context	2
Downtown Development District	3
Plan Purpose	3
Recent & Ongoing Planning Efforts	4
EXISTING CONDITIONS ANALYSIS	7
Physical Conditions	8
Zoning Requirements Audit	15
Market Opportunities	18
Opportunities and Constraints	25
BASIS FOR ACTION	27
Visioning Workshop	28
Downtown Linden Customer Survey	33
STRATEGIC ACTION PLAN	36
Strategic Recommendations	37
5-Year Strategy and Budget	46
Implementation Resources	47
APPENDIX	51
ESRI Market Analysis Data	
Downtown Customer Survey Results	



INTRODUCTION

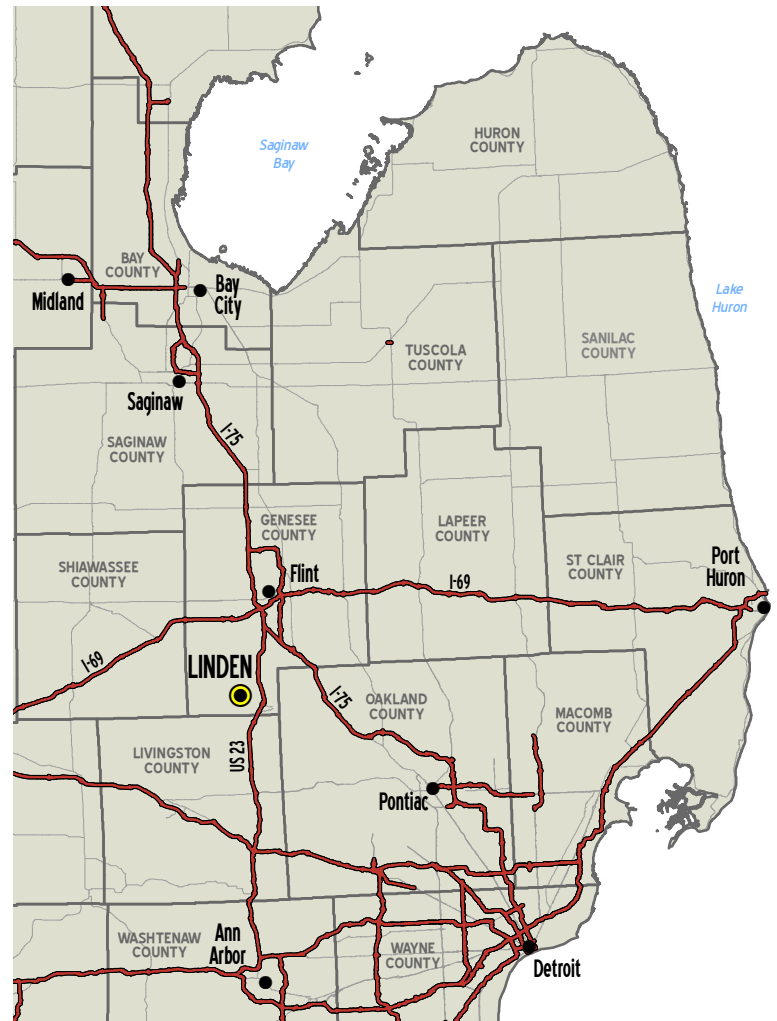


SITE CONTEXT

The City of Linden is situated in southwestern Genesee County, Michigan, approximately 22 miles southwest of the City of Flint. The City is 2.4 square miles in size and has a population of 3,991 as of the 2010 Census. Located between the urban centers of Flint and Detroit, southern Genesee County has experienced considerable growth pressures in recent years. The City of Linden, in particular, has experienced considerable growth, increasing in population by 39.5 percent over the past decade, outpacing most of its neighbors and the State of Michigan as a whole. In fact, the City of Linden was the fifth fastest growing municipality (city or village) in the State of Michigan between 2000 and 2010. Among Linden's many desirable characteristics include its small town charm, a historic business district, stable residential neighborhoods, and close proximity to major transportation corridors.

Located strategically along the Shiawassee River, the City was incorporated as a village in 1871. The City has a proud history as a lumber town. Built in the 1850's, the Linden Mill still stands as the signature landmark in the community. The City features an officially registered Historic District (the Bridge Street/Broad Street Historic District) and has 52 registered properties. Two properties, the Linden Mill Building and the Linden Presbyterian Church are on the State Register of Historic Places.

Linden's downtown business district, centered at the intersection of Bridge and Broad streets, can be considered the City's greatest asset. Downtown Linden provides a range of commerce, dining, recreation, living, civic and employment opportunities. It is a place where people congregate and is a conduit for social interactions. Downtown Linden reflects the small-town, personal nature and overall spirit of the community.

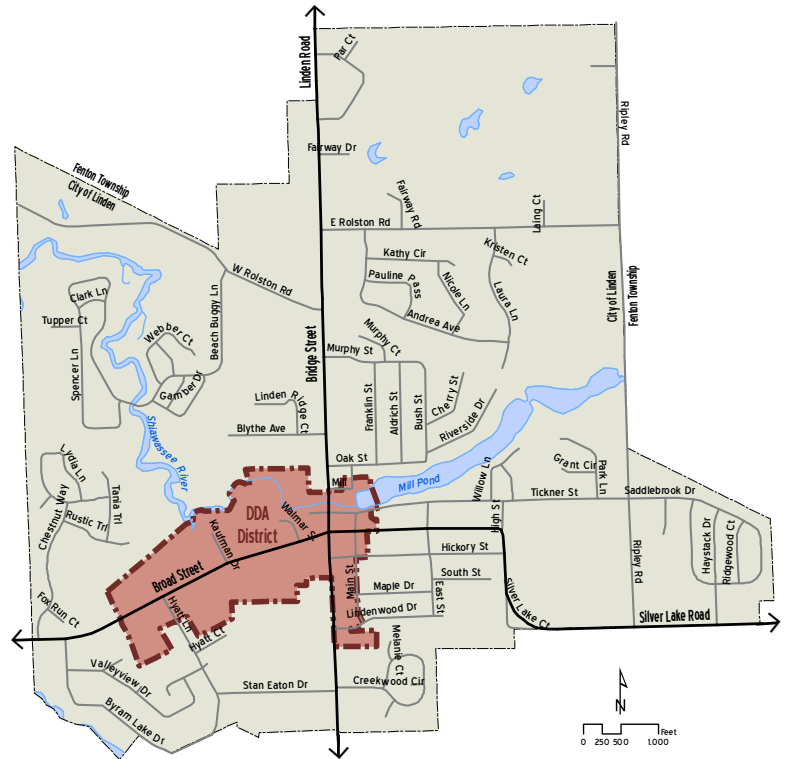


Site Context Map

DOWNTOWN DEVELOPMENT DISTRICT

Recognizing the need to strengthen and facilitate public and private investments within Downtown Linden, a Downtown Development District and Authority was formed by the City in February of 2008. The Downtown District (or DDA District) encompasses 117.22 acres of land extending along Bridge and Broad Streets (see map at right). A nine member Downtown Development Authority was also established at that time to govern the activities within the DDA District. The Linden City Council, however, has final authority for establishing the annual budget of the Authority.

The adoption of a Downtown Development District and Authority enabled the capture of tax increment revenues as a means of financing public improvements. This was accomplished in September of 2008, when, the City adopted a Development Plan and Tax Increment Financing Plan. The purpose of this plan was to provide for the acquisition, construction and financing of the necessary street, sidewalk, streetscape, parking improvements and other facilities needed in the Downtown District to achieve the objectives of the Authority. These objectives included: the prevention of further deterioration of the Downtown District; preserving the historic character of the District; and promoting the economic growth of the District.



Downtown Development District Map

PLAN PURPOSE

Community leaders and business owners agree that the continued success of Linden's Downtown District is a critical priority for the overall quality of life of the City. However, no unifying vision or strategy for the revitalization of Downtown Linden has been established. Recognizing the need to establish this vision and strategy for action, the Linden City Council and Downtown Development Authority commissioned the development of this DDA Action Plan. The DDA Action Plan seeks to achieve the following objectives:

- Inventory and assess existing conditions, opportunities and constraints within the DDA District;
- Provide an overall vision for the future development and redevelopment of the DDA District as a whole;
- Provide a vision for the redevelopment of the former Union Block building, which was destroyed by fire in 2007;
- Identify, prioritize and develop a strategic action plan for programming and improvement projects that will assist in the overall redevelopment of Downtown;

RECENT & ONGOING PLANNING EFFORTS

Over the years, the City of Linden has proactively sought to reinvigorate its central business district through various planning efforts. This DDA Action Plan is but one component of this larger planning effort. A description of the various studies that have recently been completed and which have relevance to the DDA Action is provided below.

DOWNTOWN LINDEN RETAIL MARKET ANALYSIS (2003)

This study was prepared by Gibbs Planning Group for the City in July of 2003. The primary goal of this study was to determine a viable retail mix for downtown that would better serve current residents while attracting new households yet maintain the small town charm of the City. Ultimately, the study determined that Linden could support additional retail development (up to 88,000 square feet) consisting primarily of neighborhood and convenience level operators, dining and entertainment. Specifically, the study indicated the following market potential by the year 2008:

- 14,500 square feet of apparel related categories
- 22,500 square feet of food-related categories
- 51,000 square feet of miscellaneous retailers
- 5,000 square feet of sporting goods
- 3,500 square feet of entertainment/recreation

LINDEN HISTORIC DISTRICT DESIGN GUIDELINES (2005)

As noted above, the City of Linden has a state registered Historic District and a Historic District Commission (HDC). In 2005, the HDC prepared a Design Guidelines report to encourage high-quality development within the Historic District, safeguard the heritage of the City, stabilize and improve property values, foster civic beauty, strengthen the local economy, and promote historic preservation. The study outlined a variety of design and architectural parameters applying to existing non-residential buildings, existing residential buildings, residential to commercial conversions, and new construction.

LINDEN DOWNTOWN BLUEPRINT (2005)

In 2005, as part of the larger Cool Cities Initiative in Michigan, a partnership effort between several State agencies, the City of Linden was selected to receive assistance in its downtown revitalization efforts. This included the development of a market study (Linden Downtown Blueprint) prepared by HyettPalma. The Blueprint was prepared to serve as a foundation for the development of an economic enhancement strategy for Downtown Linden. At that time, the study conservatively anticipated that Downtown Linden would have the potential to increase its share of retail sales in its primary trade area from the then level of approximately 2 percent to between 3 and 3.25 percent by the year 2010. This increase equated to approximately 20,000 to 27,000 square feet of additional retail space in the form of expansions or sales increases by existing businesses and/or the construction of some limited amount of new retail space. The study also indicated that approximately 10,000 to 15,000 square feet of additional office space could potentially be supported in Downtown Linden by 2010.

DDA DEVELOPMENT PLAN AND TAX INCREMENT FINANCING PLAN (2008)

After the formation of a Downtown Development Authority in 2008, the DDA adopted a Development Plan and Tax Increment Financing Plan which outlined the various improvements needed in the Downtown District and established a means for financing those improvements (tax increment revenues). As part of the Development Plan, the following improvement projects were outlined:

- Creation of a DDA website
- Develop a marketing plan
- Create a business recruitment and retention program
- Purchase an installation of banners for light poles
- Provide assistance to private redevelopment of the Union Block
- Purchase and redevelopment of Evans Food Building
- Conduct study of redevelopment sites and assist private developers in correcting drainage issues
- Re-stripe parking spaces in off-street and on-street parking
- Promote environmental sustainability in new development and during promotional events
- Provide facade grants to be available to businesses in the DDA
- Purchase bike racks
- Create and install consistent signage in Downtown
- Conduct a parking study to determine future parking needs downtown
- Riverbank restoration and redevelopment
- Streetscape enhancement and beautification
- Design and creation of walking trails along the Shiawassee River
- Redevelopment of the DPW Garage site
- Develop a waterpark
- Redevelopment of amphitheater

WALKABILITY REPORT (2010)

In 2010, sponsored by the Michigan Municipal League, nationally recognized “walkability” expert Dan Burden conducted a walkability audit of the cities of Linden, Lapeer and Lathrup Village. The purpose of the audit and subsequent report was to identify various weaknesses and opportunities within the three communities and guide them in making future transportation decisions that would counteract the problems associated with urban sprawl and conventional road design while promoting walkability and quality of life. Specific to the City of Linden, nearly 40 opportunities were identified that would improve overall walkability. Some of these opportunities are listed below:

- Former Union Block should be replaced with a traditional built form building that provides mixed use design;
- Potential roundabout gateway at Bridge/Broad Street intersection;
- Add benches along the route from Caritel Inns to downtown;
- Consider angle parking on both sides of the side street near City Hall;
- Linden will benefit by careful selection of quality street trees and a streetscape that defines the character and personality of the community;
- Inconsistent signage -- need more “wayfinding” to make people feel welcome;

- Relax parking standards -- If not already achieved, go to a maximum parking allowed, versus a minimum required. There is plenty of opportunity to add to on-street parking;
- Over time, it will be helpful to add paved shoulders or bike lanes to Broad Street.

CITY OF LINDEN MASTER PLAN (2011)

The City of Linden Master Plan, prepared with the assistance of Carlisle/Wortman Associates, was adopted by the City in January of 2011. The Master Plan is the City's official policy guide with regard to the future growth, land use, and development. The plan provides a general statement of the City's goals and objectives and provides a comprehensive view of the City's desires for the future. As part of the plan, a Vision Statement was developed and is as follows:

"We endeavor to maintain the traditional, small-town atmosphere of the community; create a vibrant, active downtown that attracts visitors; develop additional recreation facilities for people of all ages; and improve the overall appearance of the City."

This community-wide vision statement serves as a foundation for the vision and recommendations established in this DDA Action Plan.

Because of its importance to the City, the Master Plan paid considerable attention to the redevelopment of Downtown. The Master Plan specifically outlined three redevelopment opportunities in Downtown as follows:

- Evans Food Building -- It was recommended that the dilapidated building be renovated or demolished to establish a new mixed use facility (residential/commercial/restaurant) at the site. Parking was recommended in the northern portion of the site.
- Union Block -- The former Union Block was destroyed by fire in 2007 and is now a vacant site. The Master Plan recommends that the site be redeveloped as a mixed use building to include residential, commercial, retail and dining with a deck overlooking the mill pond. A new public parking area is recommended to the rear of the site.
- W. Broad Street Commercial Properties -- The Master Plan recommended that several properties zoned general commercial be combined into one cohesive commercial development.



EXISTING CONDITIONS ANALYSIS

In order to provide an understanding of Downtown Linden and a benchmark for future decisions aimed at revitalizing the district, an existing conditions analysis has been prepared. Made possible through various site visits, technical research, and statistical analysis, this existing conditions analysis includes an assessment of the physical conditions of the District, opportunities and constraints, and market opportunities.

The study area for this DDA Action Plan is the City of Linden Downtown Development District (see map on page 3). As noted above, this District encompasses 117.22 acres of land extending along Bridge and Broad Streets in the City of Linden. However, the primary focus of the study and its recommendations is the historic “central core” of the District, represented by the area generally bounded by Mill, Main, Hickory and Walmar Streets.

PHYSICAL CONDITIONS

The key physical conditions of the DDA District are described below.

BUILDING CHARACTER

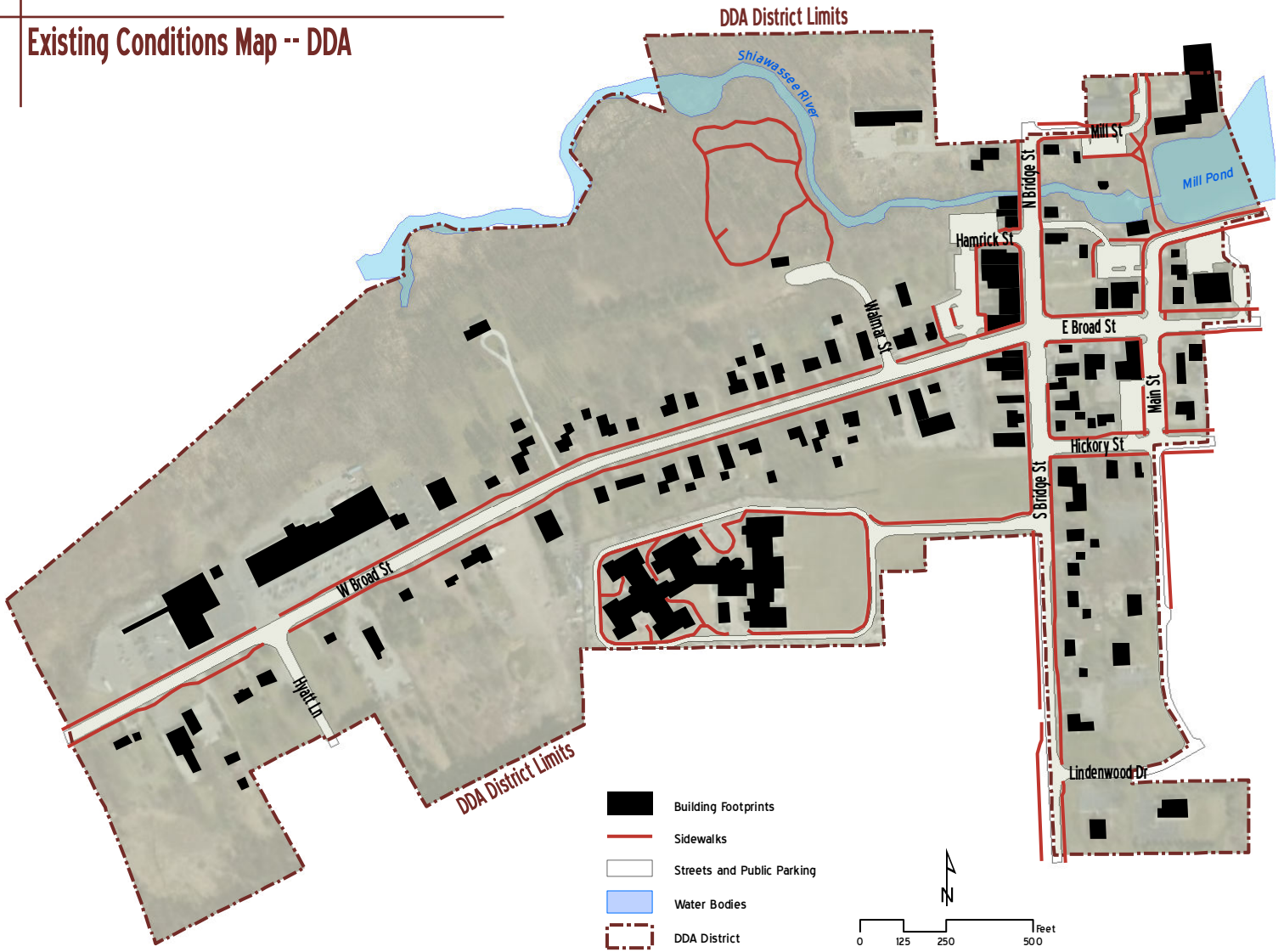
The existing buildings and building footprints within the DDA District and downtown core are illustrated on the Existing Conditions Maps in this section. As can be seen, the highest intensity of building development has occurred within the downtown core, along Bridge and Main Streets, between Mill and Hickory, and along Broad Street, between Main and Walmar. However, a major “void” in this density of buildings is at the northeast corner of Bridge and Broad where the former Union Block building once stood.

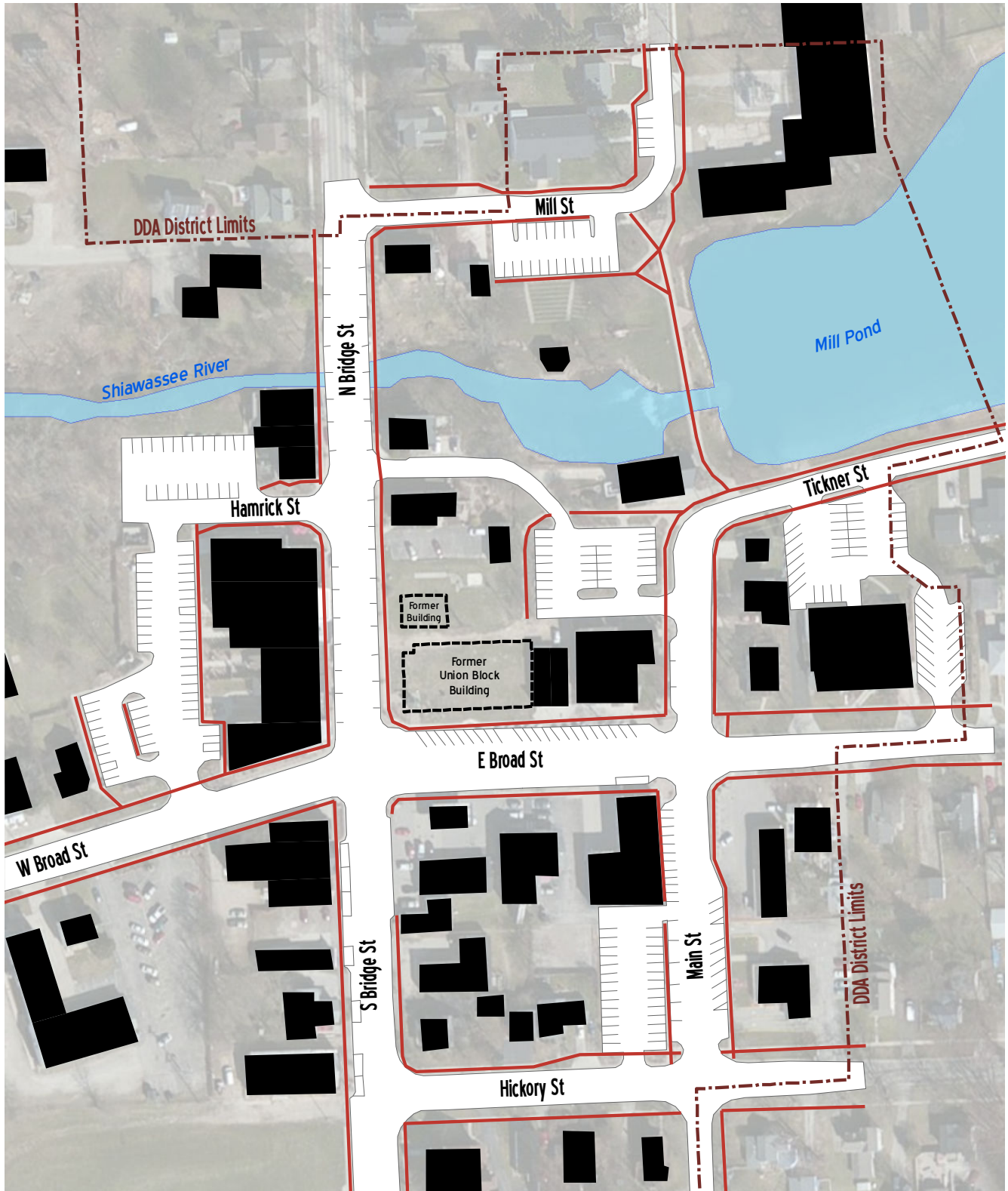
The majority of buildings within this downtown core are historic, having been built between 1830 and 1925. This includes the fairly continuous wall of commercial buildings on the west side of Bridge Street, which were constructed between 1900 and 1925. The Linden Mills Building, Linden Presbyterian Church, and the former Union Block building were all constructed between 1850 and 1875.

In terms of height, the majority of buildings in the central core of Downtown are two-story; however, many one-story commercial structures are also found. The Linden Mills Building is the only three-story structure in the central core (see Building Height Map on page 11).

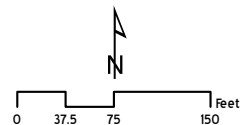
Outside of the central core of Downtown, the density of buildings and building coverage is generally less intensive. Extending west along West Broad Street, smaller residential structures eventually give way to several large, general commercial buildings. These larger commercial buildings include a strip commercial shopping center and a hardware store. Extending south along South Bridge Street, a mixture of residential buildings and mid-sized office build-

Existing Conditions Map -- DDA





- | | | | |
|--|---------------------|--|----------------------------|
| | Building Footprints | | Sidewalks |
| | DDA District | | Streets and Public Parking |
| | | | Water Bodies |



Existing Conditions Map -- Downtown Core

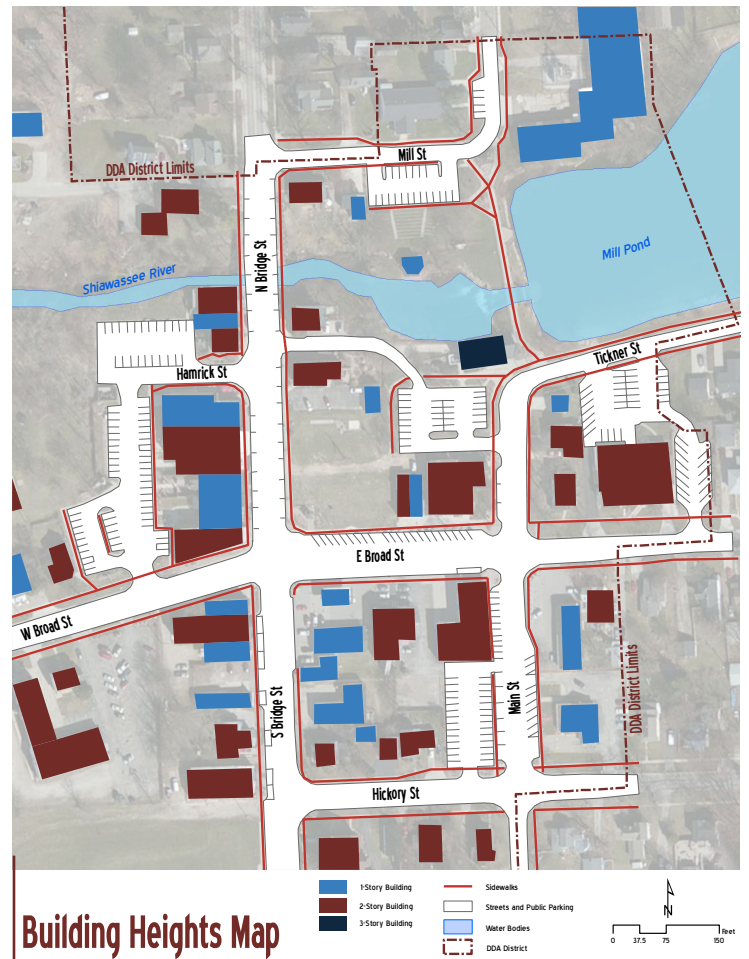
ings are found. The largest building within the DDA District in terms of footprint is the Caretel Inns senior living facility, located west of South Bridge Street.

LAND OWNERSHIP

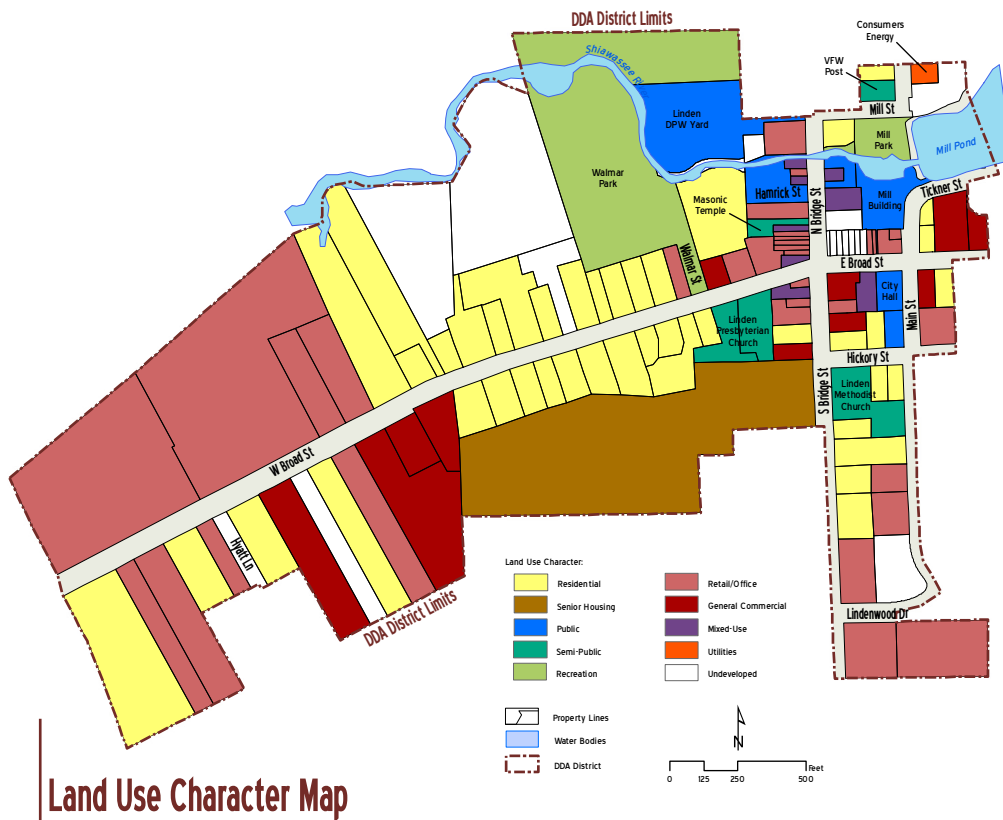
Parcelization and land ownership within the DDA District is shown on the Parcel and Ownership Map below. Several large properties in the DDA District are owned by the City of Linden. These include the Eagle's Wooden Park property which extends across both sides of the Shiawassee River, the Linden DPW Yard, and the Linden Mills Park property on both sides of the river. Semi-public land owners include several churches and fraternal organizations. One utility property, an electric substation, is owned by Consumers Energy. The remaining properties in the DDA are under private ownership.

LAND USE

Existing land use character types within the DDA District are illustrated on the Land Use Character Map on the following page. In the central core of the District, a diverse mixture of land uses are found. These include mixed-use buildings (typically consisting of ground floor retail and/or office space with residential above), retail/office uses, semi-public uses, public uses, and recreational uses. The southern arm of the District along S. Bridge Street features single-family homes along with mid-sized office buildings. The western portion of the district is dominated by retail, office and general commercial uses. These include a commercial shopping center, hardware store, fast food restaurant, auto parts center, landscape nursery, and medical offices. Along W. Broad Street, between the commercial uses to the west and the central business district to the east, lies a well-established single-family residential area. To the south of these homes is the large, Caretel Inns senior housing facility.



Parcel and Ownership Map



Land Use Character Map

ROAD NETWORK

Primary vehicular access to Downtown Linden from the north and south is provided by Bridge Street (Linden Road outside the City). Access to downtown from the east and west is provided by Broad Street (Silver Lake Road outside the City). These roads are all two lane roads, with some sections expanding to three lanes to accommodate turn lanes (i.e., at the Bridge and Broad Street intersection). Approximately 3 miles to the east, Silver Lake Road connects to U.S. 23, the nearest freeway to Linden. Within downtown, both Bridge Street and Broad Street have approximate right-of-way widths of 66 feet. In the western portion of the DDA, the Broad Street right-of-way expands to approximately 80 feet in width.

TRAFFIC VOLUMES

According to the most recent traffic counts (ADT - average daily traffic) from the Genesee County Metropolitan Planning Commission (GCMPC), the following traffic volumes are present in the vicinity of Linden's DDA:

- W. Broad Street, west of Hyatt Ln -- 18,416 ADT (2010)
- Silver Lake Road, west of Restwood Dr -- 8,954 ADT (2011)
- Hickory Street, between Main and East -- 2,035 ADT (2010)
- Silver Lake Road, west of Curtwood Dr -- 8,780 ADT (2011)
- Linden Road, south of city limits -- 5,988 ADT (2011)
- Linden Road, north of city limits -- 6,624 ADT (2012)

ROAD CONDITIONS

Road conditions for selected streets within the DDA have also been inventoried by the GC-MPC as part of their region-wide Transportation Improvement Program (TIP). The GCMPC uses a three-tiered rating system to classify road conditions, as follows:

- Routine Maintenance (rating 8-10)
- Capital Preventive Maintenance (rating 5-7)
- Structural Improvements (rating 1-4)

Within Downtown Linden, as of 2011, no road segments have been given a rating of “routine maintenance.” The following road segments have been evaluated as needing “capital preventative maintenance”:

- W. Broad Street
- E. Broad Street
- N. Bridge Street
- Hickory Street, between S. Bridge and Main
- S. Bridge Street, between Broad and Hickory

The following road segments have been evaluated as needing “structural improvements”:

- S. Bridge Street, south of Hickory
- Hickory Street, east of Main

PARKING

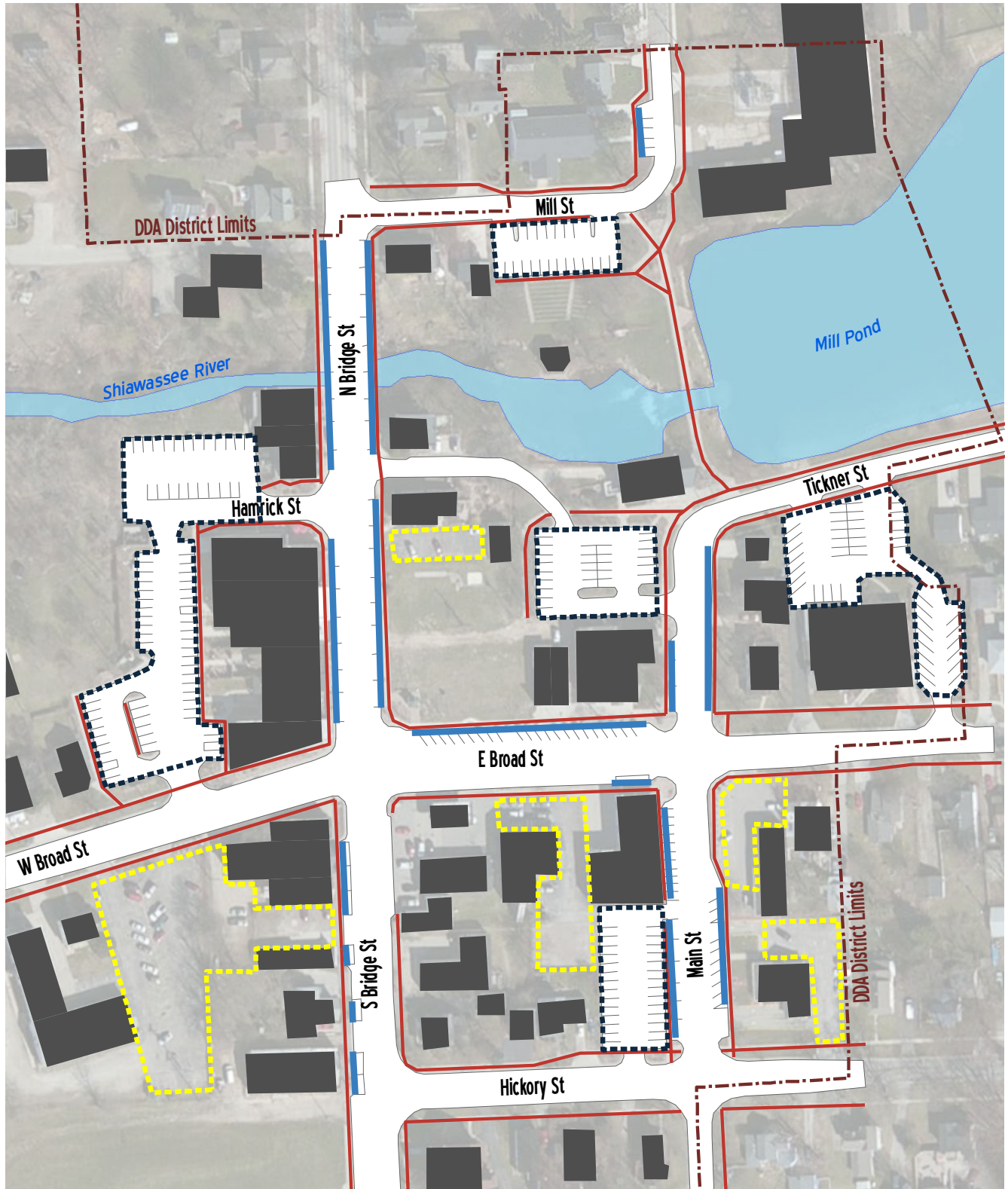
The location of existing on-street parking zones, public off-street parking lots, and the larger private off-street parking lots within the central core of Downtown is shown on the Existing Parking Map on the next page. Presently, several City streets provide on-street parking locations. These include the following (counts are approximate):

- Mill Street - 5 spaces
- N. Bridge Street - 32 spaces
- S. Bridge Street - 7 spaces
- E. Broad Street - 23 spaces
- Main Street - 25 spaces

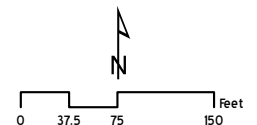
Presently, the City owns (or leases) and operates several public parking lots within the central core. Constructed over the course of the last several decades, these lots are critical to the success of Downtown Linden and take the burden of providing customer parking away from the business owners. In total, approximately 190 parking spaces are provided in these public parking lots. Several large privately-owned parking lots are found in the central core. The largest private parking lot serves the Linden Presbyterian Church.

UTILITIES

The City of Linden operates and maintains the water system in the City. A new water plant was constructed in 2007 and there are currently two (2) water towers. The Department of Public Works has long range plans to construct an additional water tower on the northern portion of the City to provide better water pressure.



- | | | | |
|--|-------------------------|--|----------------------------|
| | Public Parking Lots | | Sidewalks |
| | Private Parking Lots | | Streets and Public Parking |
| | On-Street Parking Zones | | Water Bodies |
| | Building Footprints | | DDA District |



Existing Parking Map -- Downtown Core

The City of Linden is also a member of Sewer District #3 in Genesee County. The sewer district was established by the Genesee County Drain Commission. There are three (3) jurisdictions included in District #3, the City of Linden, City of Fenton and Fenton Township.

All of the properties located in the Downtown District have sanitary sewer and City water service.

Non-Motorized Network and River Access

The non-motorized network within Downtown Linden consists of multi-use pathways, sidewalks, and the Shiawassee River Heritage Water Trail.

Presently, a fairly complete network of sidewalks is found throughout the DDA District. This includes existing sidewalks along both sides of the primary transportation routes: Broad Street and Bridge Street. Critical sidewalk gaps include:

- Hyatt Lane. No sidewalks currently existing along Hyatt Lane, a critical route for pedestrian access as the street connects to both Linden and Hyatt Elementary Schools.
- Walmar Street. No sidewalks are found along Walmar Street; thus, no pedestrian link is provided between the multi-use trails at Eagle's Wooden Park with the downtown business district.
- Between Caretel Inns and West Broad Street. Although the residents of Caretel Inns have sidewalk access to S. Bridge Street and the central downtown core, a potential sidewalk connection to the businesses along West Broad Street is missing.
- Lindenwood Drive
- Main Street, south of Hickory

The Shiawassee River Heritage Water Trail is a regional recreational water route extending through the cities of Holly, Fenton and Linden and beyond. The trail provides the opportunity for canoers and kayakers to enjoy the natural habitat of the Shiawassee River. The volunteer organization Headwaters Trails has added mile markers, interpretive signage, launch sites and trailhead parking along the water trail route. Informal canoe/kayak access sites in Downtown Linden are found along Tickner Street at the Mill Pond and along the Shiawassee River at Eagle's Wooden Park.

ZONING REQUIREMENTS AUDIT

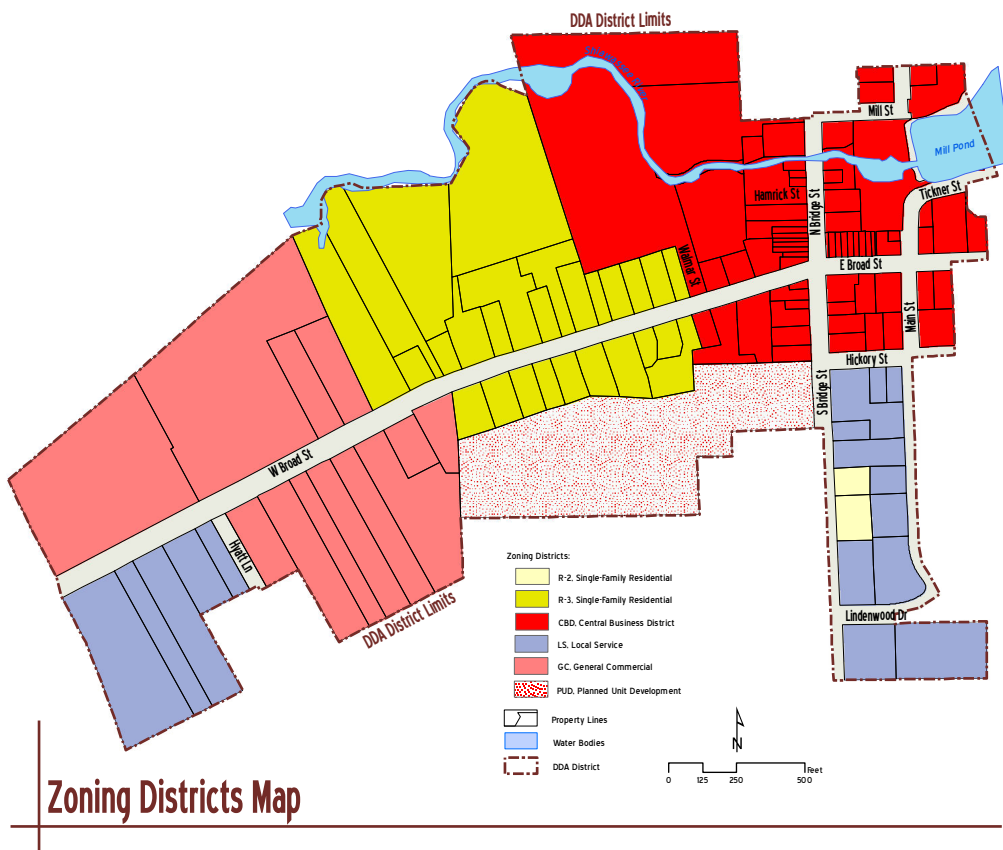
Zoning and land use regulations are the most powerful tool that communities have to shape the physical environment. These policies, standards, procedures and ordinances set up the boundaries within which development can occur. Prescriptive and proactive zoning and land use policy in themselves, while not a guarantee of creating an optimal downtown, help to create a more predictable and orderly physical environment that meets the vision of the community. Conversely, traditional suburban zoning ordinance language is perhaps the biggest obstacle to creating a distinctive, historic and special downtown that is reflective of the context and history of Linden .

The City of Linden DDA is a unique and exceptional place. Therefore, it is critical to ensure that the City's Zoning Ordinance is a tool that promotes community vibrancy and does not hinder the character that its citizens cherish. Common weaknesses in zoning codes is that they: are more complex than they need to be; actually prevent many types of development that cities would like to approve; do not provide housing at prices that citizens can afford; adjust poorly to changed circumstances; and, reflect and encourage poor systems of city governance. For this reason, a preliminary audit of the City of Linden Zoning Ordinance has been undertaken to identify weaknesses and potential barriers to future growth and development of the DDA District.

The existing zoning districts within the DDA are shown on the Zoning Districts Map below.

PARKING REQUIREMENTS

The City of Linden Zoning Ordinance "exempts" all properties within the CBD District from the requirement to provide off-street customer parking spaces. Instead, the existing public parking lots and on-street parking spaces are used to provide the necessary customer parking. From a business growth and recruitment perspective, this parking exemption is a significant incentive, as the cost to provide off-street parking are often significant. Additionally, this allows property owners to maximize the amount of developable space on their properties, where off-street parking would need to be provided otherwise.



The parking standards applicable to the remaining zoning districts within the DDA are conventional, somewhat auto-centric parking standards. However, outside of the central core, where the existing businesses rely heavily on automobile traffic and visibility, such standards are more appropriate. It should be noted that parking standards are sometimes based on “outdated” projections and are designed to accommodate peak customer volumes which may only occur on a handful of days out of the year (i.e., Black Friday). Therefore, the City should explore such measures as shared parking for adjacent businesses whose operating hours do no overlap. This is currently not an option in the Zoning Ordinance.

BUILDING DESIGN AND PLACEMENT

Section 5.11 of the City Zoning Ordinance establishes a Downtown Linden Historic District Overlay. This overlay district is coterminous with the CBD District zoning boundary. The purpose of this overlay, in conjunction with the Historic District Commission’s Design Guidelines, is to define the physical elements necessary for new developments to enhance the character of Downtown. For all developments within the Historic Development that have an impact on the exterior of the site, review by the Historic District Commission (HDC) is required. To protect historic character and promote compatible design, the current design regulations and review process should remain in place.

Within the CBD District, zero lot line setbacks are allowed by the Zoning Ordinance. However, within a traditional downtown such as Linden, an ordinance should be designed to maintain the historic character of the district by establishing “build-to” lines. Although allowed by the Ordinance, zero lot line setbacks are not required in Linden’s CBD. A prime example is the former Union Block site. Whereas the previous Union Block building established a continuous street wall along Broad Street, the current Ordinance would allow a new development at the site to have a deeper setback. Thus, the City may want to consider adopting more prescriptive building placement standards such as build-to lines.

USES ALLOWED

Traditional business districts have historically allowed a wide variety of land uses, including residential, retail, office, civic, dining, entertainment and recreation. This broad mixture of uses promoted a significant intensity of activities and interactions between those who were at home, work and play, all of which combined to create a unique and vibrant district. Over the years, with the division of communities into numerous use-specific zoning districts, traditional mixed-use development became much less common. Within downtown business districts, many communities disincentivized or even prohibited mixed-use developments through zoning regulations.

For the most part, the City of Linden Zoning Ordinance allows for a broad mixture of use within the CBD District. Uses permitted by right include retail stores, service businesses, offices, theaters, lodges, restaurants, public facilities, and parks. As a use permitted by right, the CBD District allows multiple-family housing and/or apartments, but only on the second floor of buildings above ground floor non-residential uses. To facilitate the potential for additional residential development, which may or may not be located above ground floor commercial uses, the City may consider allowing apartments, townhouses or similar multiple-family dwellings as a special land use in the CBD District.

Similarly, non-traditional land uses such as food trucks, farmers' markets, sidewalk sales and outdoor dining are becoming more common and are typically seen as key contributors to successful business districts. Presently, outdoor dining places, including those which extend into the public sidewalk, are allowed within the CBD District only after special approval. The special approval process in Linden can be lengthy and includes a public hearing. To encourage outdoor dining, the City should consider allowing sidewalk cafes, with reasonable requirements, as a use by right. Additionally, the City should consider developing specific standards that address and allow uses such as food trucks, farmers' markets and sidewalk sales.

SIGN REQUIREMENTS

Recently, the City of Linden adopted a new sign ordinance. This new ordinance was developed to expedite the sign approval process, allow for additional sign allowances for businesses, and correct deficiencies in the previous code.

USER FRIENDLY CODE IMPROVEMENTS

To citizens and business owners not familiar with regulatory codes, navigation through a municipal zoning ordinance can be a difficult process. Therefore, communities should continuously strive to improve their codes to promote ease of understandability. This may consist of the addition of visual illustrations and graphics that supplement the text, tables that summarize important information, and color coding schemes that highlight related information. Additionally, various guides, flow-charts and/or "how-to" manuals can be developed and made available to interested citizens and property owners to assist them in finding and understanding the relevant components of the zoning ordinance.

MARKET OPPORTUNITIES

As was noted in Section A, two market studies have been prepared for Downtown Linden, the first in 2003 and the second in 2005. These market studies provided a comprehensive analysis of Downtown Linden's commercial market opportunities. Because of the age of these studies, and the changes that have occurred within the DDA District in recent years, this component of the DDA Action Plan provides updated market data for Downtown Linden.

The market data included in this analysis was obtained from Esri, Inc. and includes a Retail MarketPlace Profile (2010), Retail Goods and Services Expenditures Profile (2011), and Tapestry Segmentation Area Profile (2011) for the Downtown Linden Primary Retail Trade Area. The limits of this retail trade area are shown on the Primary Retail Trade Area Map on the next page. Approximately 131 square miles in size, the trade area for used for this DDA Action Plan is the same as that which was used in the Linden Downtown Blueprint market study in 2005. The trade area includes most of the City of Fenton and large rural portions of southern Genesee County and northern Livingston County.

For reference, the Esri market profiles for the Linden Retail Trade Area are included in the Appendix.

POPULATION AND INCOME CHARACTERISTICS

The City of Linden is a fast growing community. Between 2000 and 2010, the City's population grew at a rate of nearly 40 percent. As of the 2010 Census, the City's population stands at 3,991 residents. Similar to Linden, the adjoining communities and surrounding areas (southern Genesee County and northern Livingston County) have also experienced significant population growth in recent years.

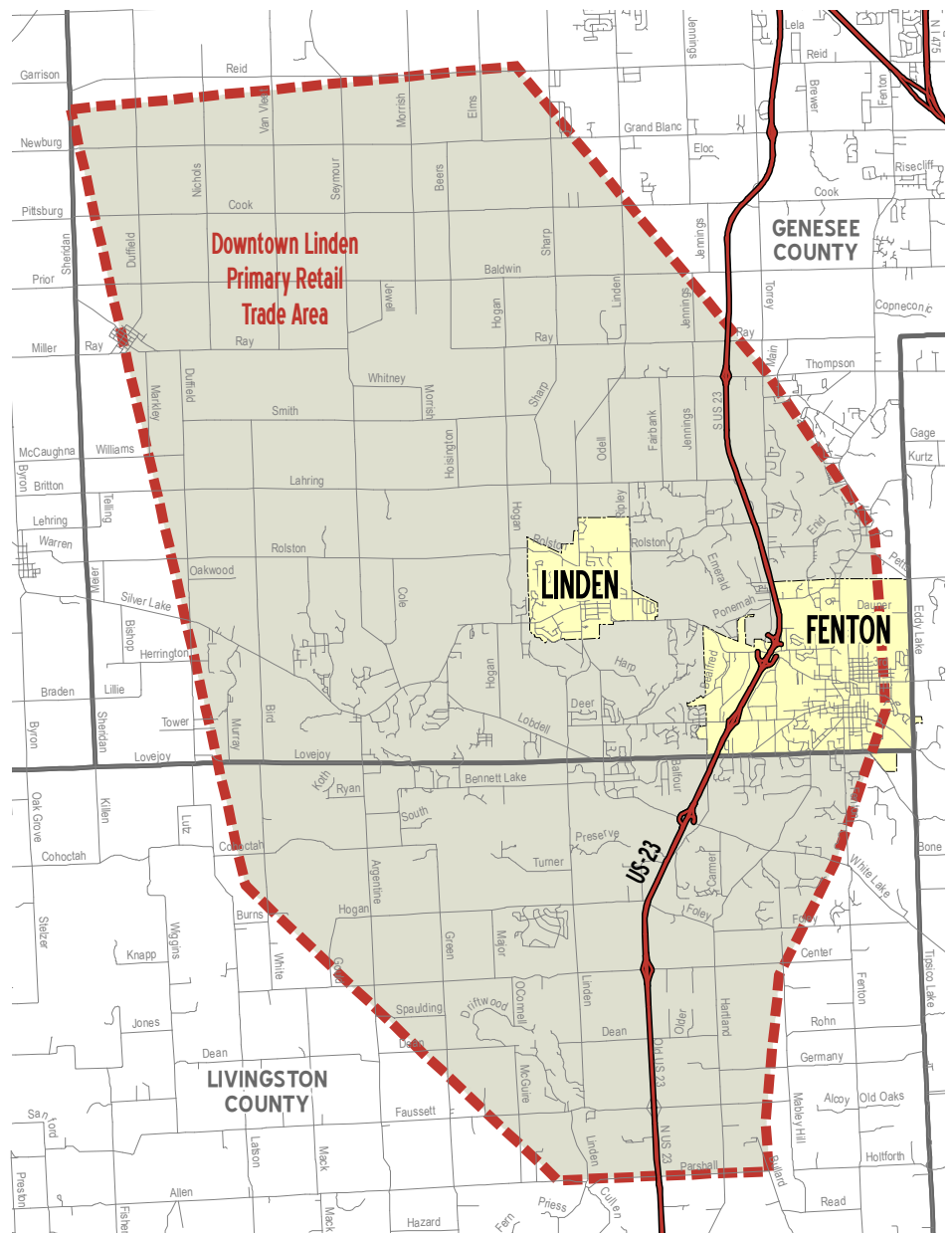
According to Esri, the 2010 population of the Linden Primary Retail Trade Area is 47,635 citizens. As of 2011, the population of the Primary Retail Trade Area is projected at 48,945 citizens, which represents a 2.8 percent growth from 2010. By 2016, Esri projects that the population of the trade area will continue to increase to 49,368 residents. This represents a 3.6 percent growth from the 2010 population and a 12.9 percent growth from the 2005 population of the trade area (see 2005 Linden Downtown Blueprint report).

The number of households in the Primary Retail Trade Area is also projected to grow in the short-term, increasing from 18,204 in 2010 to 18,904 in 2011 to 19,193 by 2016 (5.4 percent increase).

Median household incomes in the Primary Retail Trade Area are on the rise. As of 2010, the median household income was \$52,448. This has increased to \$56,908 in 2011 and will continue to increase to \$64,331 by 2011. This represents a 22.7 percent increase over the 6 year span. On the average, median household incomes in the trade area are higher than those found in the State. As of 2010, the median household income of the State of Michigan was \$45,413 (US Census American Community Survey 1-Year Estimates).

As of 2011, the median age of the Primary Retail Trade Area is 40.4 years. This median age is fairly high when compared to the State-wide median age of 38.9 years (2010 Census). Esri projects that the median age of the Primary Retail Trade Area will increase to 40.9 years by 2016.

In summary, the population of the City and the Linden Primary Retail Trade Area is increasing at a steady rate. Similarly, the number of households is on the rise. Median household incomes in the trade area are higher than State averages and are



Primary Retail Trade Area Map

continuing to increase. The age of the citizens in the trade area is somewhat higher than State averages and is projected to increase in the short-term.

LIFESTYLE CHARACTERISTICS

Various commercial data services including Esri provide demographic analyses which identify certain lifestyle characteristics from traditional demographic data. These analyses go beyond income, age and employment and assess the lifestyle characteristics of populations and address subjects like housing type preferences, spending habits, leisure preferences and family associations. An understanding of the lifestyle characteristics of the local population helps to determine the type of businesses, recreational facilities, housing styles and other facilities and services that might be appropriate within the local area.

Esri's Tapestry Segmentation provides a portrait of the 65 Tapestry Segments (consumer markets) within the United States. The top 5 Tapestry Segments found within the Linden Primary Retail Trade Area, ranked by percentage of the population, are listed below:

- Green Acres - 24.6%
- Exurbanites - 10.9%
- Cozy and Comfortable - 10.4%
- Midlife Junction - 8.4%
- Sophisticated Squires - 7.3%

In total, these 5 tapestry segments make up more than 60 percent of the population in the retail trade area. Based on information provided by Esri, a summary description of each of these Tapestry Segments is provided below.

Green Acres

- Many families are blue-collar baby boomers, many with children aged 6-17 years.
- The median age is 41 years.
- Educated and hard-working, more than one-fourth of Green Acres residents hold a bachelor's or graduate degree; more than half have attended college.
- Residents are most commonly employed in the manufacturing, construction, health care, and retail trade industry sectors.
- A "little bit country," these residents live in pastoral settings of developing suburban fringe areas.
- These do-it-yourselfers maintain and remodel their homes; projects include roofing and installing carpet or insulation.
- Pet dogs or cats are considered part of the family.
- For exercise, Green Acres residents ride their mountain bikes and go fishing, canoeing, and kayaking. Residents also ride horseback and go power boating, bird watching, target shooting, hunting, motorcycling, and bowling.

Exurbanites

- Residents prefer an affluent lifestyle in open spaces beyond the urban fringe.
- Half of the householders are aged between 45 and 64 years.
- Approximately half work in substantive professional or management positions.
- The median net worth is \$368,532, approximately four times the national figure.

All Tapestry Segments

Downtown Linden Primary Retail Trade Area

Name	Percent
Green Acres	24.6
Exurbanites	10.9
Cozy and Comfortable	10.4
Midlife Junction	8.4
Sophisticated Squires	7.3
Prosperous Empty Nesters	6.3
Midland Crowd	5.8
Old and Newcomers	4.8
Up and Coming Families	4.4
Aspiring Young Families	3.8
Suburban Splendor	3.3
Senior Sun Seekers	3.0
Boomburbs	2.0
Rustbelt Traditions	1.9
Milk and Cookies	1.4
In Style	1.1
Salt of the Earth	0.7
TOTALS	100.1

For a detailed description of each Tapestry Segment, visit: www.esri.com/data/esri_data/tapestry

Source: Downtown Linden Primary Retail Trade Area Tapestry Segmentation Area Profile, 2011.

- Most live in single-family homes. The median home value is \$248,490.
- Residents consult with financial planners; have IRA accounts; own shares in money market funds, mutual funds, and tax-exempt funds; own common stock; and track their investments online.
- To improve their properties, residents work on their homes, lawns, and gardens.
- They are very physically active; they lift weights, practice yoga, and jog to stay fit.
- They also go boating, hiking, and kayaking; play Frisbee; take photos; and go bird watching. When vacationing in the United States, they hike, downhill ski, play golf, attend live theater, and see the sights.
- They participate in civic activities, serve on committees of local organizations, address public meetings, and help with fund-raising.

Cozy and Comfortable

- Cozy and Comfortable residents are middle-aged married couples who are comfortably settled in their single-family homes in older neighborhoods.
- The median age of 42.3 years is five years older than the US median of 37 years.
- Although the labor force is older, they are in no hurry to retire.
- Employed residents work in professional, managerial, and service occupations in a variety of industry sectors.
- Their median net worth is \$181,850.
- Many residents are still living in the homes in which they raised their children. Single-family structures make up 88 percent of the household inventory.
- Residents typically hold a second mortgage, a new car loan, a home equity line of credit, and a universal life insurance policy.
- Home improvement and remodeling projects are important to them. Although they will contract for some work, they attempt many projects, especially painting and lawn care.
- Depending on the season, they play golf or ice skate for exercise. They attend ice hockey games, watch science fiction movies on DVD, and take domestic vacations.
- They eat at family restaurants such as Bob Evans and Big Boy.

Midlife Junction

- Households are a mix of family types and singles who live alone or share housing.
- Nearly half are married-couple families; 31 percent are singles.
- The median household income of \$48,161 is slightly below the US median.
- The median net worth is \$80,220.
- Sixty-five percent of residents own their homes, close to the US rate. Nearly two-thirds of the housing is single family; the remainder are primarily apartments in multiunit buildings.
- The median home value of \$131,464 is lower than the US median of \$157,913.
- To finance their retirement, they own certificates of deposit, savings bonds, and IRAs.
- On weekends, they eat fast food or go to family restaurants such as Big Boy or Perkins.
- They go fishing, take walks, work crossword puzzles, play board games, do wood-working, and read science fiction or romance novels.

Sophisticated Squires

- Residents of enjoy cultured country life on the urban fringe.
- More than 40 percent of the households are married couples with children that range from toddlers to young adults.
- Occupations range from management to unskilled labor positions. Most work in white-collar jobs.
- Nearly 90 percent of the households earn wage or salary income; nearly half supplement their wages and salaries with interest, dividends, or rental income.
- The median net worth is \$287,727.
- Approximately 90 percent of the housing is single-family homes; the median home value is \$230,333.
- Do-it-yourselfers, these residents take on a variety of home improvement and remodeling projects.
- They go power boating, play board and word games, do woodworking projects, and attend football and baseball games.
- Adults also take photos, play golf, and ride their motorcycles. Children play games on the home personal computer and typically own a video game system.

RETAIL POTENTIAL

Currently, within the Downtown Linden Primary Trade Area, the total estimated demand for retail products (retail trade and food & drink) is approximately \$540,000,000 per year. This is compared to a current estimated supply of \$360,000,000 from an estimated 314 businesses. This leaves a retail gap of more than \$180,000,000 in the trade area.

The current estimated retail demand, supply, and gap for the various industry groups is provided in the table on the following page. The fully detailed table with market data for industry sub-groups is provided in the Appendix.

As shown the table, Esri estimates that every industry group with the exception of “building materials, garden equipment & supply stores” has a retail demand that exceeds the current supply. The largest gaps in demand versus supply, as indicated by the highest leakage/surplus factors, include:

- Nonstore Retailers (mail-order, vending, etc.) - 85.3 leakage/surplus factor
- Clothing & Clothing Accessories Stores - 76.7
- Electronics & Appliance Stores - 58.8
- Furniture & Home Furnishings Stores - 52.1
- Health & Personal Care Stores - 37.4

Retail Potential**Downtown Linden Primary Retail Trade Area**

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	\$109,564,213	\$81,341,630	\$28,222,583	14.8	27
Furniture & Home Furnishings Stores	\$12,605,290	\$3,974,624	\$8,630,666	52.1	8
Electronics & Appliance Stores	\$13,944,880	\$3,613,994	\$10,330,886	58.8	12
Bldg. Materials, Garden Equip. & Supply Stores	\$19,258,310	\$21,795,025	\$2,536,715	6.2	25
Food & Beverage Stores	\$67,562,787	\$60,870,043	\$6,692,744	5.2	24
Health & Personal Care Stores	\$20,470,250	\$9,332,839	\$11,137,411	37.4	19
Gasoline Stations	\$71,978,398	\$48,515,996	\$23,462,402	19.5	15
Clothing & Clothing Accessories Stores	\$16,984,121	\$2,237,276	\$14,746,845	76.7	14
Sporting Goods, Hobby, Book & Music Stores	\$7,236,466	\$5,364,182	\$1,872,284	14.9	22
General Merchandise Stores	\$106,049,694	\$56,829,780	\$49,219,914	30.2	11
Miscellaneous Store Retailers	\$9,693,668	\$8,692,555	\$1,001,113	5.4	52
Nonstore Retailers	\$6,998,684	\$556,167	\$6,442,517	85.3	2
Food Services & Drinking Places	\$78,117,614	\$57,281,678	\$20,835,936	15.4	83

Source: Esri Retail MarketPlace Profile

POTENTIAL ADDITIONAL RETAIL SPACE

We estimate that the entire DDA District contains approximately 100,000 square feet of occupied retail space. This estimate is based on a combination of GIS building footprint calculations, field surveys, and usable floor area assumptions. However, within the central core of the DDA District, we estimate approximately 42,000 square feet of occupied retail space exists presently.

As a conservative estimate, it is assumed that retail businesses in the DDA now generate an average of approximately \$150 per year per square foot in retail sales (this figure was used in the Linden Downtown Blueprint report). Thus, with 100,000 square feet of occupied retail space, Downtown Linden should currently be generating approximately \$15,000,000 in retail sales per year. By dividing the DDA District's estimated annual retail sales (\$15 million) by the total estimated supply for retail products within the Primary Retail Trade Area (\$360 million), it can be concluded that the DDA District may currently be capturing approximately 4.2 percent of the current retail sales within the trade area. The remainder of the retail supply is being provided by other businesses within the primary trade area.

However, because of the above noted gap in the retail demand versus supply in the Primary Retail Trade Area (\$180 million), it is clear that Linden's DDA District has the potential to increase its retail sales. If the DDA District can capture 4.2 percent of the \$180 million retail gap, this amounts to an additional \$7,500,000 in retail sales. Using the \$150 per square foot figure, this would equate to approximately 50,000 square feet in additional occupied retail space in the DDA District.

OFFICE POTENTIAL

As was concluded in the Linden Downtown Blueprint report, additional demand for office space is anticipated to continue within Linden's DDA District over the short-term. This conclusion is primarily drawn from the continued population growth within the City and surrounding region. Simply put, more offices which serve the personal needs of those who live in, or in proximity to, Downtown Linden will be needed. Additionally, as improvements and investments are made within Downtown Linden, such as the various enhancements outlined in this DDA Action Plan, an associated increase in demand for office space normally follows.

Currently, it is estimated that approximately 60,000 square feet of occupied office space is found in the DDA District. This includes commercial banks, governmental offices, libraries, funeral homes, fraternal organizations, medical and professional offices, and religious organizations. Therefore, based on the office demand factors described above, it is estimated that the DDA District can expand its current office space by an additional 10 to 20 percent, or approximately 6,000 to 12,000 square feet of space.

RESIDENTIAL POTENTIAL

A nation-wide decline in the housing market over the past 5 years has resulted in lower housing values, high foreclosure rates, reduced housing sales and a generally unstable housing market. At the peak of the housing market decline, partially completed residential developments throughout the Nation were abandoned and remain half-finished to this day. However, signs of a housing recovery are beginning at the National, State and local level.

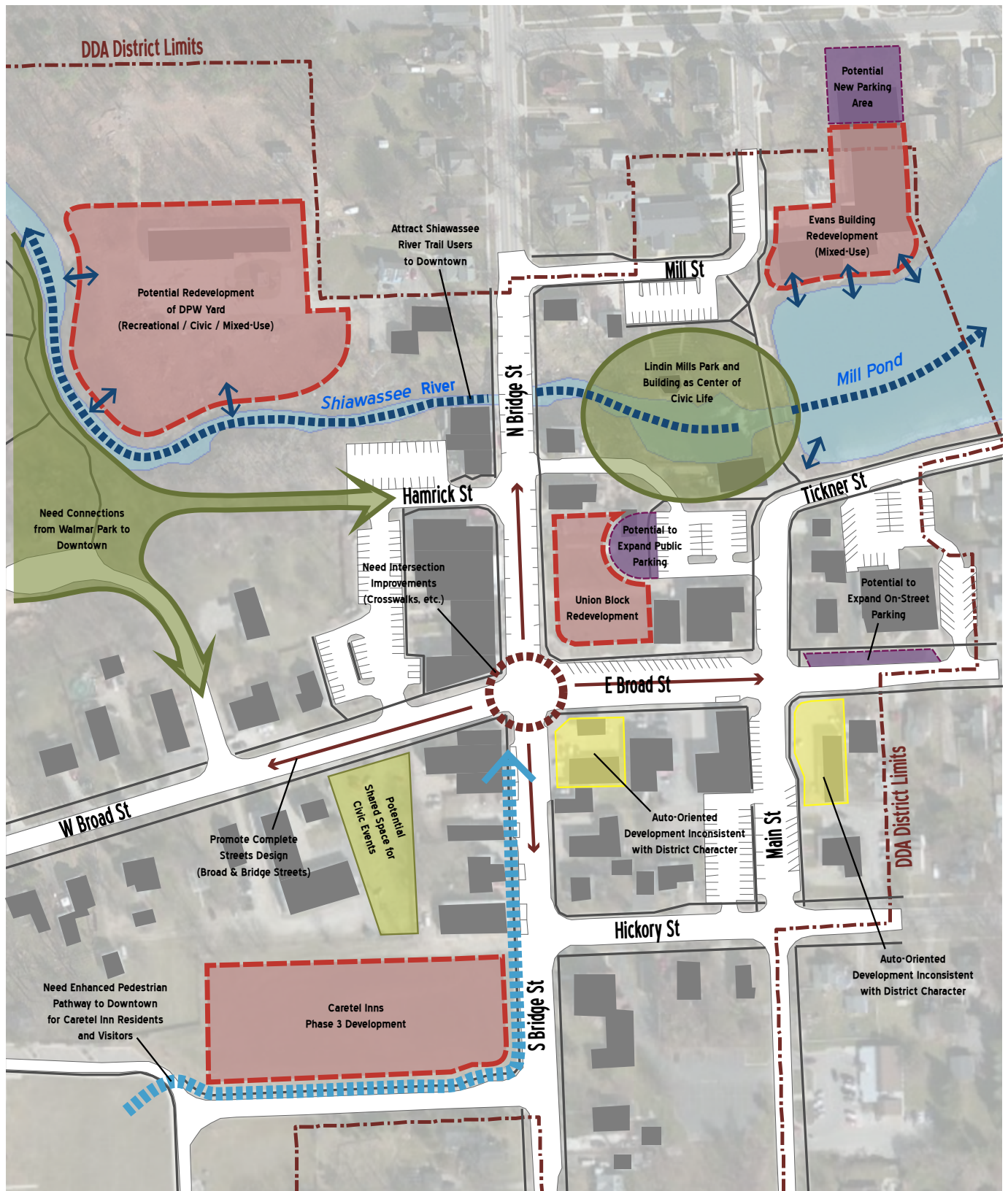
In spite of the recent housing market decline, because of Linden's small town charm and high quality of life, the potential to accommodate additional housing within the City of Linden and the DDA District over the long-term is strong. Continued population growth, along with new housing developments in the DDA District (Caretel Inns is currently in the process of expanding their facility with 40 new beds), demonstrate that Linden is a desirable place to live. Therefore, every effort should be made, consistent with the vision established in this DDA Action Plan, to introduce more quality housing, both market-rate and affordable, within and in proximity to Downtown Linden. In particular, the following housing types would be most appropriate within and near Downtown Linden:

- Apartments and loft-style condominiums above ground floor retail/office.
- Apartments, townhouses and other smaller units as part of larger mixed-use commercial developments.
- Multiple-family units, townhouse and limited single-family units at the edge of Downtown.
- Senior housing units and care facilities.

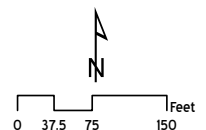
OPPORTUNITIES AND CONSTRAINTS

The various opportunities and constraints within the central core of Downtown Linden are illustrated on graphic on the following page and summarized below. Of critical concern is facilitating the redevelopment of the former Union Block site in a manner that contributes to the vibrancy and uniqueness of Downtown and is consistent with district character. Thus, this project represents the most significant opportunity, as well as challenge, for the future of Downtown Linden. Other opportunities and constraints include, in no particular order:

- No connections are provided between the DDA and Eagle's Wooden Park. An opportunity exists to provide pedestrian connections to the Downtown sidewalk system via Walmar Street or Hamrick Street.
- To facilitate connections between Downtown Linden and the Caretel Inns facility, an enhanced and accessible pedestrian route, with streetscape amenities and benches, should be provided.
- The Shiawassee River is a key Downtown asset. The DDA should capitalize on this asset by providing both visual and physical connections to the water. This could include the development of formal access sites, fishing docks, and other facilities. Additionally, with an increasing community of river recreational users, the DDA should make attempts to draw users into Downtown through marketing materials, signage, etc.
- In addition to the Union Block redevelopment, several additional redevelopment opportunities exist, including: the existing DPW Yard property; the Evans Building property; a new phase of development at Caretel Inns; and various infill commercial development sites.
- Various opportunities exist to expand parking within Downtown, including potential parking lots that could be constructed in conjunction with the redevelopment of the Union Block and the Evans Building.
- Intersection and safety improvements at the Broad and Bridge Street intersection are needed. These could include textured or raised crosswalks, crosswalk "refuge islands," and signalization improvements.
- Consistent with the City of Linden's recently adopted Complete Streets policy, the City and DDA should seek to incorporate complete streets design principles where opportunities arise. This would include improvements such as on-street bicycle lanes or sharrows and the installation of bike racks.
- Two, highly visible, automobile-oriented developments within the central core detract from the historic character of the District. Design treatments, such as screening walls should be provided to better integrate these properties into the DDA and mitigate their negative impacts.



- Building Footprints
- DDA District
- Sidewalks
- Streets and Public Parking
- Water Bodies



Opportunities and Constraints



BASIS FOR ACTION

The recommendations included in this DDA Action Plan have been developed in consideration of previous downtown planning efforts, the results and opportunities identified in the existing conditions analysis, as well as direct involvement from citizens, business owners and other stakeholders. Several means of stakeholder involvement were facilitated during the planning process. In particular, these included a visioning workshop and a downtown customer survey. The results of the visioning workshop and downtown customer survey are summarized below and are reflected in the recommendations provided in Section D.

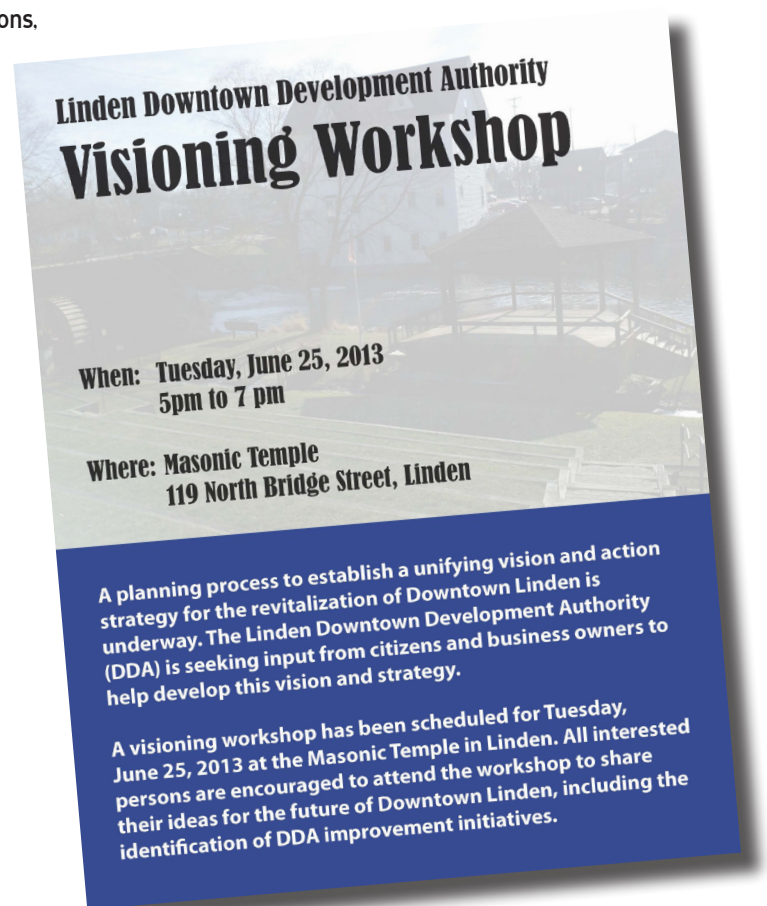
VISIONING WORKSHOP

WORKSHOP SUMMARY

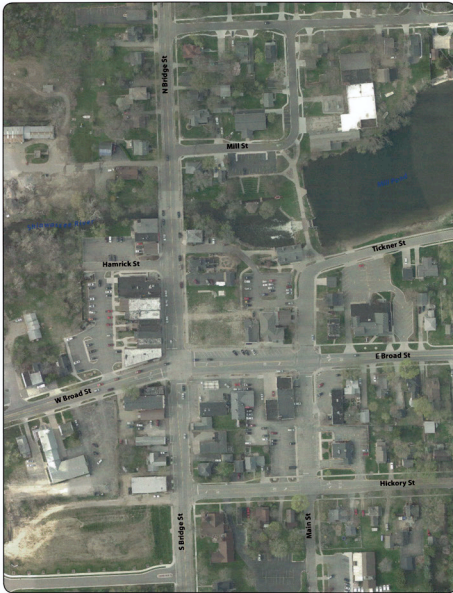
To establish a framework for future development and initiatives within downtown Linden, a visioning workshop was held at the Masonic Temple on June 25, 2013. The workshop drew attendance by approximately 25 business owners, citizens, DDA Board Members, City officials and other interested persons. To provide a context for the workshop attendees, the beginning of the workshop featured a presentation of existing physical conditions, market conditions, constraints and opportunities within downtown Linden.

The workshop then transitioned into a presentation of “best practices” in use by other Downtown Development Authorities within the region. The purpose of this presentation was to inform participants of the types of projects and programs that are being successfully implemented elsewhere, which could be implemented within Linden. The following best practice categories were presented, along with example initiatives and programs for each category:

- Business recruitment and development programs
- Marketing programs
- Economic development and design studies
- Wayfinding and signage
- Funds to stimulate private investments
- Beautification
- Capital projects
- Parking
- Special and seasonal events



A "Postcard of Tomorrow" exercise was then facilitated with the attendees. Working in groups, attendees were asked to present their vision for the future of downtown Linden in terms of businesses, uses, attractions and activities. The groups each created a postcard, written to someone not familiar with Linden, that described the ideal characteristics downtown Linden would possess 15 to 25 years in the future. A spokesperson from each group was chosen, and the postcard was presented to the group as a whole. The completed Postcards of Tomorrow are included below.



Downtown Linden, Michigan



Wish You Were Here

Dear City Leaders in the year 2107:

We are pleased to report the wonderful rebirth of Linden since the fire that destroyed the Union Block in 2007.

Now known as the Union Park, it is home to a 3-story live-work development with 1st floor retail & Broad Street Restaurant & 2nd & 3rd story apartments. It includes a community park w/ benches, community stage & plantings. It's been home to our Farmers Market for 30 years.

Secondly, we finally redeveloped the former Evans Food Building w/ the River Restaurant, Community meeting venue & alley for kayaking docks. The Shawansee River has been ~~the~~ Community Focal Point.

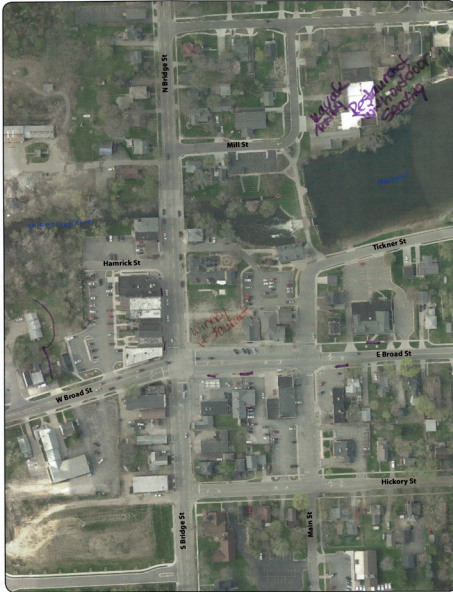


Downtown Linden, Michigan



Wish You Were Here

- 1- Upscale Dining
- 2- Farmers Market
- 3 Docks
- 4 Public Restrooms
- 5 Walk way from Eagle park into town
- 6 More downtown living
- 7. More Activities Downtown:
- 8. Ice Skating Rink Roller hockey (summer)
- 9. Trail from church to Canal
- 10. Take City Dr. over canal floor
- 11. Plow boardwalk in winter / christmas lights.
- 12. Skate Park by Eagle Park
- 13. Negativity of some business owners ~~hurts~~ hurts the city
- 14. Business owners partner with city
- 15. Return the previous Linden Commercial (Comcast?)
- 16. Tree Maintenance (Ash trees)
- 17. Art Gallery/Center
- 18. Water level Support w/ Dam & River
- 19. Remove Power Station/help Support ~~propositions~~ propositions
- 20. ~~Move~~ Move DPW for trailwalk & bridge over River to Eagles Park



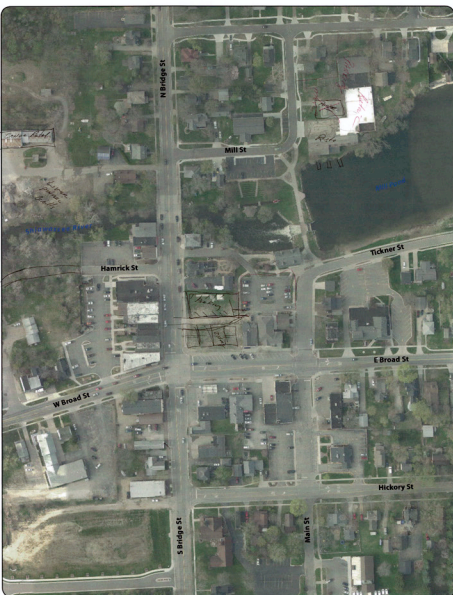
Downtown Linden, Michigan



Wish You Were Here

- Friendly atmosphere
- Welcoming pros (DDA involvement)
- Marketing Linden
- Artsy/cute town
- Easy to work with City
- Bike path from Linden/Fenton

- park benches



Downtown Linden, Michigan



Wish You Were Here

Hi Mom!

Finally visited Linden today after hearing so much about it. The signs brought us right into parking by the livery. Took a fly fishing class behind the den's shop, then floated the river and caught 11 pan fish using my new flyrod. Met friends for dinner at "the Old Chicken" restaurant and had a wonderful meal. Had a blast with the RC boats we rented from the hobby shop, then got smoothies at a cute little shop. While we drank them, we enjoyed music by the Mill program at the amphitheater downtown. Finished the night at the hotel. What a great day!

Finally, the workshop was concluded with a brainstorming exercise to identify and prioritize potential DDA initiatives and programs to be implemented within Linden. Using the same best practice categories listed above, each workshop participant was asked to select three categories that they believed would provide the greatest benefit for downtown Linden. The individual surveys were collected and tallied, and the results were presented to the group as a whole. Large group discussion followed, as individuals were allowed to explain why they felt that certain programs would be important or successful in downtown Linden.

KEY THEMES AND CONSENSUS

Throughout the course of the visioning workshop, a series of themes were raised and relative consensus was reached as it pertains to the future of downtown Linden. As established during the Postcard of Tomorrow exercise, the following is a list of those themes or ideas which were shared by most or all of the groups:

- Capitalize on the Shiawassee River as a community asset, economic development driver and marketing tool
- Capitalize on outdoor recreation opportunities as an economic development driver and marketing tool
- Maintain Linden's small town charm and friendly atmosphere
- Redevelop the former Union Block site
- Redevelop/repurpose the Evans Building site
- Redevelop/repurpose the DPW site
- Provide a better connection from Eagle's Wooden Park to downtown
- Encourage more downtown residential living opportunities
- Encourage a variety of activities to create a 24/7 environment
- Continue to support downtown events and festivals which generate business for local merchants
- Encourage the arts (gallery/center, art events)
- Need to invest in the marketing of downtown Linden

Workshop participants overwhelmingly supported the idea that the Shiawassee River and the area's outdoor recreation opportunities should be capitalized upon as a draw for downtown Linden. Specific ideas related to river-based recreation and outdoor recreation included:

- Establish a canoe/kayak livery, canoe access points, and related amenities
- Promote fishing along the river and Mill Pond
- Promote cycling through special events and the provision of bicycle infrastructure (bike lanes, trails, racks etc.)
- Encourage outdoor-recreation suppliers and other businesses that would support recreation enthusiasts
- Connect downtown Linden with Linden County Park through physical and other connections, such as a trolley, trails, signage, and marketing materials
- Promote and enhance the historic Mill Building (restoration, light at night, etc.)
- Explore the potential for a ice skating rink (winter)/roller hockey rink (summer) downtown

Specific ideas were presented for the type of development that is most preferred for the former Union Block site, as follows:

- Two to three story mixed-use building
- First floor retail and upscale dining
- Upper story residential units and/or live-work units
- Community space and amenities (outdoor market, stage, benches, plantings)
- Parking space at rear of site



The promotion of Linden's outdoor recreation opportunities and desire to attract businesses that cater to recreation enthusiasts was a strong theme that emerged during the Visioning Workshop.

Specific ideas were presented for the type of development that is most preferred for the Evans Building site, as follows:

- Restaurant and retail along Mill Pond with outdoor seating
- Parking at rear
- Community meeting space
- Kayak/canoe docks
- Eliminate or mitigate impacts of adjacent electric substation

Specific ideas were presented for the type of development that is most preferred at the existing DPW site on the north side of the Shiawassee River:

- Construct a bridge over the river to Eagle's Wooden Park
- Canoe/kayak livery
- Passive outdoor recreation space (picnic area, grills)

Resulting from the brainstorming exercise, the following is a prioritized list of potential DDA initiatives and programs which participants believe would provide the greatest benefit for downtown Linden:

- Business recruitment and development programs (19 votes)
- Marketing programs (14 votes)
- Beautification (8 votes)
- Capital projects (6 votes)
- Funds to stimulate private investments (5 votes)
- Special and seasonal events (5 votes)
- Wayfinding and signage (4 votes)
- Parking (4 votes)
- Economic development and design studies (1 vote)
- Recreation improvements (write-in selection) (1 vote)

These results indicate a strong desire to attract new business investment through recruitment and incentive programs, while strengthening the existing business climate through the marketing of Linden to prospective customers. Initiatives aimed at enhancing the beauty and character of downtown Linden, such as beautification efforts and facade grant programs, were also seen as important to the success of downtown.

METHODOLOGY

The following 12 questions were asked:

1. How frequently do you visit downtown Linden?
2. What are the primary activities you engage in downtown Linden?
3. Please rate your overall perceptions of downtown Linden.
4. Are you satisfied with the goods and services currently available in downtown Linden?
5. What additional RETAIL businesses would you most like to see in downtown Linden?
6. What additional RESTAURANTS and EATING PLACES would you most like to see in downtown Linden?
7. What additional SERVICES would you most like to see in downtown Linden?
8. What IMPROVEMENTS would you most like to see in downtown Linden?
9. What types of EVENTS would you most like to see/attend in downtown Linden (e.g., parade, concerts, art walk, book sale, etc.)?
10. What do you MOST like/value about downtown Linden?
11. What do you LEAST like/value about downtown Linden?
12. Is there anything else that you would like to share related to downtown Linden?



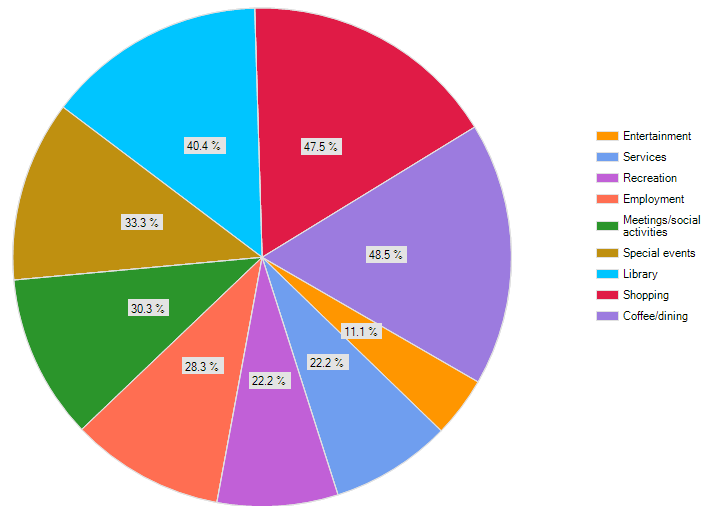
33

SURVEY RESULTS

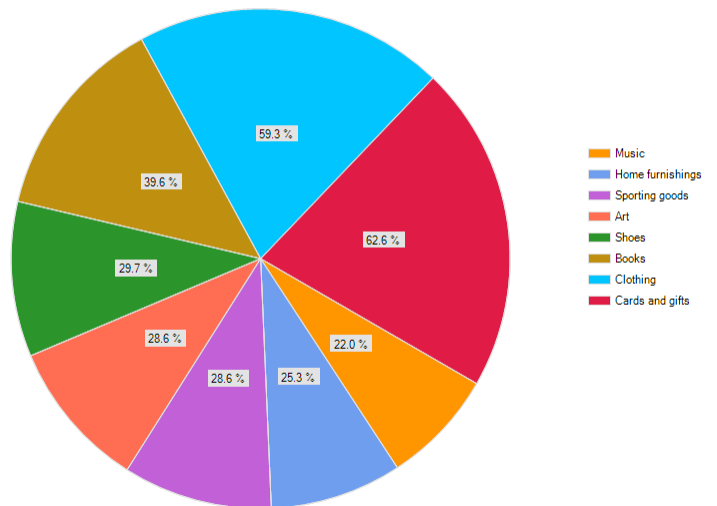
In total, 102 interested persons responded to the survey. Of these, most were female (75.8%), were between the ages of 45 and 54 (34.7%), and lived between one-quarter mile and 5 miles from downtown. A detailed report of the survey responses is included in the Appendix. A summary of the findings is included below:

- The majority (52.5%) of respondents visited downtown Linden often
- The most common activities that brought respondents downtown included: coffee/dining (48.5%); shopping (47.5%); the library (40.4%); special events (33.3%); and meetings/social activities (30.3%).
- In terms of perceptions of downtown, respondents felt most favorably toward safety/crime (81.2% excellent or good), cleanliness (75.5%), traffic (65.7%), customer service (57%), shopping hours (42.9%) and parking (41.2%).
- In terms of perceptions of downtown, respondents felt least favorably toward entertainment (72.4% fair or poor), places to eat (66.7%), selection of services (61.4%), selection of products (59.0%), and the number of events and promotions (54.5%).
- Generally, respondents were not satisfied with the goods and services currently available in downtown (49.5% not satisfied; 39.6% sometimes satisfied).
- When asked what additional retail businesses they would like to see in downtown, two responses were much more common than the others: cards and gifts (62.6%); and, clothing (59.3%).
- When asked what additional restaurants and eating places they would like to see in downtown, three responses were much more common than the others: dine-in restaurant (78.6%); sandwich shop/deli (65.3%); and, coffee shops (54.1%).

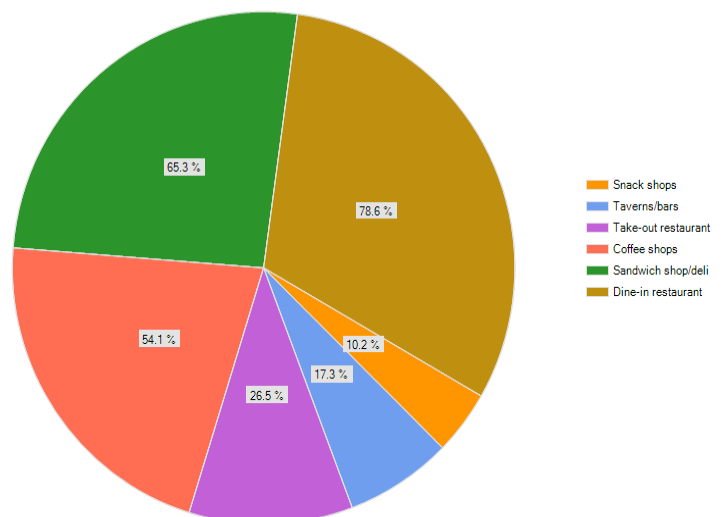
What are the primary activities you engage in downtown Linden (select all that apply)?



What additional RETAIL businesses would you most like to see in downtown Linden?(Please select not more than three)

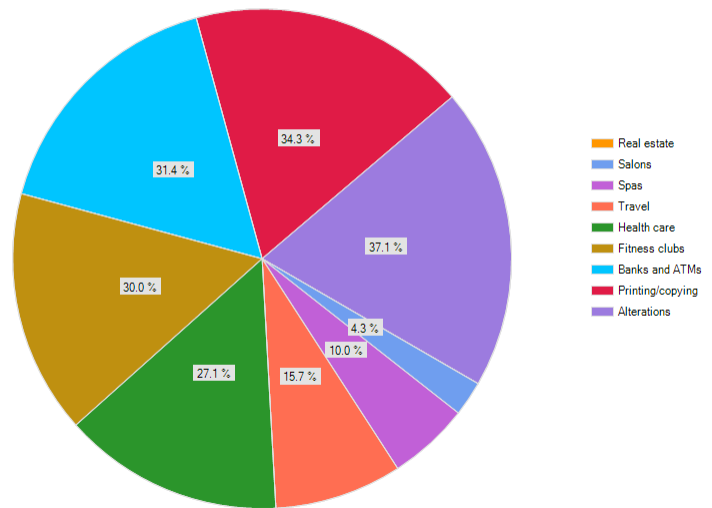


What additional RESTAURANTS and EATING PLACES would you most like to see in downtown Linden?(Please select not more than three)

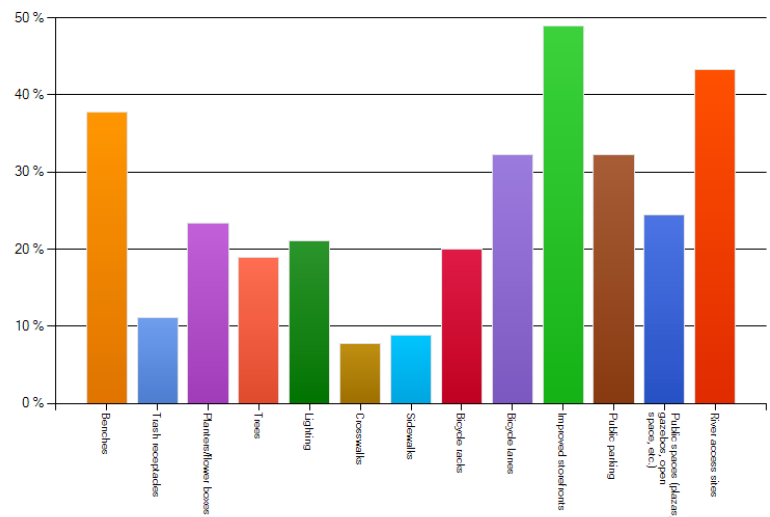


- When asked what additional services they would like to see in downtown, responses were fairly evenly distributed. However, the top three responses were: alterations (37.1%); printing/copying (34.3%); and, banks and ATMs (31.4%).
- When asked what additional improvements they would like to see in downtown, responses were fairly evenly distributed. However, the top three responses were: improved storefronts (48.9%); river access sites (43.3%), and benches (37.8%).
- When asked an open ended question regarding the types of events they would most like to see in downtown, common responses included art events (art fairs and sales), music events (concerts in the park), craft shows, and other sales events (book sales, flea market, farmers' market).
- When asked what they value most about downtown Linden, responses were generally similar and related to the small town atmosphere (friendly people, safe, etc.), unique character (charming, clean, architecture, historic, etc.) and assets (Mill Pond, Shiawassee River, Linden Mill Building, etc.).
- When asked what they value least about downtown Linden, responses were varied. However, common responses included a lack of businesses, not enough shopping and restaurant selections, empty storefronts, lack of activities, and lack of support for businesses from City government.

What additional SERVICES would you most like to see in downtown Linden?(Please select not more than three)



What IMPROVEMENTS would you most like to see in downtown Linden?(Please select not more than three)





STRATEGIC ACTION PLAN



The Strategic Action Plan provides a road-map for future improvements within downtown Linden. To be used by the DDA, City Council and other City officials, the Strategic Action Plan serves as a guide for future decision-making in downtown Linden, by providing specific, realistic and economically feasible recommendations related to programming, policies, development, and administrative functions. These recommendations are based on a review of the opportunities and constraints identified earlier in this report, as well as the direction received by citizens and stakeholders through the visioning workshop and customer survey.

STRATEGIC RECOMMENDATIONS

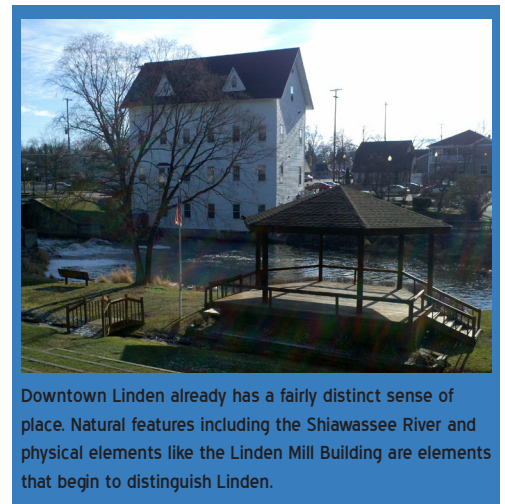
The Linden Downtown Development Authority (DDA) envisions downtown Linden as the business, entertainment, cultural and social hub for the greater Linden area. Downtown Linden will be a place of 24/7 activity for persons of all ages and interests, with thriving businesses, varied entertainment opportunities, an active riverfront, inviting public spaces, recreational opportunities, historic storefronts, mixed housing options, and streets and sidewalks that are safe and accommodating to all. Downtown Linden will be a **place** unique among the region, which, once visited, will not be forgotten. The importance of “**placemaking**” cannot be underestimated, and Linden’s leaders recognize the key role that it plays in attracting investment and development.

PLACEMAKING AS ECONOMIC DEVELOPMENT

The idea of using sense of place as an economic development tool is not unique to Linden. Indeed, the State of Michigan is building the state’s economic development model on the idea of placemaking. Simplified, the idea of placemaking is to celebrate those elements that define a community -- the spaces, the culture and the quality of life -- to attract a range of new businesses and investments.

The age of providing tax breaks to lure industrial development and even the age of industrial or manufacturing development as the primary pieces of economic development are over. While this may have hurt Michigan’s economy over the last decade, the shifts in the economy have the potential to benefit the long term growth of a sustainable economy in Linden.

Historically, Linden thrived as a lumber town with its strategic location along the Shiawassee River. However, after the decline of the lumber industry, Linden largely evolved into a bedroom community, where residents reside and “sleep” in Linden, but commute outside of the City to work in larger urban centers such as Flint. Although there was a period of modest growth in manufacturing and industry, Linden isn’t likely to attract manufacturing development in a scale that will support sustainable year-round jobs for the population. Instead of trying to fight to attract these types of investments, the City should be celebrating the best things about Linden and using those to attract different types of businesses. The quality



Downtown Linden already has a fairly distinct sense of place. Natural features including the Shiawassee River and physical elements like the Linden Mill Building are elements that begin to distinguish Linden.

of life issues that we have to offer in Linden are exactly the assets we can use to attract smaller-scale, entrepreneurial investment. It is a critical mass of businesses and a community that embraces, nurtures and supports the entrepreneurial spirit that will build a sustainable economy capable of creating jobs and customers.

Downtown Linden already has a fairly distinct sense of place. Natural features including the Shiawassee River and physical elements like the Linden Mill Building are elements that begin to distinguish Linden. The idea of placemaking is to use these elements (and to enhance or build other elements) that further distinguish Downtown Linden and create an experience for people that is both special and uniquely Linden. While the foundation is in place, there is opportunity to enhance those elements that people love about downtown and to market these to attract new business investment in the community.

Moving forward, the City's economic development strategy is going to be selling the high quality of life, the Shiawassee Riverfront, the access to recreational and outdoor amenities, the strong schools and the sense of community in Linden. The programs, policies and projects described in this Section are all what is technically considered "Placemaking" and will serve to enhance the sense of place downtown while improving the overall quality of life for all stakeholders.

ADMINISTRATIVE RECOMMENDATIONS

A-1: ESTABLISH THE MAIN STREET FOUR-POINT APPROACH

Developed by the National Main Street Center and widely used by downtown development authorities within Michigan, the Main Street Four Point Approach is a tool which enables communities to revitalize downtown business districts by leveraging local assets – from historic, cultural, and architectural resources to local enterprises and community pride. It is a comprehensive strategy that addresses the variety of issues and problems that challenge traditional commercial districts. The approach is to establish four committees, listed below, who will each oversee a different aspect of the DDA's functions.

- Promotion – Responsible for marketing, communications and special events
- Economic Restructuring – Responsible for business retention and recruitment
- Organization – Responsible for building consensus, recruiting volunteers and developing operational guidelines
- Design – Spearheads physical improvements and beautification efforts

Organization Committee

This committee is responsible for volunteer recruitment and collaboration with community partners. The committee establishes consensus and cooperation by building partnerships among the various groups that have a stake in the commercial district. By getting everyone working toward the same goal, the Organization Committee and DDA Board can provide effective, ongoing management and advocacy for downtown Linden. Volunteer recruitment and collaboration with partners representing a broad cross section of the community will result in the incorporation of a wide range of perspectives.

Economic Restructuring Committee

The purpose of this standing committee is to work with the DDA Board to retain existing businesses and to recruit new businesses that will expand the economic mix of activities in the DDA District. This committee will also help existing businesses improve the merchandising skills of business owners to help them be more competitive in the regional marketplace. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district. The goal is to build a commercial district that responds to the needs of today's consumers.

Promotion Committee

This committee is charged with the multi-faceted task of projecting a positive image of downtown Linden that will help to nurture the downtown's businesses. This includes working with the DDA Board and City staff on marketing and advertising, special events and other promotions. These promotional activities will help sell the image and promise of downtown Linden to the community and surrounding region. Promotional activities will communicate downtown Linden's unique characteristics, business establishments, and activities to shoppers, investors, potential business and property owners, and visitors.

Design Committee

This committee is responsible for the physical space within downtown Linden. This means overseeing those aspects which shape the downtown experience for shoppers, workers and visitors. The Design Committee will work with the DDA Board and City staff to create a walkable, memorable and distinctly Linden Downtown District. The committee should seek to take advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays, and promotional materials. An appealing atmosphere, created through attention to all of these visual elements, conveys a positive message about downtown Linden and what it has to offer.

Design activities also include instilling good maintenance practices in the commercial district, enhancing the district's physical appearance through the rehabilitation of historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning.

A-2: PROMOTIONS/MARKETING STRATEGY & DDA WEBSITE

The DDA Board and its Promotions Committee should oversee the development and implementation of a long-term marketing campaign for the purpose of attracting customers, businesses and tourists to downtown Linden. This strategy needs to incorporate a range of elements -- from traditional print and media efforts, to social media and internet promotions. The strategy should be built around a unique theme and/or identity, which may be reflected by a downtown Linden logo and/or branding statement. The DDA Board will likely need to work with marketing professionals and graphic designers in this effort.



The Promotion Committee will focus on nurturing a thriving business climate through marketing, advertising, special events and other promotional efforts.



The DDA's promotions and marketing strategy should be built around a unique theme and/or identity, which may be reflected by a downtown Linden logo and/or branding statement.

Coupled with the promotions and marketing strategy, a Downtown Linden website needs to be created. Such a website does not currently exist. This website will serve as a key mechanism for marketing and promoting the DDA's strengths, incentive programs, special events, and information about existing businesses. The website should also include available property information with links to aerial maps and relevant property details to create a one-stop information portal for developing in Downtown Linden (see recommendation A-3 below).

The website should either be a stand alone site or have a more announced presence on the main City website. The website must also be updated regularly so the content remains new and fresh. In the current information age, the DDA cannot afford to continue with a substandard web presence. Paid professionals and/or volunteers may need to be appointed by the DDA Board to maintain and update the website content.

Concurrent with the establishment of a DDA website, the DDA Board should also establish its presence on social media sites such as Facebook, Twitter, and others. These social media sites will complement the DDA website and will be most useful for making citizens and stakeholders aware of news items, special events and other happenings in downtown Linden. Again, paid professionals and/or volunteers may need to be appointed by the DDA Board to maintain and update the social media content.

A-3: CREATE PROPERTY INVENTORY DATABASE

The DDA Board and its Economic Restructuring Committee should consider creating a property inventory database of all available property within the DDA, including current rent/lease rates, amenities, taxable value, property boundary, aerial, zoning information, and contact information. This database should be maintained on the newly established DDA website. This property information is critical to attract new investment, as much of the initial research done by people starting companies or relocating businesses is done using on-line research.

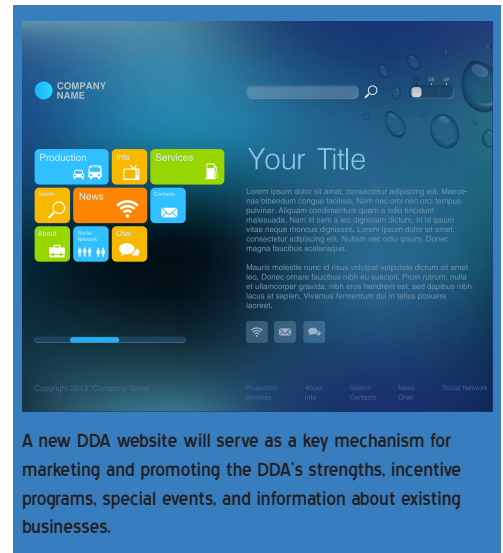
PROGRAMMING RECOMMENDATIONS

P-1: SPECIAL EVENTS

Special events can be a very significant economic engine for a downtown. Historically the Linden DDA has invested significantly in special events. The DDA Board and its Promotions Committee will be charged with creating or supporting special events with the greatest potential for attracting patrons, generating interest and awareness, and contributing to the overall sense of place within downtown Linden.

P-2: SIGN IMPROVEMENT PROGRAM

The DDA Board and its Design/Economic Restructuring Committees should develop, implement and fund a sign improvement grant program. The goal of this program is to strengthen existing businesses by offering grant funds for new signage and/or sign improvements while also fostering the development of attractive signage within the DDA District. Program parameters will need to be developed to determine eligibility, selection criteria and match percentages. The grant program should be set up as a reimbursement program. Under this scenario, a maximum grant amount should be established and a minimum match (i.e., 25% or 50%) should be required of the grantee.



A new DDA website will serve as a key mechanism for marketing and promoting the DDA's strengths, incentive programs, special events, and information about existing businesses.



Linden's DDA will continue to invest in special events, which can be a significant economic engine for a downtown.

P-3: TEMPORARY SIGNAGE PROGRAM

The DDA Board should consider establishing a program to purchase uniform temporary signage, such as sandwich (A-frame) signs, within the downtown District. This signage must include unique and uniform DDA design elements including color schemes, logos and font styles. After a group of uniform sandwich signs is purchased by the DDA, they would be made available for use by downtown businesses (potentially for a fee).

P-4: BEAUTIFICATION STRATEGY

The DDA Board and its Design Committee should develop a beautification plan that will address both short-term and seasonal efforts (seasonal planters, snow removal, sidewalk maintenance) and long-term physical improvements (streetscape designs, wayfinding signage, parks, bicycle and canoe/kayak facilities, and parking) that aim to improve the overall aesthetic appearance of downtown. Funds to implement the beautification strategy will be designated as part of the Capital Improvement Fund (see recommendation D-1 below).

P-5: SMALL BUSINESS INCUBATOR GRANT PROGRAM

The DDA Board and its Economic Restructuring Committee should develop, implement and fund a program to identify available spaces and incentivize the establishment of start-up businesses. This program may take many forms; however, research suggests that affordable (and sometimes free) rents are key elements to starting a successful retail business. This program may provide a rent subsidy, a forgivable loan or an outright grant, for example. Program parameters will need to be developed to determine eligibility, selection criteria and match percentages.

P-6: FACADE IMPROVEMENT PROGRAM

The DDA Board and its Design Committee should develop, implement and fund a façade improvement grant program. The goal of this program is to strengthen and improve the appearance of existing businesses by offering grant funds to them for exterior building and façade improvements. Program parameters will need to be developed to determine eligibility, selection criteria and match percentages. The grant program should be set up as a reimbursement program. Under this scenario, a maximum grant amount should be established and a minimum match (i.e., 25% or 50%) should be required of the grantee.

DEVELOPMENT RECOMMENDATIONS

D-1: CAPITAL IMPROVEMENT FUND

The DDA Board does not currently have a separately designated capital improvement fund. Thus, this Plan recommends that such a fund be established and money is allocated as part of the DDA's annual budget. The capital improvement fund would be utilized as a match for Federal or State administered grant programs for larger capital improvements and/or to fund smaller, less capital intensive public improvements. Larger capital projects may include streetscape, infrastructure, recreation, parking improvements and property acquisition. Smaller capital projects may include benches, trash receptacles, lighting, landscaping and signage.



The DDA Board should consider establishing a program to purchase uniform temporary signage within the downtown District for use by local businesses.



A facade improvement program would strengthen and improve the appearance of existing businesses.

D-2: REDEVELOPMENT OPPORTUNITIES

As was noted in Section C, three redevelopment opportunities were given special emphasis during the course of the Visioning Workshop held in the Summer of 2013. These opportunities included the Union Block Site, Evans Site, and DPW Yard. A Concept Redevelopment Plan for each site has been prepared and is included in this section. The specific recommendations for each site are based on ideas and discussions that evolved during the workshop and received broad support by participants. The recommendations are also consistent with the vision for the future of the City as established by the City of Linden Master Plan.

Union Block Site

Located at the northeast corner of Broad and Bridge Streets, the former Union Block was destroyed by fire in 2007 and is now a vacant site. The site comprises just over one-half acre of land. As an interim use, the site is often used as space for community events. However, it is a critical goal of the City and the Downtown Development Authority to facilitate the redevelopment of this site as a permanent development. Although flexibility is given to the site's owner, several specific redevelopment ideas for the site were presented during the workshop. The conceptual redevelopment plan for the Union Block site shows a two to three story mixed use building, with street level architectural details that enhance the pedestrian experience, with parking to the rear. The building is envisioned to house ground floor retail uses, potentially an upscale restaurant, and upper story office and/or residential uses. Desirable site features include wide sidewalks, street furniture, landscaping, and public art.

Evans Site

Located east of Main Street and south of Oak Street, the site containing what is commonly known as the Evans building is a second key redevelopment opportunity within downtown Linden. At approximately one acre in size, the site has a prime location with direct frontage on the Mill Pond, views of the historic Mill Building, and pedestrian connections to the remainder of downtown. The existing Evans Building may be able to be re-used; however, demolition of the building is likely a prerequisite to the site's redevelopment. The conceptual plan for the redevelopment of this site shows a mixed use building oriented to the Mill Pond, consisting of a combination of retail, restaurant, office and community uses. The setting along the Mill Pond provides opportunities for waterfront amenities, including a boardwalk, outdoor gathering/eating space, and a dock. The northern portion of the property would be reserved for parking to serve the site.

DPW Yard

The City owns an approximately 2.7 acre property in the northwest portion of downtown, with access to Bridge Street. The site is currently occupied by the City's DPW yard. However, with frontage along the Shiawassee River, the site is a prime opportunity for redevelopment. Consistent with community opinions expressed during the workshop, the site would be an ideal location for recreational facility with various community amenities. The conceptual redevelopment plan for the site envisions a recreational space, with parking, nature trails, paths, gazebo/pavilion, and a canoe/kayak launch. A pedestrian bridge over the Shiawassee River is proposed to connect to Eagles Wooden Park, located on the other side of the river.



Mixed-Use Building Oriented to Corner



Street Trees and Streetscape Amenities



Wide Sidewalks and Pedestrian Oriented Storefronts



Mixed-Use Building with Restaurant and Outdoor Seating



E Broad St

Bridge St

Union Block Redevelopment Concept



1 inch = 60 feet



Canoe Dock



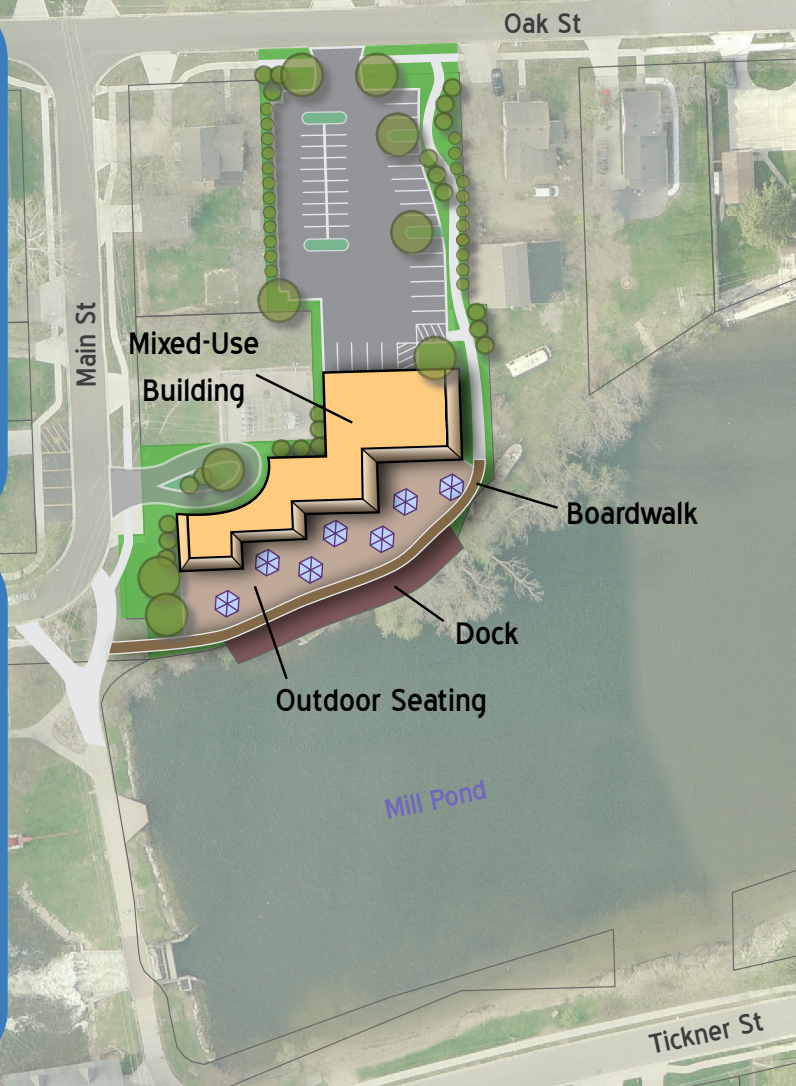
Outdoor Seating



Mixed-Use Building with Boardwalk



Outdoor Seating



Evans Site Redevelopment Concept



1 inch = 100 feet



DPW Yard Redevelopment Concept



1 inch = 125 feet

5-YEAR STRATEGY AND BUDGET

The following matrix outlines a five year strategy and budget for administration, programming and development activities to be undertaken by Linden's Downtown Development Authority. Each of the strategic recommendations outlined and described earlier in this Section is listed in the matrix, with timeframes and budget estimates indicated. The matrix assumes a first year DDA budget of approximately \$30,000. However, as improvements are made and property values increase (which in turn leads to increased captured tax increment revenues), the overall DDA budget is also expected to increase. The matrix should be used as a general guideline for the DDA Board in their annual budgeting process.

Project/Type	Year/Budget					TOTALS
	Year 1	Year 2	Year 3	Year 4	Year 5	
Administration						
A-1: Establish the Main Street Four-Point Approach	\$500	\$500				\$1,000
A-2: Promotions/Marketing Strategy & DDA Website	\$7,500	\$5,000	\$2,500	\$2,500	\$2,500	\$20,000
A-3: Create Property Inventory Database		\$2,500				\$2,500
General Expenses/Salaries/Administrative Fees	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$60,000
Programming						
P-1: Special Events	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$37,500
P-2: Sign Improvement Program		\$2,500	\$2,500	\$2,500	\$2,500	\$10,000
P-3: Temporary Signage Program	\$2,500					\$2,500
P-4: Beautification Strategy			\$7,500			\$7,500
P-5: Small Business Incubator Grant Program				\$2,500	\$2,500	\$5,000
P-6: Façade Improvement Program					\$2,500	\$2,500
Development						
D-1: Capital Improvement Fund		\$5,000	\$8,000	\$13,000	\$10,500	\$36,500
TOTALS	\$30,000	\$35,000	\$40,000	\$40,000	\$40,000	\$185,000

IMPLEMENTATION RESOURCES

This study contains a number of programs, policies and projects that are essential to achieving the vision for downtown Linden. Achieving the vision is a two-part equation. The first part of the equation defines who is responsible for initiating or undertaking an activity. The second part is the funding for the project or activity. Project responsibility is a fairly straightforward endeavor and was outlined in the previous section (refer to the description of the four main street committees). Funding is always a more complicated part of the equation and the current economic and political climate has only made the funding side of the equation more difficult to figure out.

What was once exclusively the responsibility of the public sector - funding public improvements and economic development activities - has become an exercise in building partnerships. This shift, and the shift in municipal funding in general, forces communities to cobble together project funding from a broad array of sources. Some of these sources are conventional - the State Department of Transportation and Natural Resources, the Small Business Association and the US Department of Agriculture - while others are less so. Private investors, foundations and philanthropic organizations, non-profits and other interest groups have all become key parts of the funding equation.

A few of the more common funding opportunities have been detailed here as a reference and resource. These opportunities include tax increment financing, the general fund, grants, public-private partnerships and donations.

TAX INCREMENT FINANCING

Tax increment financing is a method of funding public investments in an area slated for redevelopment by capturing, for a time, all or a portion of the increased tax revenue that may result if the redevelopment stimulates private investment. Presently, tax increment financing is the DDA's key source of funding for its various initiatives.

GENERAL FUND

Despite the fact that municipal budgets are strained as never before, the City needs to bear some fiscal responsibility for at least a share of the physical improvements needed to enhance the downtown and to advance the DDA's enhancement efforts. The General Fund cannot be the primary source of funding for the projects outlined in the 5-year strategy; however, it can be used as seed funding, gap financing and as grant matching funds.

GRANTS

Grant funding can be a significant contributor toward the cost of DDA activities, in particular, physical improvement projects. Communities rely on a range of grant sources including public agency grants, non-profit and foundation grants. Moving forward, grant funding must be a part of the funding formula if the DDA is to implement the projects detailed in this plan. The reality of funding in today's economy is that no single source of funding is going to be adequate to pay for large-scale physical improvement projects; funding will have to be cobbled together

from a multitude of sources. As many grant funds require a local match, there will be funding from either the DDA or City's general fund that will need to be included in most projects. Potential sources of grant funding include:

Michigan Community Revitalization Program (MEDC)

The Michigan Community Revitalization Program is an incentive program available from the MEDC which is designed to promote community revitalization that will accelerate private investment in areas of historical disinvestment; contribute to Michigan's reinvention as a vital, job generating state; foster redevelopment of functionally obsolete or historic properties; reduce blight; and protect the natural resources of the state. The program is designed to provide grants, loans, or other economic assistance for eligible investment projects.

Community Development Block Grants (Genesee County/HUD)

The City of Linden receives Community Development Block Grant funding through Genesee County, who is a direct recipient of funds from the U.S. Department of Housing and Urban Development. Genesee County receives an annual allocation of CDBG funds to carry out several different community development activities directed at neighborhood revitalization, economic development, and the improvement of community facilities. The County distributes the funds to local units of government, who may use the funds for a variety of activities such as street and sidewalk improvements, installation of water and sewer lines, barrier free improvements, senior citizen programs and facilities, youth employment, crime prevention, historic preservation, and park improvements.

Transportation Alternatives Program (MDOT)

The Transportation Alternatives Program is a federally funded, community-based program that seeks to expand travel choice and enhance the transportation experience by improving the cultural, historic, aesthetic and environmental aspects of the transportation infrastructure. Eligible activities include facilities for pedestrians and bicyclists, including traffic calming and other safety improvements, safe routes for non-drivers, conversion and use of abandoned railroad corridors for trails, historic preservation and rehabilitation of historic transportation facilities. A 20% local match is required.

Natural Resource Trust Fund Grants (MDNR)

The Trust Fund grant program provides funding for both the purchase of land (or interests in land) for recreation or protection of land because of its environmental importance or scenic beauty and the appropriate development of land for public outdoor recreation use. All proposals for grants must include a local match of at least 25% of the total project cost. To be eligible, local municipalities must have a Recreation Plan approved by the MDNR.

Land and Water Conservation Fund Grants (MDNR)

The Land and Water Conservation Fund (LWCF) is a federal appropriation to the National Park Service who distributes funds to the Michigan Department of Natural Resources for development of outdoor recreation facilities. The focus of the program in recent years has been on community recreation needs such as playgrounds, picnic areas, pavilions, ballfields, soccer

fields and walking paths. The match percentage must be 50% of the total project cost. To be eligible, local municipalities must have a Recreation Plan approved by the MDNR.

Recreation Passport Grants (MDNR)

The Recreation Passport grant program is focused on renovating and improving existing parks; however, the development of new parks is eligible. A 25% local match is required. To be eligible, local municipalities must have a Recreation Plan approved by the MDNR.

Farmers Market Grant Program (MEDC)

The Farmers Market Grant Program, offered by the Michigan Economic Development Corporation, provides funds to existing farmers markets in operation for at least four years. Projects for consideration include unique and innovative design elements, amenities for patrons and vendors, multi-use spaces, multi-modal transportation, and signage. Projects that make markets more accessible to residents are also preferred.

Rural Development Program (USDA)

The USDA's Rural Development Program is designed to help improve the economy and quality of life in rural America. Program assistance is provided in many ways, including direct or guaranteed loans, grants, technical assistance, research and educational materials. One grant/loan opportunity is the Community Facilities Program, which provides grants to assist in the development of essential community facilities in rural areas and towns of up to 20,000 in population.

PUBLIC-PRIVATE PARTNERSHIPS

Creativity is the name of the game in developing effective public-private partnerships. Municipalities are often able to leverage their assets (land, infrastructure) to work with the private sector to craft solutions that benefit both the developer and the larger community. In some cases, a municipality may provide free or low-cost land in exchange for a development that includes open space, affordable housing, parking or some other public benefit which is paid for by the developer. In other cases, municipalities can use infrastructure improvements to encourage redevelopment. These are just two examples of public-private partnerships. Other examples are cost sharing and revenue agreements. The DDA and the City must build relationships with the private sector to encourage these partnerships. Going forward, it will be more and more important to look to the private sector for assistance in completing physical projects.

DONATIONS

It is expected that philanthropic and charitable donations will account for a modest portion of financing for DDA development projects and programming efforts. The DDA Board will be responsible for continuing to work with charitable foundations, private donors and nonprofits to raise funds for physical improvements and programming. In-kind donations are often

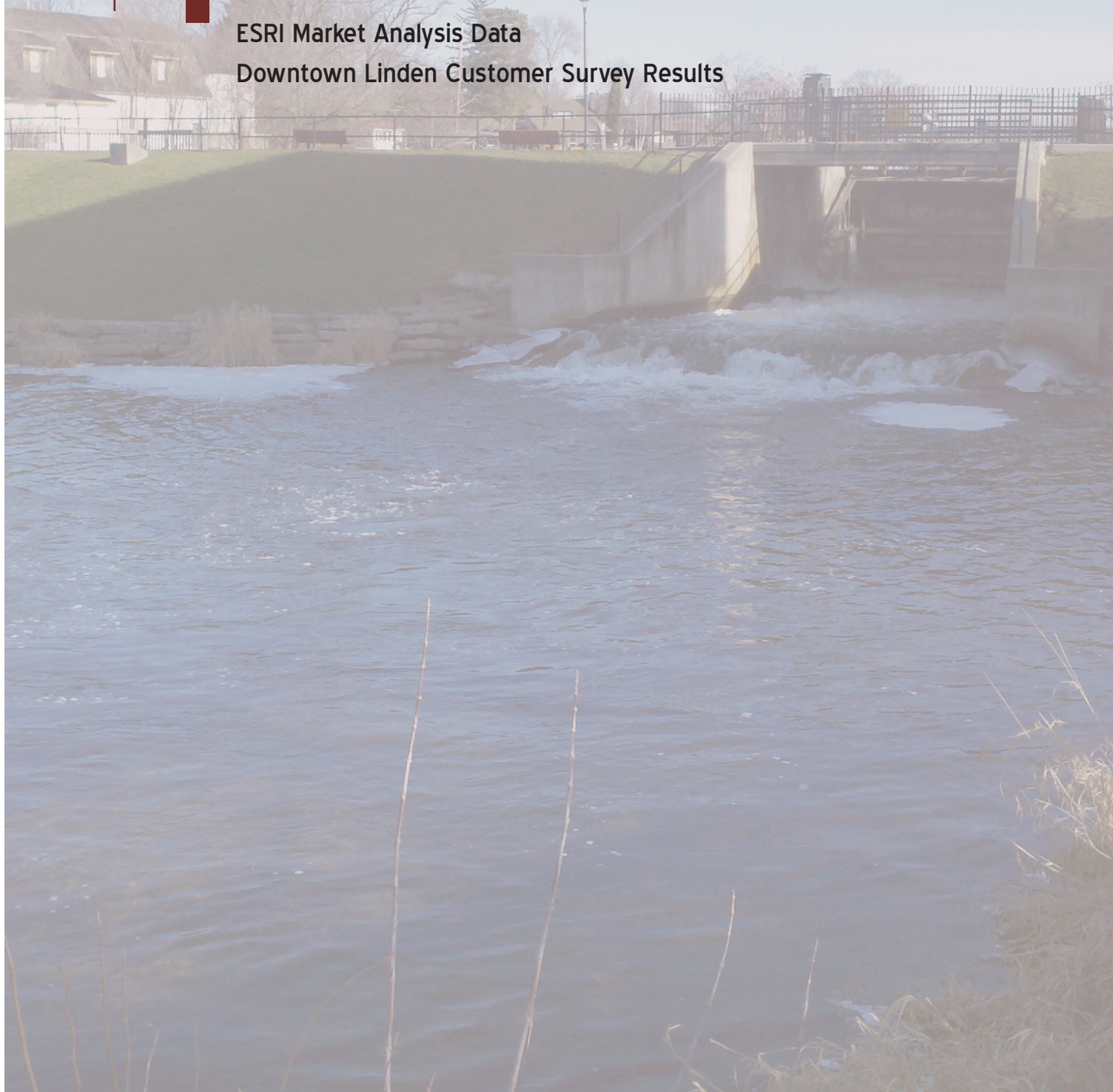
overlooked because there is no dollar value placed on these services. Nevertheless, in-kind donations of professional services are the lifeblood of many DDAs, large and small. Linden is no different from many communities that rely on the skills and time donated by volunteers. The DDA should actively seek out locals with skills in marketing, graphic design, information architecture (web pages), and business. It is quite possible that the time frame for many of the projects outlined in the 5-Year Strategy may be accelerated by finding talent within the community.



APPENDIX

ESRI Market Analysis Data

Downtown Linden Customer Survey Results





Retail MarketPlace Profile

Downtown Linden Primary Retail Trade Area
Area: 131.09 Square Miles

Summary Demographics

2010 Population	47,635
2010 Households	18,204
2010 Median Disposable Income	\$52,448
2010 Per Capita Income	\$30,790

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$540,464,373	\$360,405,791	\$180,058,582	20.0	314
Total Retail Trade	44-45	\$462,346,759	\$303,124,113	\$159,222,646	20.8	231
Total Food & Drink	722	\$78,117,614	\$57,281,678	\$20,835,936	15.4	83

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$109,564,213	\$81,341,630	\$28,222,582	14.8	27
Automobile Dealers	4411	\$92,086,000	\$68,569,050	\$23,516,949	14.6	7
Other Motor Vehicle Dealers	4412	\$8,907,444	\$9,176,962	\$-269,517	-1.5	9
Auto Parts, Accessories & Tire Stores	4413	\$8,570,769	\$3,595,618	\$4,975,150	40.9	10
Furniture & Home Furnishings Stores	442	\$12,605,290	\$3,974,624	\$8,630,665	52.1	8
Furniture Stores	4421	\$9,090,433	\$3,535,345	\$5,555,088	44.0	4
Home Furnishings Stores	4422	\$3,514,856	\$439,279	\$3,075,577	77.8	4
Electronics & Appliance Stores	4431	\$13,944,880	\$3,613,994	\$10,330,886	58.8	12
Bldg Materials, Garden Equip. & Supply Stores	444	\$19,258,310	\$21,795,025	\$-2,536,715	-6.2	25
Bldg Material & Supplies Dealers	4441	\$17,481,693	\$21,050,924	\$-3,569,231	-9.3	21
Lawn & Garden Equip & Supply Stores	4442	\$1,776,616	\$744,101	\$1,032,515	41.0	4
Food & Beverage Stores	445	\$67,562,787	\$60,870,043	\$6,692,743	5.2	24
Grocery Stores	4451	\$60,293,618	\$50,864,578	\$9,429,040	8.5	14
Specialty Food Stores	4452	\$1,403,029	\$1,203,536	\$199,493	7.7	5
Beer, Wine & Liquor Stores	4453	\$5,866,139	\$8,801,929	\$-2,935,790	-20.0	5
Health & Personal Care Stores	446,4461	\$20,470,250	\$9,332,839	\$11,137,410	37.4	19
Gasoline Stations	447,4471	\$71,978,398	\$48,515,996	\$23,462,402	19.5	15
Clothing & Clothing Accessories Stores	448	\$16,984,121	\$2,237,276	\$14,746,845	76.7	14
Clothing Stores	4481	\$12,087,035	\$1,166,622	\$10,920,413	82.4	7
Shoe Stores	4482	\$2,166,260	\$342,891	\$1,823,370	72.7	2
Jewelry, Luggage & Leather Goods Stores	4483	\$2,730,826	\$727,763	\$2,003,063	57.9	5
Sporting Goods, Hobby, Book & Music Stores	451	\$7,236,466	\$5,364,182	\$1,872,284	14.9	22
Sporting Goods/Hobby/Musical Instr Stores	4511	\$3,332,226	\$4,636,893	\$-1,304,667	-16.4	20
Book, Periodical & Music Stores	4512	\$3,904,240	\$727,290	\$3,176,951	68.6	2
General Merchandise Stores	452	\$106,049,694	\$56,829,780	\$49,219,913	30.2	11
Department Stores Excluding Leased Depts.	4521	\$41,830,810	\$35,654,837	\$6,175,973	8.0	6
Other General Merchandise Stores	4529	\$64,218,884	\$21,174,943	\$43,043,940	50.4	5
Miscellaneous Store Retailers	453	\$9,693,668	\$8,692,555	\$1,001,113	5.4	52
Florists	4531	\$839,694	\$1,774,338	\$-934,644	-35.8	7
Office Supplies, Stationery & Gift Stores	4532	\$4,937,879	\$2,477,891	\$2,459,988	33.2	12
Used Merchandise Stores	4533	\$562,291	\$525,257	\$37,034	3.4	14
Other Miscellaneous Store Retailers	4539	\$3,353,804	\$3,915,069	\$-561,264	-7.7	19
Nonstore Retailers	454	\$6,998,684	\$556,167	\$6,442,516	85.3	2
Electronic Shopping & Mail-Order Houses	4541	\$1,839,338	\$0	\$1,839,338	100.0	0
Vending Machine Operators	4542	\$3,002,331	\$356,365	\$2,645,966	78.8	1
Direct Selling Establishments	4543	\$2,157,015	\$199,802	\$1,957,213	83.0	1
Food Services & Drinking Places	722	\$78,117,614	\$57,281,678	\$20,835,936	15.4	83
Full-Service Restaurants	7221	\$30,286,393	\$20,349,030	\$9,937,362	19.6	45
Limited-Service Eating Places	7222	\$40,454,976	\$33,448,473	\$7,006,503	9.5	30
Special Food Services	7223	\$4,978,213	\$2,804,943	\$2,173,271	27.9	4
Drinking Places - Alcoholic Beverages	7224	\$2,398,032	\$679,232	\$1,718,799	55.9	5

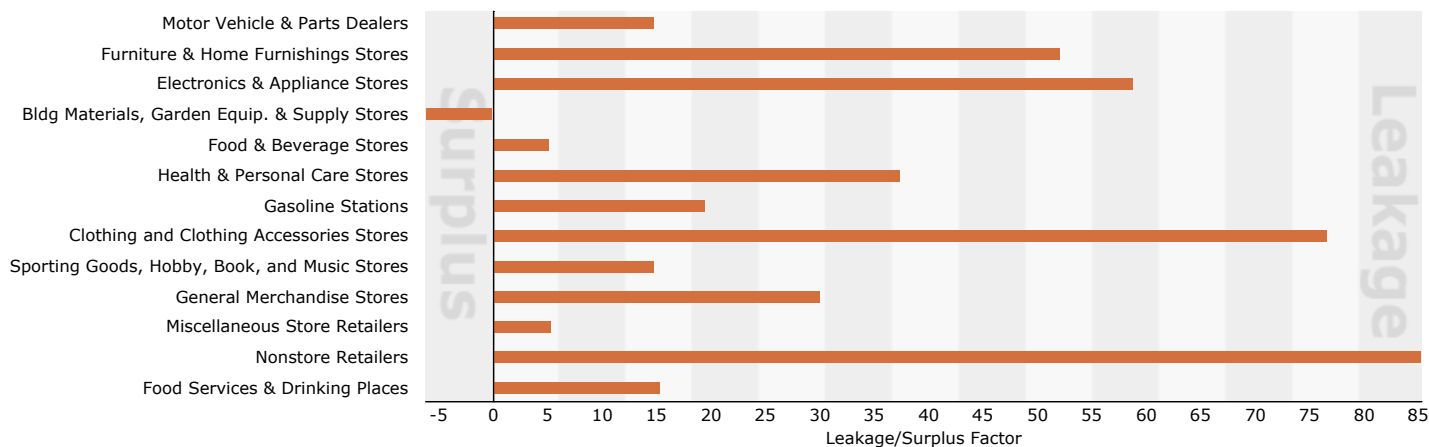
Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

Source: Esri and Infogroup

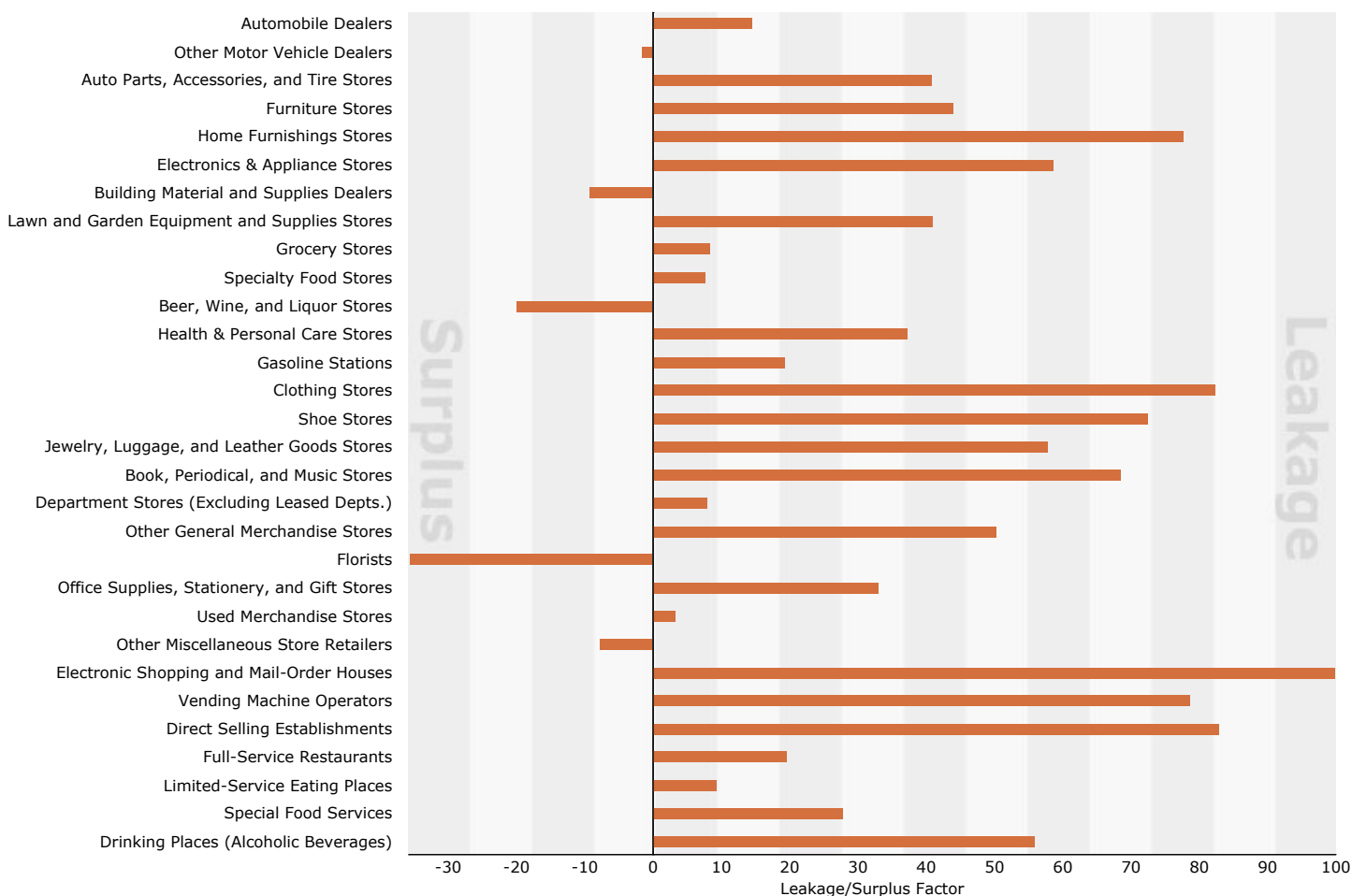
May 14, 2012

Made with Esri Business Analyst

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group





Retail Goods and Services Expenditures

Downtown Linden Primary Retail Trade Area
Area: 131.09 Square Miles

Top Tapestry Segments	Percent	Demographic Summary	2011	2016
Green Acres	24.6%	Population	48,945	49,368
Exurbanites	10.9%	Households	18,904	19,193
Cozy and Comfortable	10.4%	Families	13,559	13,635
Midlife Junction	8.4%	Median Age	40.4	40.9
Sophisticated Squires	7.3%	Median Household Income	\$56,908	\$64,331
		Spending Potential Index	Average Amount Spent	Total
Apparel and Services		73	\$1,690.64	\$31,959,078
Men's		69	\$306.34	\$5,790,827
Women's		66	\$530.96	\$10,036,933
Children's		77	\$298.55	\$5,643,680
Footwear		50	\$203.79	\$3,852,384
Watches & Jewelry		106	\$200.45	\$3,789,117
Apparel Products and Services (1)		166	\$150.56	\$2,846,139
Computer				
Computers and Hardware for Home Use		105	\$194.60	\$3,678,609
Software and Accessories for Home Use		106	\$29.30	\$553,900
Entertainment & Recreation		109	\$3,400.06	\$64,273,130
Fees and Admissions		111	\$668.84	\$12,643,378
Membership Fees for Clubs (2)		112	\$178.57	\$3,375,582
Fees for Participant Sports, excl. Trips		112	\$115.99	\$2,192,589
Admission to Movie/Theatre/Opera/Ballet		107	\$156.78	\$2,963,697
Admission to Sporting Events, excl. Trips		115	\$66.25	\$1,252,319
Fees for Recreational Lessons		114	\$150.58	\$2,846,467
Dating Services		90	\$0.67	\$12,724
TV/Video/Audio		104	\$1,248.18	\$23,594,929
Community Antenna or Cable TV		104	\$724.55	\$13,696,487
Televisions		108	\$201.97	\$3,817,847
VCRs, Video Cameras, and DVD Players		103	\$20.31	\$383,915
Video Cassettes and DVDs		101	\$51.67	\$976,649
Video and Computer Game Hardware and Software		108	\$58.42	\$1,104,331
Satellite Dishes		107	\$1.31	\$24,698
Rental of Video Cassettes and DVDs		103	\$41.24	\$779,619
Streaming/Downloaded Video		106	\$1.44	\$27,279
Audio (3)		98	\$139.89	\$2,644,360
Rental and Repair of TV/Radio/Sound Equipment		100	\$7.39	\$139,743
Pets		133	\$553.57	\$10,464,440
Toys and Games (4)		105	\$148.60	\$2,809,041
Recreational Vehicles and Fees (5)		106	\$330.91	\$6,255,412
Sports/Recreation/Exercise Equipment (6)		85	\$149.98	\$2,835,132
Photo Equipment and Supplies (7)		108	\$108.83	\$2,057,232
Reading (8)		109	\$163.40	\$3,088,771
Catered Affairs (9)		116	\$27.76	\$524,795
Food		104	\$7,736.89	\$146,254,615
Food at Home		103	\$4,464.35	\$84,391,970
Bakery and Cereal Products		104	\$599.20	\$11,327,039
Meats, Poultry, Fish, and Eggs		102	\$1,028.49	\$19,442,146
Dairy Products		103	\$496.91	\$9,393,431
Fruits and Vegetables		103	\$780.57	\$14,755,514
Snacks and Other Food at Home (10)		103	\$1,559.17	\$29,473,839
Food Away from Home		105	\$3,272.54	\$61,862,645
Alcoholic Beverages		105	\$581.96	\$11,001,131
Nonalcoholic Beverages at Home		102	\$434.74	\$8,218,055

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.

Source: Esri forecasts for 2011 and 2016; Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

May 14, 2012

Made with Esri Business Analyst



Retail Goods and Services Expenditures

Downtown Linden Primary Retail Trade Area
Area: 131.09 Square Miles

	Spending Potential Index	Average Amount Spent	Total
Financial			
Investments	107	\$1,803.41	\$34,090,804
Vehicle Loans	105	\$5,005.18	\$94,615,688
Health			
Nonprescription Drugs	104	\$103.79	\$1,961,944
Prescription Drugs	107	\$518.16	\$9,795,031
Eyeglasses and Contact Lenses	111	\$82.75	\$1,564,339
Home			
Mortgage Payment and Basics (11)	115	\$10,462.07	\$197,770,261
Maintenance and Remodeling Services	116	\$2,237.99	\$42,305,962
Maintenance and Remodeling Materials (12)	111	\$399.78	\$7,557,217
Utilities, Fuel, and Public Services	105	\$4,626.54	\$87,457,911
Household Furnishings and Equipment			
Household Textiles (13)	107	\$137.61	\$2,601,284
Furniture	107	\$621.85	\$11,755,227
Floor Coverings	115	\$83.53	\$1,579,067
Major Appliances (14)	108	\$318.42	\$6,019,206
Housewares (15)	92	\$76.98	\$1,455,114
Small Appliances	106	\$33.65	\$636,017
Luggage	111	\$9.98	\$188,567
Telephones and Accessories	69	\$28.68	\$542,174
Household Operations			
Child Care	106	\$476.76	\$9,012,380
Lawn and Garden (16)	112	\$453.81	\$8,578,675
Moving/Storage/Freight Express	96	\$56.67	\$1,071,252
Housekeeping Supplies (17)	106	\$718.51	\$13,582,394
Insurance			
Owners and Renters Insurance	114	\$512.22	\$9,682,743
Vehicle Insurance	105	\$1,190.54	\$22,505,432
Life/Other Insurance	114	\$459.27	\$8,681,837
Health Insurance	108	\$2,017.74	\$38,142,465
Personal Care Products (18)	105	\$405.93	\$7,673,413
School Books and Supplies (19)	102	\$105.63	\$1,996,729
Smoking Products	98	\$405.40	\$7,663,465
Transportation			
Vehicle Purchases (Net Outlay) (20)	106	\$4,497.57	\$85,020,062
Gasoline and Motor Oil	104	\$2,902.56	\$54,868,748
Vehicle Maintenance and Repairs	106	\$967.37	\$18,286,664
Travel			
Airline Fares	110	\$487.61	\$9,217,500
Lodging on Trips	112	\$472.51	\$8,932,096
Auto/Truck/Van Rental on Trips	112	\$40.10	\$758,033
Food and Drink on Trips	109	\$461.02	\$8,714,970

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.

Source: Esri forecasts for 2011 and 2016; Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

May 14, 2012



Retail Goods and Services Expenditures

Downtown Linden Primary Retail Trade Area

Area: 131.09 Square Miles

- (1) Apparel Products and Services** includes material for making clothes, sewing patterns and notions, shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
- (2) Membership Fees for Clubs** includes membership fees for social, recreational, and civic clubs.
- (3) Audio** includes satellite radio service, sound components and systems, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, tape recorders, radios, musical instruments and accessories, and rental and repair of musical instruments.
- (4) Toys and Games** includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, and online entertainment and games.
- (5) Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, purchase and rental of RVs or boats, and camp fees.
- (6) Sports/Recreation/Exercise Equipment** includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.
- (7) Photo Equipment and Supplies** includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.
- (8) Reading** includes magazine and newspaper subscriptions, single copies of magazines and newspapers, and books.
- (9) Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fat, oil, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent.
- (12) Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for hard surface flooring, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
- (13) Household Textiles** includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers, decorative pillows, and materials for slipcovers and curtains.
- (14) Major Appliances** includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
- (15) Housewares** includes plastic dinnerware, china, flatware, glassware, serving pieces, nonelectric cookware, and tableware.
- (16) Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, and personal care appliances.
- (19) School Books and Supplies** includes school books and supplies for college, elementary school, high school, and preschool.
- (20) Vehicle Purchases (Net Outlay)** includes net outlay for new and used cars, trucks, vans, motorcycles, and motor scooters.

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.

Source: Esri forecasts for 2011 and 2016; Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

May 14, 2012

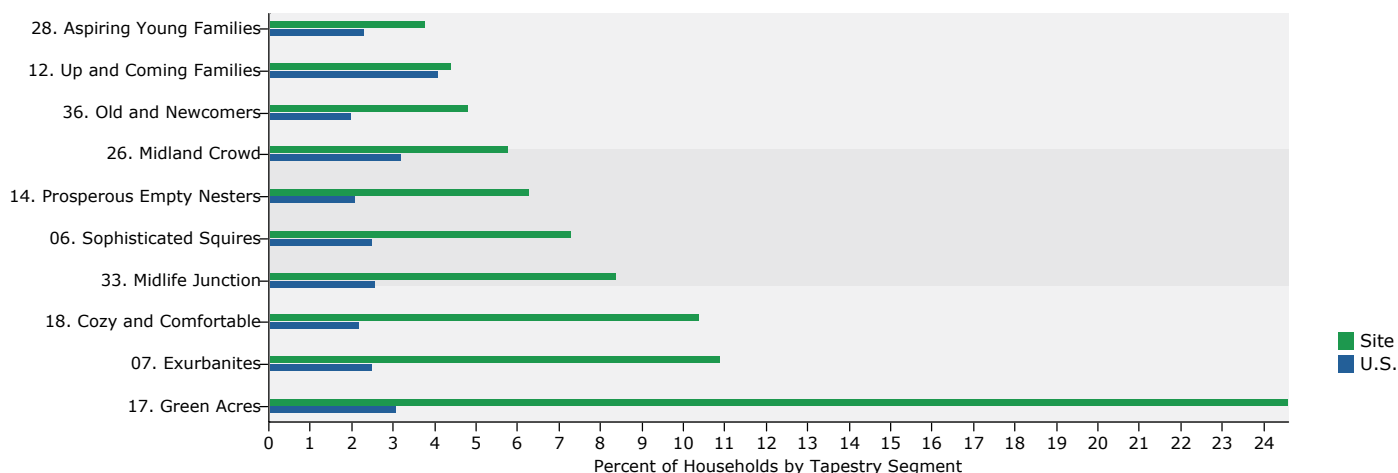


Tapestry Segmentation Area Profile

Downtown Linden
Area: 131.09 Square Miles

Rank	Tapestry Segment	Households		U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	17. Green Acres	24.6%	24.6%	3.1%	3.1%	794
2	07. Exurbanites	10.9%	35.5%	2.5%	5.6%	436
3	18. Cozy and Comfortable	10.4%	45.9%	2.2%	7.8%	473
4	33. Midlife Junction	8.4%	54.3%	2.6%	10.4%	323
5	06. Sophisticated Squires	7.3%	61.6%	2.5%	12.9%	292
Subtotal		61.6%		12.9%		
6	14. Prosperous Empty Nesters	6.3%	67.9%	2.1%	15.0%	300
7	26. Midland Crowd	5.8%	73.7%	3.2%	18.2%	181
8	36. Old and Newcomers	4.8%	78.5%	2.0%	20.2%	240
9	12. Up and Coming Families	4.4%	82.9%	4.1%	24.3%	107
10	28. Aspiring Young Families	3.8%	86.7%	2.3%	26.6%	165
Subtotal		25.1%		13.7%		
11	02. Suburban Splendor	3.3%	90.0%	1.7%	28.3%	194
12	49. Senior Sun Seekers	3.0%	93.0%	1.1%	29.4%	273
13	04. Boomburbs	2.0%	95.0%	2.4%	31.8%	83
14	32. Rustbelt Traditions	1.9%	96.9%	2.4%	34.2%	78
15	19. Milk and Cookies	1.4%	98.3%	2.2%	36.4%	64
Subtotal		11.6%		9.8%		
16	13. In Style	1.1%	99.4%	2.3%	38.7%	48
17	25. Salt of the Earth	0.7%	100.1%	2.7%	41.4%	26
Subtotal		1.8%		5.0%		
Total		100.1%		41.4%		242

Top Ten Tapestry Segments Site vs. U.S.



Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

Source: Esri

September 17, 2012

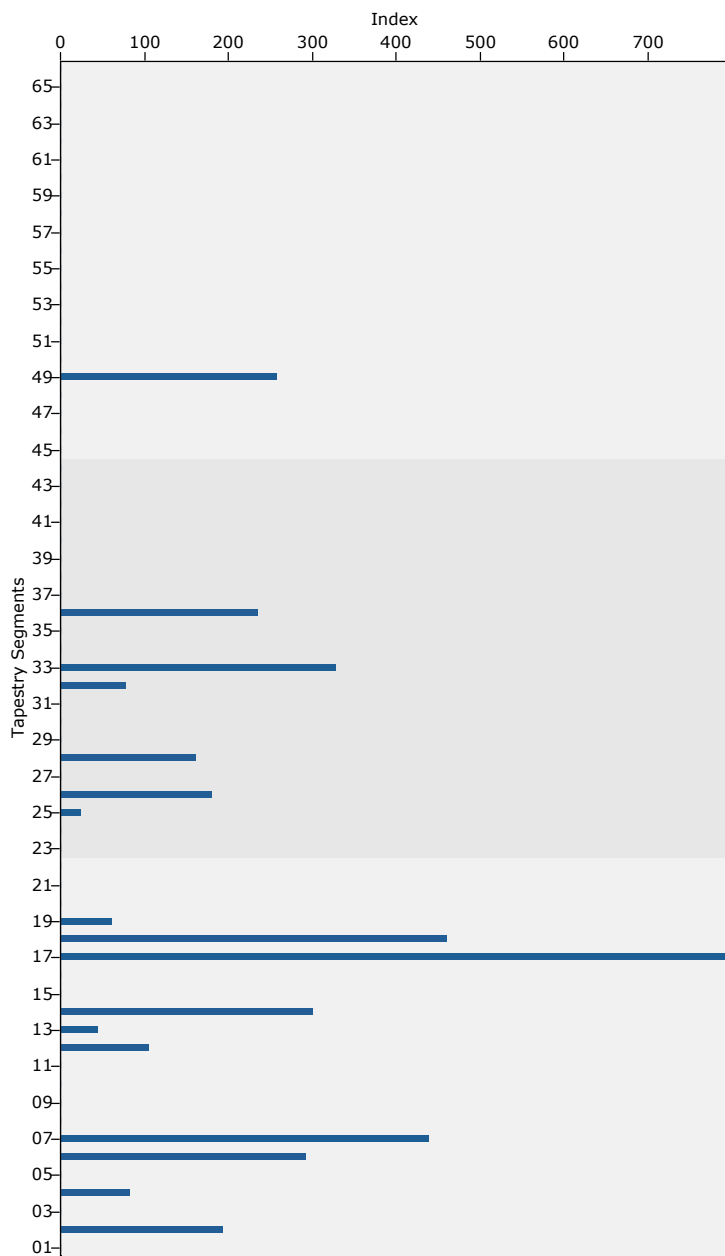
Made with Esri Business Analyst



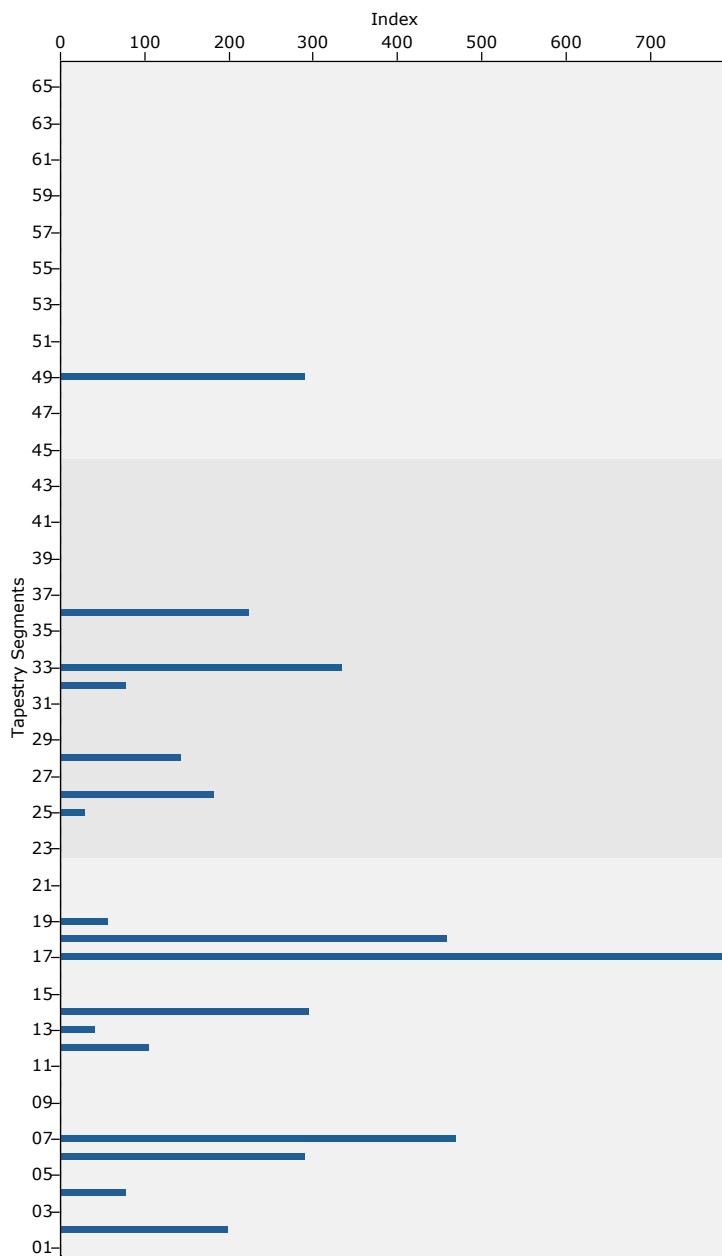
Tapestry Segmentation Area Profile

Downtown Linden
Area: 131.09 Square Miles

Tapestry Indexes by Households



Tapestry Indexes by Population



Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

Source: Esri

September 17, 2012

Made with Esri Business Analyst



Tapestry Segmentation Area Profile

Downtown Linden
Area: 131.09 Square Miles

Tapestry LifeMode Groups		2011 Households			2011 Population		
Total:		Number	Percent	Index	Number	Percent	Index
		18,902	100.0%		48,943	100.0%	
L1. High Society		4,437	23.5%	187	12,468	25.5%	187
01	Top Rung	0	0.0%	0	0	0.0%	0
02	Suburban Splendor	626	3.3%	196	1,848	3.8%	201
03	Connoisseurs	0	0.0%	0	0	0.0%	0
04	Boomburbs	374	2.0%	84	1,066	2.2%	79
05	Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
06	Sophisticated Squires	1,384	7.3%	295	3,920	8.0%	292
07	Exurbanites	2,053	10.9%	441	5,634	11.5%	471
L2. Upscale Avenues		6,811	36.0%	272	17,759	36.3%	277
09	Urban Chic	0	0.0%	0	0	0.0%	0
10	Pleasant-Ville	0	0.0%	0	0	0.0%	0
11	Pacific Heights	0	0.0%	0	0	0.0%	0
13	In Style	202	1.1%	46	446	0.9%	43
16	Enterprising Professionals	0	0.0%	0	0	0.0%	0
17	Green Acres	4,652	24.6%	798	12,358	25.3%	795
18	Cozy and Comfortable	1,957	10.4%	463	4,955	10.1%	460
L3. Metropolis		0	0.0%	0	0	0.0%	0
20	City Lights	0	0.0%	0	0	0.0%	0
22	Metropolitans	0	0.0%	0	0	0.0%	0
45	City Strivers	0	0.0%	0	0	0.0%	0
51	Metro City Edge	0	0.0%	0	0	0.0%	0
54	Urban Rows	0	0.0%	0	0	0.0%	0
62	Modest Income Homes	0	0.0%	0	0	0.0%	0
L4. Solo Acts		906	4.8%	66	1,745	3.6%	65
08	Laptops and Lattes	0	0.0%	0	0	0.0%	0
23	Trendsetters	0	0.0%	0	0	0.0%	0
27	Metro Renters	0	0.0%	0	0	0.0%	0
36	Old and Newcomers	906	4.8%	236	1,745	3.6%	225
39	Young and Restless	0	0.0%	0	0	0.0%	0
L5. Senior Styles		1,756	9.3%	74	4,174	8.5%	80
14	Prosperous Empty Nesters	1,193	6.3%	302	2,779	5.7%	297
15	Silver and Gold	0	0.0%	0	0	0.0%	0
29	Rustbelt Retirees	0	0.0%	0	0	0.0%	0
30	Retirement Communities	0	0.0%	0	0	0.0%	0
43	The Elders	0	0.0%	0	0	0.0%	0
49	Senior Sun Seekers	563	3.0%	259	1,395	2.9%	292
50	Heartland Communities	0	0.0%	0	0	0.0%	0
57	Simple Living	0	0.0%	0	0	0.0%	0
65	Social Security Set	0	0.0%	0	0	0.0%	0
L6. Scholars & Patriots		0	0.0%	0	0	0.0%	0
40	Military Proximity	0	0.0%	0	0	0.0%	0
55	College Towns	0	0.0%	0	0	0.0%	0
63	Dorms to Diplomas	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

Source: Esri

September 17, 2012

Made with Esri Business Analyst



Tapestry Segmentation Area Profile

Downtown Linden
Area: 131.09 Square Miles

Tapestry LifeMode Groups	2011 Households			2011 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	18,902	100.0%		48,943	100.0%	
L7. High Hopes	725	3.8%	95	1,631	3.3%	87
28 Aspiring Young Families	725	3.8%	164	1,631	3.3%	145
48 Great Expectations	0	0.0%	0	0	0.0%	0
L8. Global Roots	0	0.0%	0	0	0.0%	0
35 International Marketplace	0	0.0%	0	0	0.0%	0
38 Industrious Urban Fringe	0	0.0%	0	0	0.0%	0
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
52 Inner City Tenants	0	0.0%	0	0	0.0%	0
58 NeWest Residents	0	0.0%	0	0	0.0%	0
60 City Dimensions	0	0.0%	0	0	0.0%	0
61 High Rise Renters	0	0.0%	0	0	0.0%	0
L9. Family Portrait	1,085	5.7%	65	3,143	6.4%	62
12 Up and Coming Families	827	4.4%	107	2,448	5.0%	107
19 Milk and Cookies	258	1.4%	62	695	1.4%	58
21 Urban Villages	0	0.0%	0	0	0.0%	0
59 Southwestern Families	0	0.0%	0	0	0.0%	0
64 City Commons	0	0.0%	0	0	0.0%	0
L10. Traditional Living	1,957	10.4%	128	4,655	9.5%	123
24 Main Street, USA	0	0.0%	0	0	0.0%	0
32 Rustbelt Traditions	367	1.9%	80	909	1.9%	79
33 Midlife Junction	1,590	8.4%	330	3,746	7.7%	336
34 Family Foundations	0	0.0%	0	0	0.0%	0
L11. Factories & Farms	132	0.7%	7	383	0.8%	8
25 Salt of the Earth	132	0.7%	26	383	0.8%	30
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	0	0.0%	0	0	0.0%	0
53 Home Town	0	0.0%	0	0	0.0%	0
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
L12. American Quilt	1,093	5.8%	67	2,985	6.1%	71
26 Midland Crowd	1,093	5.8%	181	2,985	6.1%	184
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
41 Crossroads	0	0.0%	0	0	0.0%	0
46 Rooted Rural	0	0.0%	0	0	0.0%	0
66 Unclassified	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

Source: Esri

September 17, 2012

Made with Esri Business Analyst



Tapestry Segmentation Area Profile

Downtown Linden
Area: 131.09 Square Miles

Tapestry Urbanization Groups	2011 Households			2011 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	18,902	100.0%		48,943	100.0%	
U1. Principal Urban Centers I	0	0.0%	0	0	0.0%	0
08 Laptops and Lattes	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
20 City Lights	0	0.0%	0	0	0.0%	0
21 Urban Villages	0	0.0%	0	0	0.0%	0
23 Trendsetters	0	0.0%	0	0	0.0%	0
27 Metro Renters	0	0.0%	0	0	0.0%	0
35 International Marketplace	0	0.0%	0	0	0.0%	0
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
U2. Principal Urban Centers II	0	0.0%	0	0	0.0%	0
45 City Strivers	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
54 Urban Rows	0	0.0%	0	0	0.0%	0
58 NeWest Residents	0	0.0%	0	0	0.0%	0
61 High Rise Renters	0	0.0%	0	0	0.0%	0
64 City Commons	0	0.0%	0	0	0.0%	0
65 Social Security Set	0	0.0%	0	0	0.0%	0
U3. Metro Cities I	258	1.4%	11	695	1.4%	12
01 Top Rung	0	0.0%	0	0	0.0%	0
03 Connoisseurs	0	0.0%	0	0	0.0%	0
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
09 Urban Chic	0	0.0%	0	0	0.0%	0
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
16 Enterprising Professionals	0	0.0%	0	0	0.0%	0
19 Milk and Cookies	258	1.4%	62	695	1.4%	58
22 Metropolitans	0	0.0%	0	0	0.0%	0
U4. Metro Cities II	1,631	8.6%	78	3,376	6.9%	69
28 Aspiring Young Families	725	3.8%	164	1,631	3.3%	145
30 Retirement Communities	0	0.0%	0	0	0.0%	0
34 Family Foundations	0	0.0%	0	0	0.0%	0
36 Old and Newcomers	906	4.8%	236	1,745	3.6%	225
39 Young and Restless	0	0.0%	0	0	0.0%	0
52 Inner City Tenants	0	0.0%	0	0	0.0%	0
60 City Dimensions	0	0.0%	0	0	0.0%	0
63 Dorms to Diplomas	0	0.0%	0	0	0.0%	0
U5. Urban Outskirts I	741	3.9%	37	1,975	4.0%	36
04 Boomburbs	374	2.0%	84	1,066	2.2%	79
24 Main Street, USA	0	0.0%	0	0	0.0%	0
32 Rustbelt Traditions	367	1.9%	80	909	1.9%	79
38 Industrious Urban Fringe	0	0.0%	0	0	0.0%	0
48 Great Expectations	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

Source: Esri

September 17, 2012

Made with Esri Business Analyst



Tapestry Segmentation Area Profile

Downtown Linden
Area: 131.09 Square Miles

Tapestry Urbanization Groups			2011 Households			2011 Population		
	Number	Percent	Index	Number	Percent	Index		
Total:	18,902	100.0%		48,943	100.0%			
U6. Urban Outskirts II	0	0.0%	0	0	0.0%	0		
51 Metro City Edge	0	0.0%	0	0	0.0%	0		
55 College Towns	0	0.0%	0	0	0.0%	0		
57 Simple Living	0	0.0%	0	0	0.0%	0		
59 Southwestern Families	0	0.0%	0	0	0.0%	0		
62 Modest Income Homes	0	0.0%	0	0	0.0%	0		
U7. Suburban Periphery I	6,285	33.3%	206	17,075	34.9%	210		
02 Suburban Splendor	626	3.3%	196	1,848	3.8%	201		
06 Sophisticated Squires	1,384	7.3%	295	3,920	8.0%	292		
07 Exurbanites	2,053	10.9%	441	5,634	11.5%	471		
12 Up and Coming Families	827	4.4%	107	2,448	5.0%	107		
13 In Style	202	1.1%	46	446	0.9%	43		
14 Prosperous Empty Nesters	1,193	6.3%	302	2,779	5.7%	297		
15 Silver and Gold	0	0.0%	0	0	0.0%	0		
U8. Suburban Periphery II	3,547	18.8%	209	8,701	17.8%	213		
18 Cozy and Comfortable	1,957	10.4%	463	4,955	10.1%	460		
29 Rustbelt Retirees	0	0.0%	0	0	0.0%	0		
33 Midlife Junction	1,590	8.4%	330	3,746	7.7%	336		
40 Military Proximity	0	0.0%	0	0	0.0%	0		
43 The Elders	0	0.0%	0	0	0.0%	0		
53 Home Town	0	0.0%	0	0	0.0%	0		
U9. Small Towns	563	3.0%	64	1,395	2.9%	65		
41 Crossroads	0	0.0%	0	0	0.0%	0		
49 Senior Sun Seekers	563	3.0%	259	1,395	2.9%	292		
50 Heartland Communities	0	0.0%	0	0	0.0%	0		
U10. Rural I	5,877	31.1%	292	15,726	32.1%	303		
17 Green Acres	4,652	24.6%	798	12,358	25.3%	795		
25 Salt of the Earth	132	0.7%	26	383	0.8%	30		
26 Midland Crowd	1,093	5.8%	181	2,985	6.1%	184		
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0		
U11. Rural II	0	0.0%	0	0	0.0%	0		
37 Prairie Living	0	0.0%	0	0	0.0%	0		
42 Southern Satellites	0	0.0%	0	0	0.0%	0		
46 Rooted Rural	0	0.0%	0	0	0.0%	0		
56 Rural Bypasses	0	0.0%	0	0	0.0%	0		
66 Unclassified	0	0.0%	0	0	0.0%	0		

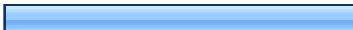


Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

Source: Esri










September 17, 2012

Made with Esri Business Analyst

1. How frequently do you visit downtown Linden?

		Response Percent	Response Count
Often (several times a week)		52.5%	53
Occasionally (a few times a month)		32.7%	33
Rarely (once or twice a year)		14.9%	15
answered question			101
skipped question			1

2. What are the primary activities you engage in downtown Linden (select all that apply)?





		Response Percent	Response Count
Shopping		47.5%	47
Meetings/social activities		30.3%	30
Services		22.2%	22
Library		40.4%	40
Coffee/dining		48.5%	48
Entertainment		11.1%	11
Recreation		22.2%	22
Employment		28.3%	28
Special events		33.3%	33
Other (please specify)			8
answered question			99
skipped question			3

3. Please rate your overall perceptions of downtown Linden.

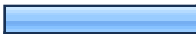







	Excellent	Good	Average	Fair	Poor	Rating Average	Rating Count
Parking	5.9% (6)	35.3% (36)	32.4% (33)	12.7% (13)	13.7% (14)	2.93	102
Cleanliness	14.7% (15)	60.8% (62)	18.6% (19)	4.9% (5)	1.0% (1)	2.17	102
Traffic	6.9% (7)	58.8% (60)	25.5% (26)	6.9% (7)	2.0% (2)	2.38	102
Shopping hours	4.1% (4)	38.8% (38)	39.8% (39)	13.3% (13)	4.1% (4)	2.74	98
Promotions	1.1% (1)	15.8% (15)	31.6% (30)	37.9% (36)	13.7% (13)	3.47	95
Safety/crime	26.7% (27)	54.5% (55)	17.8% (18)	1.0% (1)	0.0% (0)	1.93	101
Quality of businesses	5.9% (6)	29.4% (30)	23.5% (24)	25.5% (26)	15.7% (16)	3.16	102
Cost of goods	3.0% (3)	25.7% (26)	45.5% (46)	21.8% (22)	4.0% (4)	2.98	101
Selection of products	1.0% (1)	11.0% (11)	29.0% (29)	34.0% (34)	25.0% (25)	3.71	100
Selection of services	1.0% (1)	15.8% (16)	21.8% (22)	30.7% (31)	30.7% (31)	3.74	101
Customer service	11.0% (11)	46.0% (46)	33.0% (33)	7.0% (7)	3.0% (3)	2.45	100
Places to eat	2.0% (2)	10.8% (11)	20.6% (21)	25.5% (26)	41.2% (42)	3.93	102
Entertainment	2.0% (2)	5.1% (5)	20.4% (20)	20.4% (20)	52.0% (51)	4.15	98
Appearance of buildings	2.9% (3)	24.5% (25)	34.3% (35)	29.4% (30)	8.8% (9)	3.17	102
Appearance of signs	4.0% (4)	29.3% (29)	38.4% (38)	24.2% (24)	4.0% (4)	2.95	99

Number of events and promotions	2.0% (2)	11.9% (12)	31.7% (32)	32.7% (33)	21.8% (22)	3.60	101
answered question							102
skipped question							0






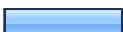
4. Are you satisfied with the goods and services currently available in downtown Linden?

		Response Percent	Response Count
Yes		9.9%	10
No		49.5%	50
Sometimes		39.6%	40
Don't know		1.0%	1
answered question			101
skipped question			1

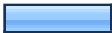







**5. What additional RETAIL businesses would you most like to see in downtown Linden?
(Please select not more than three)**

		Response Percent	Response Count
Sporting goods		28.6%	26
Music		22.0%	20
Books		39.6%	36
Cards and gifts		62.6%	57
Art		28.6%	26
Home furnishings		25.3%	23
Shoes		29.7%	27
Clothing		59.3%	54
Other (please specify)			11
		answered question	91
		skipped question	11

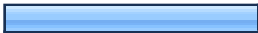












6. What additional RESTAURANTS and EATING PLACES would you most like to see in downtown Linden? (Please select not more than three)

		Response Percent	Response Count
Sandwich shop/deli		65.3%	64
Coffee shops		54.1%	53
Snack shops		10.2%	10
Dine-in restaurant		78.6%	77
Take-out restaurant		26.5%	26
Taverns/bars		17.3%	17
Other (please specify)			12
		answered question	98
		skipped question	4

7. What additional SERVICES would you most like to see in downtown Linden? (Please select not more than three)

		Response Percent	Response Count
Travel		15.7%	11
Alterations		37.1%	26
Real estate		0.0%	0
Printing/copying		34.3%	24
Fitness clubs		30.0%	21
Health care		27.1%	19
Spas		10.0%	7
Salons		4.3%	3
Banks and ATMs		31.4%	22
Other (please specify)			11
		answered question	70
		skipped question	32

8. What IMPROVEMENTS would you most like to see in downtown Linden? (Please select not more than three)

		Response Percent	Response Count
Benches		37.8%	34
Trash receptacles		11.1%	10
Planters/flower boxes		23.3%	21
Trees		18.9%	17
Lighting		21.1%	19
Crosswalks		7.8%	7
Sidewalks		8.9%	8
Bicycle racks		20.0%	18
Bicycle lanes		32.2%	29
Improved storefronts		48.9%	44
Public parking		32.2%	29
Public spaces (plazas, gazebos, open space, etc.)		24.4%	22
River access sites		43.3%	39
Other (please specify)			13
answered question			90
skipped question			12

9. What types of EVENTS would you most like to see/attend in downtown Linden (e.g., parade, concerts, art walk, book sale, etc.)?

**Response
Count**

58

answered question

58

skipped question

44

10. What do you MOST like/value about downtown Linden?

**Response
Count**

68

answered question

68

skipped question

34

11. What do you LEAST like/value about downtown Linden?

**Response
Count**

71

answered question

71

skipped question

31

12. Is there anything else that you would like to share related to downtown Linden?

**Response
Count**

33


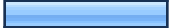
answered question

33







skipped question

69


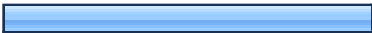

13. What is your gender?

		Response Percent	Response Count
Female		75.8%	72
Male		24.2%	23
answered question			95
skipped question			7

14. What is your age?

		Response Percent	Response Count
Less than 14		0.0%	0
15-24		1.0%	1
25-34		10.2%	10
35-44		28.6%	28
45-54		34.7%	34
55-64		17.3%	17
65+		8.2%	8
answered question			98
skipped question			4

15. Approximately how far to you live from downtown Linden?

		Response Percent	Response Count
Less than one-quarter mile (walking distance)		20.4%	20
One-quarter mile to 5 miles		55.1%	54
More than 5 miles		24.5%	24
Don't know		0.0%	0
answered question			98
skipped question			4

Page 1, Q2. What are the primary activities you engage in downtown Linden (select all that apply)?

1	I live in downtown	Jul 23, 2013 10:48 AM
2	walking	Jul 2, 2013 3:30 PM
3	fairs	Jun 29, 2013 10:12 PM
4	medical	Jun 27, 2013 12:50 PM
5	gas	Jun 26, 2013 10:04 PM
6	Groceries/fast food	Jun 26, 2013 4:50 PM
7	Serendipity	Jun 26, 2013 12:45 PM
8	Church	Jun 24, 2013 7:16 PM

**Page 2, Q5. What additional RETAIL businesses would you most like to see in downtown Linden?
(Please select not more than three)**

1	Unique shops	Jul 22, 2013 2:41 PM
2	Fishing, tackle shop, canoes for rental and bike rentals	Jul 18, 2013 8:40 AM
3	Office supply	Jul 2, 2013 3:35 PM
4	National brands to drive cost lower Meijer!	Jun 29, 2013 10:16 PM
5	Nice Family Restaurants	Jun 28, 2013 4:07 PM
6	better restaurants	Jun 27, 2013 7:51 AM
7	Activities for kids/teens	Jun 26, 2013 4:53 PM
8	Anything	Jun 26, 2013 4:30 PM
9	Restaurants	Jun 26, 2013 12:16 PM
10	Shopping in Linden is not a priority - mainly due to cost	Jun 25, 2013 10:39 AM
11	Businesses do not survive in Linden because Fenton has all the bases covered	Jun 24, 2013 8:32 PM

Page 2, Q6. What additional RESTAURANTS and EATING PLACES would you most like to see in downtown Linden?

(Please select not more than three)

1	Micro-brewery restaurant	Aug 5, 2013 10:29 AM
2	Sports Bar	Jul 25, 2013 9:38 AM
3	Unique lunch place	Jul 22, 2013 2:41 PM
4	Vendors for areas where benches are along the river. Also both sides of the river should be cleaned up and benches to add attractions to linden and promote as historical like other small towns.	Jul 18, 2013 8:40 AM
5	higher end restaurants also	Jul 3, 2013 2:39 PM
6	Trendy night life clubs	Jun 29, 2013 10:16 PM
7	Nice restaurant serving gourmet foods, pastas, steaks, seafood, etc. Enough of the greasy bars where the food tastes awful and the beer selections stop at Miller Lite and Budweiser and the wine list has a choice of Red, White or Blush, no brand name.	Jun 27, 2013 5:53 PM
8	A dine in, fun, trendy place like a brewery, that has music and dancing on the weekends. Currently we take our business to Fenton or Brighton.	Jun 26, 2013 9:56 PM
9	Ice cream/dessert/. Mexican food	Jun 26, 2013 4:53 PM
10	Anything	Jun 26, 2013 4:30 PM
11	Family Dining	Jun 26, 2013 12:48 PM
12	Again, Fenton has it all	Jun 24, 2013 8:32 PM

**Page 2, Q7. What additional SERVICES would you most like to see in downtown Linden?
(Please select not more than three)**

1	Secretary of State	Jul 24, 2013 7:08 PM
2	Craft store, bakery	Jul 18, 2013 8:40 AM
3	Walmart type of store or bigger grocery store that is not expensive	Jul 1, 2013 12:34 PM
4	Less \$\$\$\$\$\$\$\$\$\$ more service with a smile.	Jun 29, 2013 10:16 PM
5	credit union	Jun 26, 2013 10:05 PM
6	Dry cleaning on site	Jun 26, 2013 9:56 PM
7	Bakery, Men's Clothing	Jun 26, 2013 1:01 PM
8	Youth Recreation/Family Recreation	Jun 26, 2013 12:48 PM
9	Chase bank	Jun 25, 2013 10:39 AM
10	Again, SSS that Fenton has worked and promoted itself	Jun 24, 2013 8:32 PM
11	Cleaners	Jun 24, 2013 4:35 PM

**Page 3, Q8. What IMPROVEMENTS would you most like to see in downtown Linden?
(Please select not more than three)**

1	Would like to see the hair care place next to the pub shovel the snow on the sidewalk in front of their entrance. My grandmother has great difficulty getting into the salon when it has snowed. They refuse to clear the sidewalk! We have asked numerous times.	Aug 5, 2013 10:26 AM
2	On bridge street back parking lot a path along river to connect with other paths with bench and trees cleaned up, flower's planted. Back area used and promote canoe launch. A mall vendor along river. City could put a booth and rent out each season to attract people and use rent to keep up area.	Jul 18, 2013 8:43 AM
3	Public restrooms, Community Building to meet	Jul 2, 2013 3:44 PM
4	Sidewalks around Hyatt Elementary	Jul 1, 2013 1:34 PM
5	A ymca would be nice or a public pool.	Jun 29, 2013 10:20 PM
6	A beautiful park built on Union Block. This is a town of young families and retirees who like to walk, why not bring them to the center of town to spend some time enjoying the shops and the atmosphere. Maybe put in some picnic tables and grills in as well as play structures for the children.	Jun 27, 2013 5:53 PM
7	I love the flowers! Looks awesome!	Jun 26, 2013 10:10 PM
8	The overall look as you go through town is tired and shabby. Bring some uniformity and upgrades to the area.	Jun 26, 2013 10:02 PM
9	Revitalization of the Mill Pond area.	Jun 26, 2013 3:40 PM
10	Outdoor Eating	Jun 26, 2013 1:05 PM
11	Biking Trail	Jun 26, 2013 12:18 PM
12	Public restrooms	Jun 26, 2013 12:11 PM
13	Walk/bridge by the dam needs cleaning & repair	Jun 25, 2013 10:41 AM

Page 3, Q9. What types of EVENTS would you most like to see/attend in downtown Linden (e.g., parade, concerts, art walk, book sale, etc.)?

1	We enjoy the farmers market.	Aug 5, 2013 10:33 AM
2	Concerts	Aug 5, 2013 10:30 AM
3	Movies by the mill; more choices	Aug 5, 2013 10:26 AM
4	Book sale	Aug 5, 2013 10:20 AM
5	Art Walk,	Jul 25, 2013 9:40 AM
6	Concerts, art walk, book sale, farmer's market, summer and winter holiday festivals supported by the city and community to draw many to our lovely town and to benefit the businesses, Christmas activities for families and children	Jul 24, 2013 7:30 PM
7	Keep the farmer's market going.	Jul 24, 2013 1:25 PM
8	artwalk fundraising events	Jul 23, 2013 12:57 PM
9	Movies art walk book sale	Jul 22, 2013 3:18 PM
10	Car shows community service events like when the Brownies used to plant flowers all down the road street dances , ice cream socials	Jul 22, 2013 3:16 PM
11	art fair, farmers' market, cruises, better parades	Jul 18, 2013 5:08 PM
12	concerts	Jul 18, 2013 2:39 PM
13	Art shows on corner, book sales. The corner of Broad/Bridge could be used to have weekend events.	Jul 18, 2013 8:43 AM
14	art walk, book sale	Jul 9, 2013 1:24 PM
15	music	Jul 9, 2013 9:44 AM
16	Art walk would be nice	Jul 8, 2013 8:54 PM
17	None. I don't live in the area, I just work there. I live 30 minutes away.	Jul 7, 2013 7:37 PM
18	More music at Mill Educational sessions (public talks) Skill classes (adult ed, computer, life skills)	Jul 2, 2013 3:44 PM
19	I attend parade, library, and would like to go to concerts in the parks.	Jul 1, 2013 1:34 PM
20	I think they do ok with this just more of	Jul 1, 2013 12:38 PM
21	Art walk, concerts, periodically shut down the streets and have a bandstand for symphonies, bands, dance...	Jun 30, 2013 7:14 PM
22	all of the above	Jun 29, 2013 10:20 PM
23	art walk	Jun 28, 2013 1:46 PM
24	Art walk, concerts	Jun 27, 2013 10:23 PM

Page 3, Q9. What types of EVENTS would you most like to see/attend in downtown Linden (e.g., parade, concerts, art walk, book sale, etc.)?

25	Fine Arts and Musical Festival, bring a Carnival back downtown, a better organized Farmers Market, BBQ Festival/Competition.	Jun 27, 2013 5:53 PM
26	concerts	Jun 27, 2013 12:53 PM
27	art walk ...book sales ...more things from the library for children...	Jun 27, 2013 7:55 AM
28	Farmer's market more often, art shows, craft shows	Jun 26, 2013 10:54 PM
29	Art walk, craft shows, flea markets	Jun 26, 2013 10:10 PM
30	Wine tasting, fall festival, Christmas candle walk/shopping event	Jun 26, 2013 10:02 PM
31	Art fair	Jun 26, 2013 9:48 PM
32	Local artists as well as student work---working with linden schools	Jun 26, 2013 5:04 PM
33	Art walk	Jun 26, 2013 4:32 PM
34	Summer market/with handmade items	Jun 26, 2013 3:52 PM
35	1. Outdoor concerts at the Mill Pond 2. Outdoor Movies at the Mill Pond geared to larger audience other than just families only. 3. An art fair would work as well.	Jun 26, 2013 3:40 PM
36	All above. Events that are kid friendly.	Jun 26, 2013 3:36 PM
37	concerts, art displays	Jun 26, 2013 3:20 PM
38	concerts parades	Jun 26, 2013 1:49 PM
39	Concerts, flea markets	Jun 26, 2013 1:49 PM
40	Concerts and Art shows	Jun 26, 2013 1:17 PM
41	Concerts	Jun 26, 2013 1:15 PM
42	Art Shows, Concerts, Car Shows	Jun 26, 2013 1:05 PM
43	Themed events occasionally that the stores would take part in	Jun 26, 2013 1:01 PM
44	Family events	Jun 26, 2013 12:52 PM
45	Art Fair	Jun 26, 2013 12:18 PM
46	Concerts, movies, art show	Jun 26, 2013 12:11 PM
47	Concerts	Jun 26, 2013 12:04 PM
48	Art walk Concerts	Jun 26, 2013 12:03 PM
49	Themed evening events any event involving the RIVER	Jun 26, 2013 11:46 AM
50	concerts, craft fairs, senior activities	Jun 25, 2013 11:30 PM

Page 3, Q9. What types of EVENTS would you most like to see/attend in downtown Linden (e.g., parade, concerts, art walk, book sale, etc.)?

51	wine or beer tasting dinner , chilli cook off,	Jun 25, 2013 8:05 PM
52	Art displays	Jun 25, 2013 11:32 AM
53	movie in the park, concerts	Jun 25, 2013 10:41 AM
54	It's a little late for promoting Linden....we are a little on stop lite town, businesses just don't survive	Jun 24, 2013 8:41 PM
55	concerts	Jun 24, 2013 7:21 PM
56	concerts	Jun 24, 2013 5:59 PM
57	parade, concerts	Jun 24, 2013 4:38 PM
58	You cannot foster events until you foster an environment favorable to business success.	Jun 21, 2013 9:45 PM

Page 3, Q10. What do you MOST like/value about downtown Linden?

1	The charm of small town. Friendly store owners. The water access.	Aug 5, 2013 10:33 AM
2	Before the fire, it was a nice looking area.	Aug 5, 2013 10:30 AM
3	The small town feel. I feel safe in town.	Aug 5, 2013 10:26 AM
4	Small town	Aug 5, 2013 10:20 AM
5	Small town atmosphere	Jul 25, 2013 9:40 AM
6	Small town feel, nature, lakes, slower pace than big cities, accessible to highways and big cities if needed	Jul 24, 2013 7:30 PM
7	I love to look around and see people walking about. I see families and individuals getting exercise and enjoying the area. I feel it means that people feel very safe in town!	Jul 24, 2013 1:25 PM
8	everything is within walking distance	Jul 23, 2013 12:57 PM
9	small town charm	Jul 22, 2013 3:18 PM
10	Its historic small town feel, kind of like the old days	Jul 22, 2013 3:16 PM
11	Small quiet town	Jul 19, 2013 11:49 AM
12	walkability	Jul 18, 2013 5:08 PM
13	History- downtown OLD Feel	Jul 18, 2013 2:39 PM
14	Concert music, show on weekend - Mill Pond. Farmer's Market.	Jul 18, 2013 8:43 AM
15	nice to walk	Jul 9, 2013 1:24 PM
16	the people	Jul 9, 2013 9:44 AM
17	It's charm	Jul 8, 2013 8:54 PM
18	Small town and friendly	Jul 7, 2013 7:37 PM
19	The town of Linden is beautiful, the library is a jewel. The eateries in Linden are the best, it should be advertised about more. Adding more higher end restaurants as well. If you live in the city or are just taking a drive from the surrounding communities to eat out. It is a beautiful town and it would remain charming and small town. Other small specialty shops might then flourish also.	Jul 3, 2013 2:45 PM
20	Mill, mill pond, dam, gazebo area Nice brick architecture Flowers Linden Trees Walkable	Jul 2, 2013 3:44 PM
21	I value the safety, small community, and school systems of Linden.	Jul 1, 2013 1:34 PM
22	Small town feel just would like better shopping, low crime and friendly people!	Jul 1, 2013 12:38 PM
23	Clean, safe area with friendly people	Jul 1, 2013 11:30 AM

Page 3, Q10. What do you MOST like/value about downtown Linden?

24	The river area. The library.	Jun 30, 2013 7:14 PM
25	the older homes that are lived in are nicely taken care of. something needs to be done with the foreclosed homes, especially the big one on broad street. nasty for years and it brings down the value of all the beauty that their neighbors have worked so hard to achieve. Next is the one next to the funeral home. Could be a beauty if someone would take care of it. Sad.	Jun 29, 2013 11:36 PM
26	Nothing, I go out of town for almost everything.	Jun 29, 2013 10:20 PM
27	small town feel.....	Jun 29, 2013 7:42 PM
28	The low violence/crime rate	Jun 28, 2013 1:46 PM
29	Safety, small town	Jun 27, 2013 10:23 PM
30	love my little town, but think it could be so much more. Would like to see us move towards development like Chelsea or Milford	Jun 27, 2013 9:52 PM
31	Its historic beauty. It's like walking back in time seeing all the old buildings and the mill.	Jun 27, 2013 5:53 PM
32	historic buildings	Jun 27, 2013 12:53 PM
33	the sidewalks....its not real loud down town	Jun 27, 2013 7:55 AM
34	Small town charm	Jun 26, 2013 10:54 PM
35	Small town, people are starting to bike and walk around Linden! Mill days was great!	Jun 26, 2013 10:10 PM
36	Icecream, quaint shops, but too many empty, slow pace	Jun 26, 2013 10:02 PM
37	Hometown feel	Jun 26, 2013 9:48 PM
38	its charm	Jun 26, 2013 8:11 PM
39	Small town charm	Jun 26, 2013 5:20 PM
40	Small town friendliness	Jun 26, 2013 5:04 PM
41	Charm, small town feeling	Jun 26, 2013 4:32 PM
42	I love the Mill Pond area and think it has tons of potential if it were revitalized.	Jun 26, 2013 3:40 PM
43	Small town atmosphere	Jun 26, 2013 3:36 PM
44	the small town feel	Jun 26, 2013 3:20 PM
45	Small town atmosphere	Jun 26, 2013 1:49 PM
46	I like the fact that it is quaint and it gives you that hometown feeling.	Jun 26, 2013 1:17 PM
47	Stores	Jun 26, 2013 1:15 PM

Page 3, Q10. What do you MOST like/value about downtown Linden?

48	Thimbleberry and Linden Hotel	Jun 26, 2013 1:05 PM
49	Peaceful	Jun 26, 2013 1:01 PM
50	Small town atmosphere	Jun 26, 2013 12:52 PM
51	Cleanliness/ Safe	Jun 26, 2013 12:18 PM
52	Potential for small town charm.	Jun 26, 2013 12:15 PM
53	I can have lunch on a week day.	Jun 26, 2013 12:11 PM
54	Hometown feel. We are losing this "feel".	Jun 26, 2013 12:04 PM
55	The small town feel and quietness	Jun 26, 2013 12:03 PM
56	The quaint sweet down home feel	Jun 26, 2013 12:03 PM
57	Little town atmosphere	Jun 26, 2013 11:46 AM
58	the historic buildings	Jun 25, 2013 11:30 PM
59	small town charm with river and mill pond	Jun 25, 2013 8:05 PM
60	Walk ability	Jun 25, 2013 5:17 PM
61	Small community. Friendly people.	Jun 25, 2013 11:32 AM
62	small town atmosphere	Jun 25, 2013 10:41 AM
63	The uniqueness	Jun 24, 2013 8:41 PM
64	small town businesses	Jun 24, 2013 7:21 PM
65	library and millpond area.	Jun 24, 2013 5:59 PM
66	Walkability, close to home.	Jun 24, 2013 4:38 PM
67	The downtown is extremely walkable and accessible	Jun 24, 2013 11:51 AM
68	Small town feeling favoring foot traffic.	Jun 21, 2013 9:45 PM

Page 3, Q11. What do you LEAST like/value about downtown Linden?

1	The empty building on the mill ond and on Oak Street. Such an eye sore.	Aug 5, 2013 10:33 AM
2	Nothing that draws people in. Storefronts not taken care of. Union Block still vacant.	Aug 5, 2013 10:30 AM
3	The lack of businesses. Too many vacant spaces.	Aug 5, 2013 10:26 AM
4	Need a cornerstone restaurant	Jul 25, 2013 9:40 AM
5	High tax rate for city homeowners and the perceived lack of support for city businesses (it's understood that some businesses have left town for personal reasons or due to their poor business decisions but it's also apparent from city meetings that there are certain council members who do not encourage or support businesses downtown). I have lived here for decades and the city would have many more visitors and more money spent in town if there was a decent "anchor" restaurant to draw people. If there was at least one good restaurant, the town and other businesses would benefit from more people being drawn here. It's a shame that the former Union Block space remains empty after all this time.	Jul 24, 2013 7:30 PM
6	It is sad to see the graffiti and vandalism in the wooden park boardwalk.. I love that area and do not want to see it destroyed.	Jul 24, 2013 1:25 PM
7	not enough stores need better choices for food	Jul 23, 2013 12:57 PM
8	limited dining opportunities	Jul 22, 2013 3:18 PM
9	That we get something good here and then they get run out of town	Jul 22, 2013 3:16 PM
10	Needs some cleaning up	Jul 19, 2013 11:49 AM
11	se corner of bridge and broad	Jul 18, 2013 5:08 PM
12	Not enough businesses	Jul 18, 2013 2:39 PM
13	There is nothing going on in downtown area.	Jul 18, 2013 8:43 AM
14	lack of businesses	Jul 9, 2013 1:24 PM
15	no where to ride your bike. No fun places for teens to go to.	Jul 9, 2013 9:44 AM
16	No good resturants.	Jul 8, 2013 8:54 PM
17	Buildings are empty. We need our block that burned built again to draw people to our little town. Nice restaurant.	Jul 8, 2013 9:37 AM
18	lack of sidewalks to Hyatt	Jul 7, 2013 7:37 PM
19	Ugly cramped gas station Vacant Union Block Boarded up Evan's Foods Building Excessive speeding within residential areas	Jul 2, 2013 3:44 PM
20	Not enough services available and rent is too expensive for services to stay.	Jul 1, 2013 1:34 PM
21	It is to expensive to shop in Linden and other than hair salons and places to eat there is not many places to shop	Jul 1, 2013 12:38 PM

Page 3, Q11. What do you LEAST like/value about downtown Linden?

22	It is not self sufficient - if you want something to eat other than McDonald's or Subway you need to go to Fenton. It would be nice if we had a good sit down restaurant.	Jul 1, 2013 11:30 AM
23	Businesses never thrive and survive. The city officials making it so difficult for business owners to want to remain in Linden.	Jun 30, 2013 7:14 PM
24	there used to be a lot of riff raff hanging around the gas station in town at night. not sure what it's like around there now as I am only through there during daylight hours.	Jun 29, 2013 11:36 PM
25	The boring shops and over priced junk.	Jun 29, 2013 10:20 PM
26	the lack of cooperation between city and businesses.....Linden is devoid of businesses and it could be a more destination place if the city would work with and not against business people....I do not own a business in town but I want our town full of stores and shops and not empty store fronts the way it is now.....help the business people...don't hinder them.....	Jun 29, 2013 7:42 PM
27	There is nothing to do! there is no place to shop. We need more stores besides Alpine and Rite-ad	Jun 28, 2013 4:09 PM
28	river rats	Jun 28, 2013 1:46 PM
29	The young adults that hang out at the Mill Pond. I have seen them be disrespectful towards citizens in the community.	Jun 27, 2013 10:23 PM
30	The large number of storefronts out of business and in need of repair.	Jun 27, 2013 9:52 PM
31	No real draw, poor parking.	Jun 27, 2013 6:58 PM
32	Miserable restaurant owners.	Jun 27, 2013 5:53 PM
33	needs coffe shops	Jun 27, 2013 7:55 AM
34	Hardly any eating venues and what we have had in the past few years has not lasted	Jun 26, 2013 10:54 PM
35	Need a nice restaurant ! Not too fancy! Too many empty buildings! I've heard the city is hard to deal with!	Jun 26, 2013 10:10 PM
36	Not a big assortment.	Jun 26, 2013 10:07 PM
37	Shabby look, empty businesses, poor morale among shop owners, lack of stores having what I need.	Jun 26, 2013 10:02 PM
38	Not enough to do...it would be nice to see a notable restaurant along with shopping	Jun 26, 2013 9:48 PM
39	empty buildings	Jun 26, 2013 8:11 PM
40	Can't keep any business a float. Poor city management,	Jun 26, 2013 5:46 PM
41	The fact few businesses stay in Linden.	Jun 26, 2013 5:40 PM

Page 3, Q11. What do you LEAST like/value about downtown Linden?

42	No coffee and deli shops	Jun 26, 2013 5:20 PM
43	Run down tired appearance	Jun 26, 2013 5:04 PM
44	That we can't keep businesses	Jun 26, 2013 4:32 PM
45	Lack of diversity for places to eat, drink and be entertained.	Jun 26, 2013 3:40 PM
46	Poor building look and no retail/shops for customers to visit and invest in	Jun 26, 2013 3:36 PM
47	there is barely anything to do and there are few restaurants.	Jun 26, 2013 3:20 PM
48	limited store fronts and selections	Jun 26, 2013 1:49 PM
49	Some of the buildings look old and run down.	Jun 26, 2013 1:49 PM
50	The empty businesses!	Jun 26, 2013 1:17 PM
51	No outside eating	Jun 26, 2013 1:15 PM
52	Parking is terrible. Need higher end restaurants for fine dining.	Jun 26, 2013 1:05 PM
53	Building/upkeep could be better	Jun 26, 2013 1:01 PM
54	Empty buildings - NO businesses	Jun 26, 2013 12:52 PM
55	Average economic activity	Jun 26, 2013 12:18 PM
56	The lack of businesses to shop at	Jun 26, 2013 12:15 PM
57	There is next to nothing to do with 4+ people in a group. There is no night life other than the watering holes for the local alcoholics. There is no new experience available to locals or people from out of town. There is no parking for the businesses that are there. There is no place to get a quick coffee on the way in to work.	Jun 26, 2013 12:11 PM
58	There is nothing downtown anymore...just a gas station.	Jun 26, 2013 12:04 PM
59	N/A	Jun 26, 2013 12:03 PM
60	lack of events to draw people	Jun 26, 2013 11:46 AM
61	Would like to see the Union Block rebuilt. The plan the LaFontaines had was great. Outdoor dining would be great.	Jun 25, 2013 11:30 PM
62	facade disrepair	Jun 25, 2013 8:05 PM
63	Empty storefronts	Jun 25, 2013 5:17 PM
64	Town Hall needs to be rennovated.	Jun 25, 2013 11:32 AM
65	empty store fronts	Jun 25, 2013 10:41 AM
66	Some of the store fronts could use a face lift inside and out	Jun 24, 2013 8:41 PM

Page 3, Q11. What do you LEAST like/value about downtown Linden?

67	unused storefronts	Jun 24, 2013 7:21 PM
68	Empty store fronts - lack of Businesses - poor conditions of the roads (side streets) in the city limits.	Jun 24, 2013 5:59 PM
69	Number of restaurants. Would love to see some ethinc food - sad that the ones we had closed.	Jun 24, 2013 4:38 PM
70	poor traffic speed control leaving downtown to the North	Jun 24, 2013 11:51 AM
71	Regulating size of signage etc. is within your perview. Charging business for them to put one up is extortion. Take a look around at how succesful THAT idea has been.	Jun 21, 2013 9:45 PM

Page 3, Q12. Is there anything else that you would like to share related to downtown Linden?

1	Council needs to work with current businesses and not drive them out of town.	Aug 5, 2013 10:30 AM
2	Businesses need to become more involved	Jul 25, 2013 9:40 AM
3	The Mills Days was not as eventful as the Summer Happenings used to be. There used to be more booths in the arts and crafts and the carnival did not contain enough "good" rides for my two teenagers and they did not buy a wrist band this year!	Jul 24, 2013 1:25 PM
4	union block needs development	Jul 18, 2013 5:08 PM
5	Clean up the river, treat for weeds and keep our waterway beautiful.	Jul 18, 2013 2:39 PM
6	Sidewalk sales. Put swinging signs on store fronts to help see when going by. Shops to go in and out of. Have flower shops, art shops, music. Candy store. Wood carving shop. Fudge shop where people can go in and watch it being made.	Jul 18, 2013 8:43 AM
7	We need to encourage small businesses to move in, not push them out. Why would someone not living in Linden currently come downtown? Why would a small business owner, living in Linden, want to open up business in Linden, when it is much easier and friendlier to in Fenton?	Jul 9, 2013 1:24 PM
8	There needs to be more shops and restaurants.	Jul 8, 2013 8:54 PM
9	A community building for public to gather could contribute to increasing sense of place	Jul 2, 2013 3:44 PM
10	More effort needs to be made in making it a thriving area, city officials need to make it easier for business owners and make it a place where business owners want to be, and a place people want to visit.	Jun 30, 2013 7:14 PM
11	would be nice to have a custom bakery or a small market downtown with veggies and fruits sold on the sidewalk for a draw. modernizing the spa building...to me, was a big mistake. the original building was more in keeping with the small town. now it looks out of place and boring. the garage ice cream place is a good concept so I hope it stays in business. it uses the building well...interesting. I hope Linden thinks twice about having another elephant come to one of their festivities. THAT was a serious mistake!	Jun 29, 2013 11:36 PM
12	We need to build an attraction that people would enjoy like a ymca.	Jun 29, 2013 10:20 PM
13	make the town a inviting place to visit...with restaurants, stores to shop in, help our poor little town become a place of interest for people...not a town that city fathers want to control.....	Jun 29, 2013 7:42 PM
14	new/more retail	Jun 27, 2013 12:53 PM
15	at this time no	Jun 27, 2013 7:55 AM
16	It feels like a dead city. No life. A place to pass through on my way to other cities,	Jun 26, 2013 5:46 PM
17	Build a restaurant like we had to bring back businesses to rekindle the once	Jun 26, 2013 4:32 PM

Page 3, Q12. Is there anything else that you would like to share related to downtown Linden?

	thriving cute linden.	
18	I think it would be nice to do something with the vacant lot on the corner of Bridge and Broad. I don't think we necessarily need another park but that would be better than what it is now.	Jun 26, 2013 3:40 PM
19	I love linden. there needs to be things for the kids to do so they don't get themselves into trouble.	Jun 26, 2013 3:20 PM
20	I would really like to see a nice restaurant downtown. I think the Broadstreet restaurant brought a lot of people to Linden and they shopped while they were here.	Jun 26, 2013 1:49 PM
21	I would love to see a health food store or store where you can purchase fresh food. Clarkston has an excellent store like this in their downtown area. There is fresh fish, bread, wine, etc.... It's definitely something that Linden could mirror.	Jun 26, 2013 1:17 PM
22	I do like linden!	Jun 26, 2013 1:15 PM
23	The main corner (fire loss) lot looks terrible. Parking area with trees and walk path to mill would be much better.	Jun 26, 2013 1:05 PM
24	Lighten up the regulations that would allow more businesses to open downtown.	Jun 26, 2013 12:52 PM
25	We certainly do not need another salon or barbershop. There is nothing here that draws people of the expressway. We need something that makes us southern Genesee County's "best kept secret."	Jun 26, 2013 12:15 PM
26	I would love to frequent the downtown for a dinner with my husband, but there is no dinner option.	Jun 26, 2013 12:11 PM
27	I would like to see the City pursue business ventures for the downtown area. Create the space for the city.	Jun 26, 2013 12:04 PM
28	thanks for your efforts to improve it!	Jun 26, 2013 11:46 AM
29	Would be great to make it easier for new businesses to get started. There seem to be a lot of roadblocks for businesses making it difficult for them to grow. Parking is inadequate.	Jun 25, 2013 11:30 PM
30	I love living here.	Jun 25, 2013 11:32 AM
31	Hopefully this is the appropriate space to use and say: Whoever was in charge of bringing an elephant to Linden Mill Days should be shackled, have a rack put on their back and walk around in a circle in 90 degrees for 12 hours a day for three days. This was cruel and TOTALLY uncalled for. Shame on you !!!!!!!	Jun 24, 2013 8:41 PM
32	I would like to see the conditions of the homes and their yards increase.	Jun 24, 2013 5:59 PM
33	I would like to see better advertising of the events on the Mill pond.	Jun 24, 2013 11:51 AM



WADETRIM

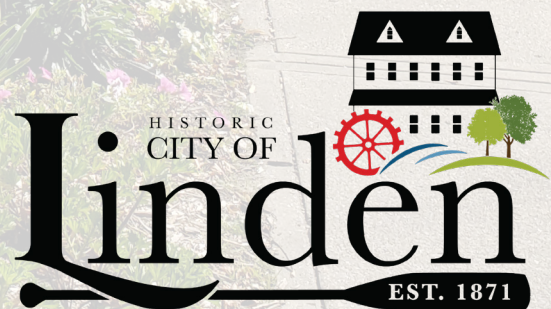
Florida • Indiana • Michigan • Nebraska
North Carolina • Ohio • Pennsylvania
Tennessee • Texas

555 South Saginaw Street
Suite 201
Flint, MI 48502
810.235.2555
www.WadeTrim.com

CITY OF LINDEN

Economic Development & Marketing Strategy

September 2023



Acknowledgements

City Council

Danielle Cusson, Mayor
Ray Culbert
Brad Dick
Pamela Howd
Heather MacDermaid
Brenda Simons
Elizabeth Armstrong

City Manager

Ellen Glass

Planning Commission

Daniel Cusson, Chair
Victor Lukasavitz, Vice Chair
Benjamin Cox
Ray Culbert
Brad Dick
John Hartranft
Kevin Pyszora
Michael Simons
Aaron Wiens

Downtown Development Authority

Jeanine Sapelak, Chair
Steve James, Vice Chair
Heather MacDermaid, City Council Rep
Keri Burns
Tate Marisa
Krystal Payne
Brandon Raudebaugh
Michelle Robins

Master Plan Steering Committee

Danielle Cusson, Mayor
Libby Elliott, former Planning Commission
Ellen Glass, City Manager
John Hartranft, Planning Commission
Stephanie Johnson, Planning Commission
Bryan Mulanix, Comm./Econ. Devel. Director
Greg Vadasz, Linden Schools

Assistance provided by:



500 Griswold, Suite 2500
Detroit, MI 48226
www.wadetrim.com



17195 Silver Parkway #309
Fenton, MI 48430
www.cibplanning.com

CITY OF LINDEN:
Economic Development & Marketing Strategy

September 2023

Table of Contents

Economic Development Strategy

Planning Process1

Current Economic Conditions1

SWOT Analysis5

Economic Development Goal and Objectives.....8

Business Development/Retention Program9

Housing9

Strategy Implementation.....12

Marketing Strategy

Overview21

Community Background21

Community Marketing Goal and Objectives.....21

Existing Community Assets and Brand22

Target Audiences27

Community Marketing Strategy 1: Identify & Market Redevelopment Ready Sites.....34

Community Marketing Strategy 2: Linden Ambassadors36

Community Marketing Strategy 3: Content Marketing.....36

Metrics for Online Presence and Social Media.....42

Benchmarking for Events.....43

Benchmarking for Economic Development.....44

Economic Development Strategy

Planning Process

This Economic Development & Marketing Strategy for the City of Linden was developed and led by City officials, the City of Linden Downtown Development Authority (DDA), a dedicated Steering Committee, and a technical consultant team. The result of this project is an economic roadmap to assist with business retention and attraction, capital improvements throughout the community, as well as redevelopment and investment strategies for the community. These actions will both strengthen and diversify the local economy.

When creating an economic development strategy, it is important to answer several questions.

1. Who are the largest employers in the community?
2. What drives the local economy?
3. What is the City's role in the larger region?
4. What are the strengths of the community and how can they contribute to growth?
5. What could be potential challenges to growth?
6. What overall image is the City working to create?
7. What strategies can be implemented to execute the end vision?

As part of the planning process, which was done in conjunction with a City-wide Master Plan Update, a Steering Committee was assembled comprised of local leaders, businesses, and other key stakeholders with a direct interest in the economic success of the City of Linden.

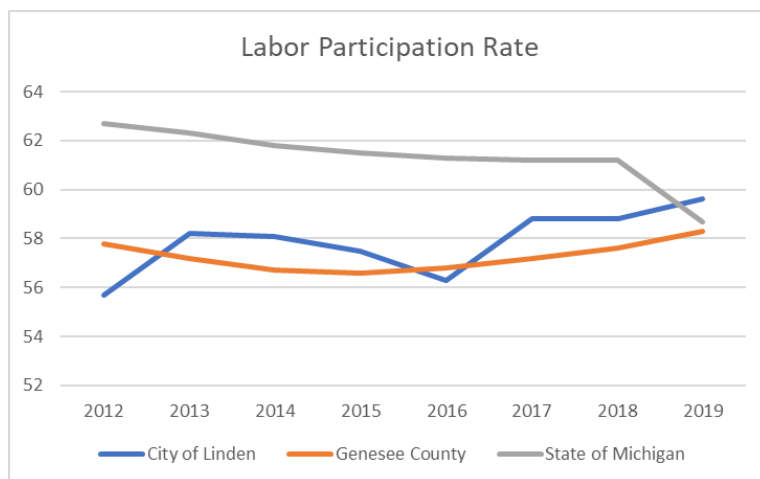
Current Economic Conditions

Data in this session comes from several sources, including the U.S. Census Bureau decennial census reports, the U.S. Census Bureau American Community Survey Estimates, and the Esri Demographic and Income Profile for the City of Linden. The current population of the City of Linden is 4,142 according to the 2020 U.S. Census figures, with approximately 58% of the population within the work age group between 16 and 65 years of age.

According to 2019 U.S. Census estimates, 59.6% of citizens between 16 and 65 years of age are active in the labor force. Genesee County has a 58.3% labor participation rate, and the State of Michigan's labor participation rate is 58.7%. Linden's labor participation rate is slightly outperforming the county and state's rate by roughly one percent. Currently, the US labor participation rate is 62.3%, which Linden is slightly lower. (See Figure 1)

Figure 1: Labor Participation Rate

Source: 2019 U.S. Census Estimates

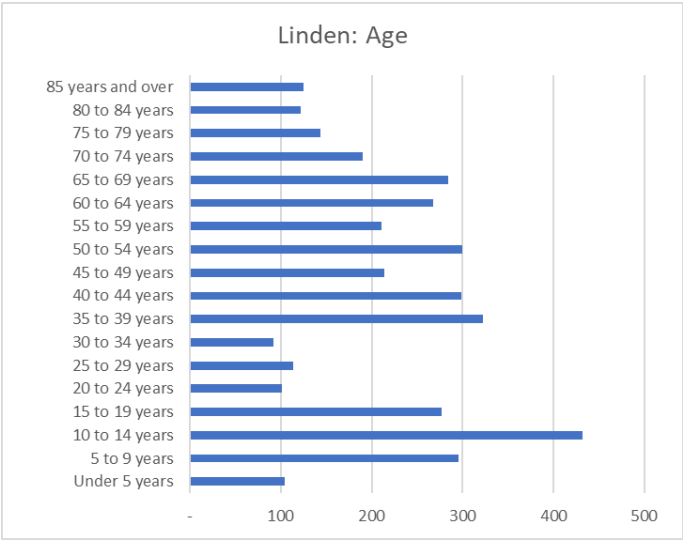


Historically, labor participation rate has been a good indicator of the strength or weakness within a local labor market. The higher the rate, the greater the availability of quality employment opportunities.

Since the last recession, labor participation rates have generally been in decline, locally, regionally, and nationally, but not because of reduced employment opportunities. To better understand the decline in labor participation, we need to look at the age distribution within the City of Linden.

The City of Linden’s population is maturing in age, with the median age increasing from 39.4 years in 2010 (per the U.S. Census) to an estimated 41.5 years by 2026 (per the Esri Demographic and Income Profile). With this maturing population, Linden would be considered a retirement or bedroom community. However, it is important to note that 17.1% of Linden’s population is aged 0-14 (per the 2010 U.S. Census), which demonstrates a healthy future labor force in the City, and a solid number of young families living in the City. Altogether, 23.9% of the City’s population is in the 25-44 age group (per the 2020 U.S. Census). (See Figure 2)

Figure 2: Persons by Age
Source: 2020 U.S. Census

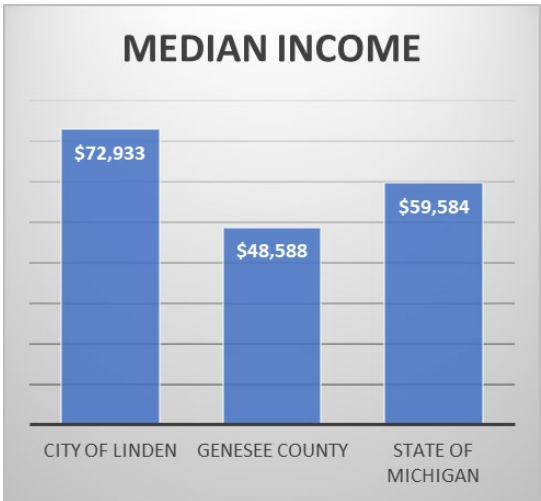


Based on the labor participation rate and the population’s age rank, the City of Linden could be considered a community where employers can draw talent from. Put another way, Linden is where talent pool chooses to reside.

Income, Employment and Education

The median household income of the City of Linden is \$72,933 as of 2019 (per the U.S. Census). This is significantly higher than Genesee County (\$48,588) and the State of Michigan (\$59,584). (See Figure 3) Esri estimates that the median household income in Linden will increase to \$79,787 by 2026.

Figure 3: Median Household Income
Source: 2019 U.S. Census Estimates



When you look at the population figures in the breakdown of major employment industries, the largest segments of the population work in health care, educational services, manufacturing, professional, scientific, and technological services, which correlates with higher income levels. It makes sense that the median income within the City is higher in general compared to the county and state.

Looking at the industry of the City of Linden, the single largest employer within the City is the school system. Other industries with high employment numbers for residents of the City include production, health care and social services, retail, sales and office related industries.

Much of the working population of Linden commute out of the City for daily work. The average commute time for workers living in the City of Linden is 23.1 minutes, indicating that many workers are traveling to larger metro areas for employment including Flint, Metro-Detroit, or other communities within a 30-minute drive where there are more options for employment opportunities.

The average income levels for the population over age 25 are displayed in figure 5, with

Earnings for Linden residents who are employed increase with their level of education. Those who have obtained their graduate degree or higher earn \$70,536 annually on average, while bachelor's degree holders earn an average of \$63,333 annually, those with some college or associates degree earn \$40,588 annually, and those with less than a high school diploma earn \$16,836 annually. Figure 5 shows the distribution of educational attainment levels for employed Linden residents.

Regional Economic Development

The City of Linden is located in southern Genesee County and is part of a broader economic region that encompasses parts of Genesee County, Livingston County, Oakland County and Shiawassee County. To a further extent, Lansing and Detroit are also accessible options for residents of Linden traveling for employment opportunities.

Generally, the greatest employment opportunities lie in neighboring Fenton, the nearby Howell, Milford and Brighton areas and the rest of Oakland County.

Recognizing this, there are areas for growth in the service and retail sectors within downtown Linden as well as the North Bridge and West Broad business districts, where there is additional space available for smaller commercial and industrial development.

As a whole, with Linden being a bedroom community, it is generally anticipated that its residents will continue to do their primary retail shopping outside of the City, but new dining options are in high demand and would probably be supported in the community.

Figure 4: Unemployment
Source: 2019 U.S. Census Estimates

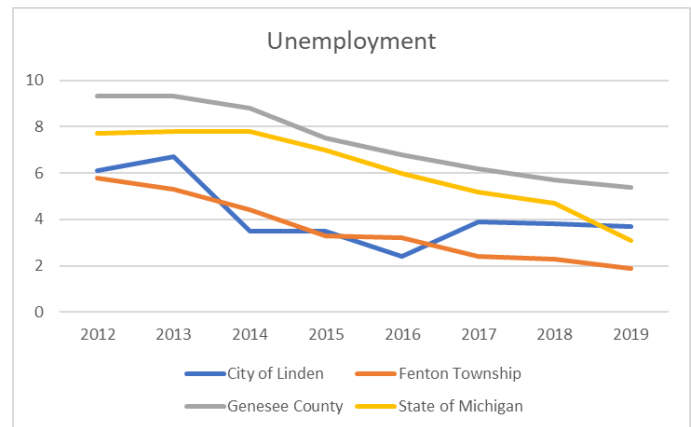
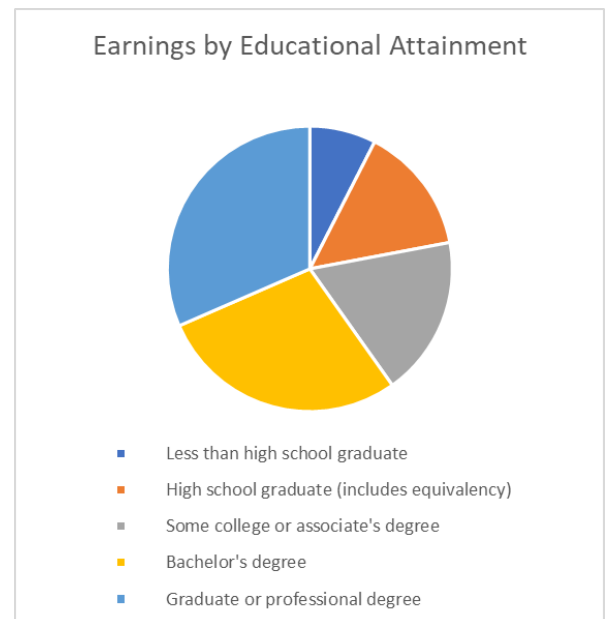


Figure 5: Population 25 years and over with earnings by Educational Attainment
Source: 2019 U.S. Census Estimates



Community Focus Group Session on Economic Development

On April 14, 2022, a focus group/visioning session was held in Linden to solicit feedback from stakeholders in the community. Attendees included business owners, real estate agents, SLPR employees, representatives from Linden schools, a local engineering firm representative, residents, the chief of police, and the DPW Director. Below is a summary of the discussion about the local economy.

What are the most valued features of Linden's neighborhoods/why do people live here?

- Nice to have access to the city, sidewalks, parks, opportunities for getting close to nature, walking trails
- Not as busy as Fenton
- Small feel—river, outdoors
- Further away from highway so less hustle/bustle
- Safety, cozy, small town feel, everyone is your friend
- It's own little Mayberry—easy to meet people, so many friendly people, calming effect here

Areas for improvement

- Need a restaurant/brewery
- Infrastructure is lacking—roads need help—both dirt and paved but mainly paved
- Need to be more aggressive with code enforcement to clean up properties—junk, parking cars, aesthetics

Housing

- Biggest demand is affordable housing—\$150-250K
- In historical district—want their historic properties reserved
- Challenge—overall lack of inventory—3 houses in Linden are available right now
- Could apartments be the wave of the future?—nice for rent maybe 55+
- There's a demand catering to older community (references Fenton's new senior living facility)—but an older population doesn't grow and downtown business will suffer if catering to mature individuals
- What is Linden—it doesn't have to be everything to everybody
- A town amenable to young families is a vision for Linden

Business districts/Downtown

1. There has been momentum and investment downtown—some people
2. DDA's efforts and new city manager's efforts to get feedback from owners have been successful
3. Grow Linden has been positive—not hearing as many negative voices as much as they used to—the city has been changing and when everything is always a no, it's not like that anymore
4. "We don't want to be Fenton": Some think Fenton compliments Linden, some see it as a positive complement—figure out a different way to say we're not Fenton—they offer something different and vice versa—afraid they'll get swallowed up by Fenton—old school frame of mind—Fenton is compared to Clarkston and the fear of the old crew will be taken over. The school rivalry also exists but can be fun. We need to change how we communicate here—talk about partnerships

Downtown Areas of Improvement

1. The void is eateries
2. Seen significant growth downtown—documenting the momentum to showcase to potential dev/investors
3. Rent is fairly cheap and when they don't make money in the first few months, it's shut down—
4. Question on what city can tangibly offer to get more restaurants—incentives
5. Interview business owners with series of questions on what's working
6. Signage—prior business owners have been upset in past b/c the size of signs are too small
7. Business recruitment packet with demos, traffic counts, testimonials
8. Kinkaid Group helped get a grant for Dr. Wax—if there are grants available to help family biz
 - a. Dream to have toddler play space

What targeted types of businesses should be here?

1. Kids play area
2. Gym
3. Restaurants
4. Experience-based
5. Market as “Come and relax and visit”
6. Targeted discussion on Evans Hall—conversations with the owners are happening—zoning issues are being cleaned up b/c half of the bldg. is residential

Is Parking an Issue?

1. It's only an issue when you can't walk a block or two, generally it's been fine
2. Breweries are coupled with a wedding venue, so that needs to be considered

Lease rates

- \$23/square foot, Fenton is at \$25/square foot

Mill Building

- Visualization of how it will deteriorate over time if maintenance stays status quo vs what it could be if...
- Look at Impressions 5 in Lansing on the river to maintain historic building but be able to invest the money it needs
- Maker's space
- Community Center (some are funded by DDA)
- Need to build confidence that investors who will invest millions will make that money back (ROI)

SWOT Analysis

On August 31, 2021, the City of Linden convened a committee, consisting of local business owners, the DDA, members of City Council and members of the community to complete a SWOT Analysis as a way of obtaining perceptions of the City's strengths, weaknesses, opportunities, and threats. The intent of the sessions was to gain insight, but more importantly, to establish a community identity and understand how the City fits into the larger region.

The SWOT analysis results aided the consultant team in determining that Linden should focus on three primary areas for growth throughout the community:

- Retail
- Housing
- Redevelopment Sites

Strengths

Businesses and residents alike share a high level of pride for the City of Linden. A primary strength repeated throughout the session was a high quality of life. The City has relatively low vacancy rates for both businesses and housing, it's a walkable community with a small but thriving downtown and an active DDA with a healthy volunteer base and the infrastructure throughout the community is in fair condition. The small-town charm of the City and historical appeal of the downtown was brought up on many occasions. The community is very safe and neighborly, with many recreational and accessible areas, including the river, downtown and the State Bank/LAFF Pathway based in Linden. The LAFF pathway will be entering into phase 2 in summer 2023, adding a paved trail from the City of Linden to Fenton Township and then to the City of Fenton, which can also be posed as an opportunity. The City has been progressing from an economic development perspective, with forward-thinking leadership focused on community improvement while balancing the demand from residents to keep its small town, high-pride, low-traffic, quaint identity that has been Linden's appeal for decades.

Linden's school system is strong and young families choose to live in Linden due to the quality of education and smaller class size in relation to neighboring community schools. The housing is more affordable than the homes in the City of Fenton, although housing stock is low. The City has strong relationships with the Fenton & Linden Chamber of Commerce, the Southern Lakes Parks and Recreation (SLPR), and the school district, providing benefits, support, and resources for local businesses.

The City hosts community events throughout the year, with the summer festival "Happenings in Linden" most well-known and well-attended. This event and others drive awareness of the downtown businesses, provide an opportunity to positively impact Linden's place branding, and promote a sense of community for residents and non-residents.

According to the 624 people who completed the Master Plan opinion survey, with 78.9% stating they were residents of the City, the following *most favorable* aspects of Linden were noted:

- Small-town atmosphere (74%)
- Safe neighborhoods and community (65%)
- Friendly people or atmosphere (44%)
- Historic character of the community (44%)
- No or limited congestion (31%)
- Quality of the school district (30%)
- Proximity to family or friends (29%)
- Community spirit or civic mindedness (28%)
- Access to non-motorized transportation (bike paths, sidewalks, etc.) (27%)
- Recreation options (23%)

Weaknesses

Some weaknesses for the City include an overall lack of buildable area. The City is only approximately 2.4 square miles, is nearly built out, and is bound on all sides by Fenton Township, so new development will be limited on greenfield sites. There are several buildings in need of updates/facelifts near the core of downtown. Investments in water and sewer infrastructure will need to be made to attract and support new development, both residential and commercial in the community. There is a high percentage of professionally-oriented businesses (health care, insurance, financial planning, property management) which decreases the amount of pedestrian traffic in some places downtown.

There is a need for larger capital improvements, specifically the roads, which particularly present a challenge because the road millage didn't pass in 2018. The Beacon & Bridge remediation systems are currently being implemented, but it is important to note that the contamination has been a deterrent to new business in the past. The future vision for the City faces challenges due to the fact that Linden's residents and business owners do not want to become too much like Fenton, and it's easy to categorize any change as being too close to becoming "another Fenton."

There is a lack of engagement with the youth in the community, and more focus should be on after-school and summer activities for Linden's youth.

The following *least favorable* aspects of Linden were stated from the Master Plan opinion survey respondents:

- Lack of dining options (60%)
- Lack of shopping, retail and service options (41%)
- Lack of entertainment options (37%)
- Downtown district is not vibrant enough (35%)
- Other (please specify) (18%)
- Congestion (17%)
- Lack of youth activities (16%)
- Housing costs (12%)
- Lack of recreation options (12%)
- Loss of small-town atmosphere (12%)

Opportunities

With the right perspective, weaknesses are also opportunities for improvement. There are number of opportunities for potential growth and redevelopment within the City of Linden. At a high level, there is ample opportunity for infill development throughout the City. There are also prime properties available on the water within downtown district. Opportunities exist to further activate the waterfront from a business, residential, and recreational perspective. Additionally, there is some potential for more residential growth in the City, including potentially more senior living facility space. The City is actively seeking incentive opportunities, and brownfield development may be a possibility in some instances.

Additional proactive business retention and attraction efforts could lead to further economic development. Opportunities to move civic buildings out of downtown and improve current conditions to be more conducive to downtown exist. Leveraging the trend of experiential opportunities that maker spaces afford would benefit the community, and additional programming for youth and youth activities would enhance

the community. The State Bank/LAFF Pathway extension also provides opportunities for additional recreational opportunities, leading to an increase in foot traffic, benefitting local businesses.

Threats

The threats or challenges that a community faces are typically defined and shaped by neighboring communities that can, in some instances, be considered competitors for businesses and residents. In Linden's case, challenges arise with infill retail in the downtown area, with the competitive factor being Fenton. However, business and retail lease cost per square foot is lower, on average, than neighboring City of Fenton.

Another challenge for Linden is that the City needs to clearly articulate its own vision for the future so that residents, visitors and business owners understand that Linden is progressing, but it is intentionally not becoming another Fenton. There is a fair amount of internal pressure from residents not to grow, but to focus on how Linden can improve, with the understanding that if little is done to achieve the right kind of development and growth, the City could lose tax base and younger families to neighboring communities.

Another threat to the community is the aging population and the reputation of Linden as a retirement community. Coupled with the statewide population decrease and lower birth rates as compared to prior decades, the long-term vision for Linden must take this into consideration.

The City's infrastructure faces threats which need to be addressed, as these are major factors for prospective businesses when selecting a site.

Finally, the weeds by the mill pond are a nuisance, and at the time of this writing, the City is taking steps to implement nuisance control options.

Economic Development Goal and Objectives

The economic development goals and objectives of the City of Linden Master Plan (adopted February 13, 2023) establish the desired character, quality, and development for the economic vitality of the City. They also embody the strategic direction the City will take to promote a strong economy with vibrant business districts. The goals and objectives contained in this section direct future decisions and actions that will further implement the intent and purpose of the plan.

In terms relevant to community planning, goals and objectives provide the economic development strategy with guidance to address the current issues and advance plans into the future. In general, goals and objectives can be defined as follows:

- Goals are overall broad statements that provide a focus for future discussions. Goals are supported by the more specific objectives.
- Objectives are very specific, measurable, action-oriented statements that help achieve the goals.

Economic Development Goal:

Retain and expand existing businesses and promote the development of new businesses that provide needed employment, goods, and services for residents, visitors, and workers.

Objectives:

- Develop a business development and retention program to keep the pulse of the local business community by instituting regular retention visits and benchmarking local business development
- Focus efforts on enhancing retail and commercial growth in the downtown and surrounding area to fulfill the needs and wants of existing and future residents
- Encourage new residential development and eliminating hurdles that make housing development challenging
- Continue to work cooperatively with state, regional, and local collaborators to support and help fund local redevelopment efforts.

Business Development/Retention Program

Based on the feedback received during the planning process, the results of the SWOT analysis, and in line with the Economic Development Goal and Objectives, a key recommendation of this plan is for the City to establish a Business Development/Retention Program to take and keep the pulse of the local business community. Regular touches, or retention visits, will begin to engage the business community beyond traditional networking opportunities. Typical discussions during retention visits include business growth plans, marketing, employment and obstacles that can hinder growth. There are many resources available to the business community for finding, hiring and retaining employees, obtaining financial support, learning about import and export programs and government contracting opportunities. Having a strong business retention program can be one of the most successful tools for supporting the local business community. The Genesee Regional Economic Consortium can be a resource to the City of Linden since it brings collaborative partnerships together around development, business growth and support, entrepreneurialism, workforce development, infrastructure, and beyond.

Housing

A common theme from the SWOT analysis was that there is not enough housing in the marketplace for new residents coming to Linden, and that the existing housing stock is not supporting the existing residents of the City. Specifically, the housing market for middle income individuals is virtually nonexistent. Adding new housing stock is a very important piece of the economic development puzzle.

Opportunities to accommodate new housing marketed to middle income individuals are found throughout the City, as designated on the Future Land Use Map of the Master Plan. Specifically, these include the Mixed Residential, Multiple Family Residential and Mixed-Use future land use classifications. Below are a few strategies the City can employ to attract potential home builders.

Understand the Market

The first step in moving projects forward in smaller communities across the region is to identify areas in the community that would be appropriate for new housing construction, both renter- and owner-occupied. For many builders, cost is the driving factor for determining when and where to build. Specific market information needs to be gathered indicating what the potential sales price or rent structure would be for

new units. It would also be helpful to identify where potential buyers and renters will come from. A focus group meeting with area realtors and lenders would help with this.

Further, a survey of existing residents (mailed and/or Survey Monkey) in the community would also help asking the following questions, at a minimum, for example:

- If newly constructed, for-sale houses were available in the community would you consider selling your existing house and moving?
- Are you currently renting and if newly constructed, for-sale houses were available would you consider buying?
- If you did move to a different house, what are some of the key things you would be looking for (less maintenance, more bedrooms, etc.)?
- Do you know of, or is anyone in your household, currently looking for alternate housing but have been unable to find any?

Encouraging New Housing Construction

Developers are not likely to be interested in small, outlying communities because the incomes and housing values are lower. Instead, they will tend to focus on larger markets with higher values and the potential for greater profit margins. Small communities will have to find creative ways to generate new housing development, on both the construction and land development ends of the market.

This can come in the form of building capacity with local investors/builders (“home grown”) and eliminating some of the hurdles that make housing development challenging. This can also be accomplished by creating Public/Private Partnerships (P3’s) with local municipalities or non-profit entities. Either the community, the P3 or a regional consortium, must look for ways to encourage new housing construction including but not limited to:

1. **Acquiring land.** Since both lenders and developers are shying away from new developments, the community can acquire land for that purpose and eliminate one of the required steps. This land can be sold raw or if possible, with the necessary infrastructure indicated below. If land can be obtained at a reduced price through tax foreclosure, the savings can be passed on to the developer as an added incentive. If the community is acting as the developer, this will help lower development costs and the savings can be passed on to the individual builders.
2. **Obtaining zoning approvals.** The community can rezone and even site plan the project, so a developer only has to install the infrastructure and then obtain building permits for the construction. Prior zoning approval would also help with alternate housing types, like townhouses, condominiums, apartments, etc., where residents in some communities oppose any type of housing that is not large lot, single-family.
3. **Extending infrastructure to the site.** This is one of the costliest parts of development, so if the community can install utilities to the property already purchased, typically at a lower financing rate, this will greatly improve the ability to attract builders. With roads, sewer and water already installed, the community will then have the ability to sell individual lots to builders and eliminate the risk that comes with developing an entire subdivision. This also gives the community flexibility with the builder and ability to ensure high-quality construction; and

4. **Establish a risk loan guarantee that will encourage banks to lend for speculative housing development, like subdivisions.** The builders we spoke to said that even if they wanted to develop a subdivision, the risk would be too great, and the lenders would be hesitant to participate. It would therefore be beneficial to create some form of loan risk guarantee pool that would protect the lenders from loss if the project failed. As a loan guarantee, funding would not have to be committed to each project; only for those projects that fail and the bank has to foreclose on the property. In those cases, the loan fund would cover an agreed upon percentage of the loan and then have the ability to sell the property to a new developer. Such a fund could be undertaken at the community level but would most likely be more effective at the regional level as part of a consortium of communities or economic development agencies.

With many of the successful projects noted above, builders have stated that they were able to offer lower-priced options because they could get higher densities creating an economy of scale. Others were able to acquire the land for development at a very low cost, generally purchasing the land from a municipal entity that obtained the land through the foreclosure process during the last recession. As noted earlier in this strategy, nearly 30% of the costs of new construction projects are regulatory, so finding ways to reduce those costs is critical.

Additional Housing Strategies

- The community should develop an “elevator speech” that promotes the assets of the community and why someone would want to invest there.
- An inventory of available land should be prepared including ownership, tax and zoning information. The availability and location of public utilities should also be included.
- It is critical that the community obtain ownership of tax foreclosure properties that have development/redevelopment potential for mixed-use or housing.
- Where needed, properties that are targeted for development can be re-zoned in advance by the community, making it easier for prospective developers/builders to move forward.
- Make sure that the zoning and building review process is quick and efficient to avoid unnecessary delays.
- A strategy should be prepared for the development of residential properties, falling into four categories:
 - Land suitable for subdivision into multiple lots;
 - Individual, developable lots for sale to builders;
 - Land suitable for multiple-family development; and
 - Mixed-use and urban housing types, like townhouses, flats, etc.
- Local companies and banks should be recruited as partners in housing and mixed-use development, including financially, since they depend upon the ability to attract quality employees and customers.
- Consider allowing Accessory Dwelling Units and smaller housing unit types to increase density in downtown and adjacent areas

Strategy Implementation

The City's Master Plan and this Economic Development Strategy serves as the policy guides for moving Linden forward, guiding decisions about future physical and economic development. Transforming the plan's goals into reality will require a long-term commitment and political consensus. The plan is designed to be a road map for action, incorporating strategies, specific projects, and programs that will achieve the desired results.

This section synthesizes the many plan recommendations and identifies the actions and timing needed to transform the plan's vision into reality.

Tenets of Successful Implementation

The input received through the master plan process provided a foundation to help achieve the City's vision. Community support, commitment, and involvement must continue.

Commitment

Successful plan implementation will be directly related to a committed City leadership. While elected and appointed officials will have a strong leadership role, many others - City department directors, staff, and leaders from the community's many institutions and organizations - will also be instrumental in supporting the plan.

However, commitment reaches beyond just these individuals and includes the array of stakeholders. Citizens, landowners, developers, and business owners interested in how Linden develops must unite toward the plan's common vision.

Integrate with Project Design

City officials and departments must embrace the plan, applying its recommendations to help shape annual budgets, work programs, and the design of capital improvements. For example, the City's engineering practices can support implementation through infrastructure improvements, streets, and storm systems designed consistent with plan policies and recommendations. Each department, staff person, and elected official should find it a benefit, if not an obligation, to reference the plan when making decisions and setting priorities.

Guidance for Development Decisions

This plan is designed for routine use and should be consistently employed during any process affecting the community's future. Private investment decisions by developers, corporations, and landowners should consider the plan's direction as it is the guide for economic growth and stability of the community and supports the goals and objectives of the overall Master Plan and this Economic Development Strategy.

Evaluation and Monitoring

This plan has been developed with a degree of flexibility, allowing nimble responses to emerging conditions, challenges, and opportunities. To help ensure the plan stays fresh and useful, periodic reviews and amendments may be required. This will ensure plan goals, objectives, and recommendations reflect changing community needs, expectations, and financial realities.

Redevelopment Strategies

How to Attract Developers?

Developers typically look for project locations where the potential for success is fairly certain and risks are limited. This means that they are attracted to communities with strong markets where the infrastructure is in place, reasonably-priced, quality development sites are available, and the development review process is quick. They also look for opportunities to enter a market right before it “takes off” and capture the heavy demand and associated real estate price or rent increases.

Good developers are usually inundated with requests from municipalities and DDA’s to develop in their community, citing the advantages they can offer. Yet only a small percentage of communities provide the information necessary to interest developers. There is specific information they look for that will minimize the amount of time it takes to make a go- no-go decision. For example, is there a market for the type of development being sought by the community? What is the role of the community within the region (i.e. bedroom community, employment destination, transportation hub, etc.)? Are reasonably priced sites available for development of redevelopment? Is necessary infrastructure in place or will this be needed and add to the cost of the project? How accessible is the development location and how large a market area can they draw from?

These are all vital questions that can be partly answered by the community, making it easier to pique the interest of a developer. Time is money and the less time developers have to commit to looking at a project/community, the more likely they are to dig deeper and hopefully show interest in moving forward. Some of this information might already be available while additional work is needed to gather the remaining data. It is up to the City, DDA, business leaders, and civic associations to work together to assemble developer information and then actively recruit developers and businesses.

Why Linden?

Since developers look for strong or emerging markets, Linden must prove that it fits into this classification and may have just been overlooked. What are the positives with Linden that have created unmet demand for housing, commercial, office or industrial uses? This is information that must be gathered and uncovered to create the “elevator speech” for developers: meaning why invest in Linden as opposed to all the other communities that contact you? (*See page 33 of this plan*) Also, what has changed in recent years causing the private sector to overlook the City as a place to develop? A one-page handout summarizing this key information will be a good start. After that, a separate sheet can be created for each marketing item like housing, retail, office, hospitality, etc.

Understand the Market

Developers may not take the time to fully understand the dynamics of the local market and especially not unmet demand. The City can prepare a fact sheet for different market segments, working with local real estate professionals and companies. For example, some compelling information might be increased housing prices and vacancy rates; potential demand for certain types of housing using a Target Market Analysis; and, voids in the retail market that could be served by local businesses.

Developer Matchmaking

Once the above information is collected and organized, invite developers to come in and learn about available sites and why they should consider Linden for their next project. It would be best to invite them individually and be concise, enthusiastic, and to the point with what you would like them to consider. Be sure to share success stories from other companies and developments so they can see that others have already tested the market. It is equally important to have as much information available regarding property availability, price, rental rates, recent purchase prices, traffic volumes, etc. This will provide a positive impression regarding the recruitment effort and limit the number of items that need follow-up.

DDA/City Property Acquisition

Property acquisition will be a necessary part of implementing the development projects contained herein, particularly for site development and redevelopment. By purchasing property in an area identified for new development, the DDA or the City will have an added tool to attract developers and build the desired project. For example, to develop new housing, the DDA or City can acquire several of the vacant lots and can contribute them to the project. This will provide an incentive to lower the cost, and minimize the risk, for the developer. Should the first phase be successful, the developer will more than likely undertake construction of additional units without any form of subsidy. The goal is to use tax increment financing to attract developers by minimizing risk, leverage private investment and eventually eliminate the need for financial assistance.

Gap Funding

Some projects may need financial assistance to kick-start the development. The City may, at its own discretion, commit project-specific future tax increment capture back to private projects for a specified period of time. The goal is to provide funding to close the “gap” that prevents the project from becoming a reality due to financial feasibility. There are many additional incentives that can also be utilized to support “gap” funding.

Implementation Matrix

The following matrix summarizes key recommended actions, along with an assignment of relative priority. The parties with primary responsibility for implementation of each action are also outlined.

Table 1: Economic Development Implementation Matrix

Action	Priority	Responsibility
Infrastructure & Community		
Upgrade water infrastructure systems	3-5 years	City administration
Update roads, especially in neighborhoods as funding allows	Ongoing	City administration, DPW
Update and improve Mill Site as funds allow (RFP issued)	1-2 years	City administration
Consider creation of Local Development Finance Authority (north end w/ industrial and commercial) or Neighborhood Improvement Authority to support reinvestment in infrastructure and neighborhoods (along Stan Eaton across from Hyatt Elementary and the neighborhood on the north side of Mill Pond)	1-2 years	City administration, additional taxing jurisdictions

Action	Priority	Responsibility
Fully review and possibly amend residential zoning districts and uses to determine if any housing districts can be combined or allow for more flexible housing options in existing areas	Ongoing review as needed	City administration, City Planner
Fully review and possibly amend commercial zoning districts and uses to determine if they can be expanded or allow for more flexible uses in existing buildings and spaces	Ongoing review as needed	City administration, City Planner
Identify and market the opportunities for recreation through partners like SLPR, the school system, Loose Center, and explore ways to expand programs to diversify and appeal to youth	Ongoing	City administration
Explore what similar communities are doing in regard to expanding broadband service city-wide for all or installing a hotspot in downtown	Ongoing	City administration, DDA
Investigate the process to build Electrical Vehicle (EV) charging stations, possibly requiring a zoning ordinance for apartment complexes to have a certain number of EV charging stations in the parking lot	Ongoing	City administration
Industry Activities		
Develop a section on the website to direct entrepreneurs to resources for small businesses such as SBA, PTAC, MISBDC, MEDC and others, and provide a space within the community to direct individuals to proper entrepreneurial support structures	1-2 years	City administration, DDA, Flint and Genesee Group
Position city to work with developers and property owners by showing them the numbers and tools—i.e. proforma that shows brownfield TIF, incentive policy to redevelop key sites in town such as the Evans Building site or the City municipal site	1-2 years	City administration
Utilize state and locally authorized incentive programs, PA 198 abatements, Tax Increment Finance (DDA, CIA, Brownfield), MEDC Business Development Program and Community Revitalization Program.	Ongoing	City Administration
Develop an incentive implementation policy	1 year	City Council
Create a process for economic gardening and growing existing business in the community	1 year	City administration, Flint and Genesee Group
Consider allowing pop-up sites to promote new retail development within the city	1 year	DDA
Focus commercial attraction efforts on experiential/boutique retail, dining, sporting goods (kayak, boating, golf) and potential a fitness center	Ongoing	City administration, DDA
Prepare a business recruitment kit to identify successful business testimonials, potential investment sites and projects and potential incentives	Ongoing	City administration, DDA
Celebrate business expansion and investments in the community through use of multiple platforms	Ongoing	City administration

Action	Priority	Responsibility
Identify redevelopment opportunities and reinvestment opportunities in the northern commercial district between West and East Rolston Roads	Ongoing	City administration
DDA		
Create promotional materials for unique areas of the City to welcome new visitors, residents and businesses to highlight existing businesses and services throughout Linden	1 year	DDA
Amend DDA Development Plan to allow for “Gap financing” of impactful investment projects through the use of “project-specific” Tax Increment Finance	1 year	DDA, City Council
Expand events and special occasion opportunities within the downtown area to continue to drive traffic to the Downtown area	Ongoing	DDA, City administration
Allow for and encourage new housing development opportunities on infill sites downtown	Ongoing	DDA, City administration
Consider, as opportunities arise, potential properties for DDA acquisition for future redevelopment within the DDA Development District	Ongoing	DDA, City administration
Community Marketing and Branding		
Work with a professional analyst to perform a Retail/Commercial Analysis Study to identify retail leakages, market opportunities, and gain a foundation of expert-generated data and analysis for investors, developers, entrepreneurs. This data can then be communicated in various marketing channels to support the case that Linden is the best choice for properly aligned members of the investment and development community.	1 year	City administration, Market Analyst
Identify and market redevelopment ready sites through the following tactics: <ul style="list-style-type: none"> • Dedicated webpage on the city’s website • A Business Information Packet (containing successful business testimonials, redevelopment sites, demographics, incentives) • Site-specific one-sheets or brochures • Request for Qualifications (RFQs) • Partnering with MEDC 	1 year	City administration, MEDC
Work with DDA and leverage healthy base of volunteers to create a structured Linden Ambassadors program to spread the word of Linden	Ongoing	City administration, DDA
Develop a social media policy to support vision and provide structure Linden’s message using the key message chart as a foundational component	1-2 years	City administration, DDA, marketing professional

Action	Priority	Responsibility
Plan social media content using a content planning tool (spreadsheet or similar) and create pre-built headers, hashtags, and post images for regular and seasonal content	1-2 years	City administration, DDA
Engage in content marketing through paid, earned, shared and owned media (example: celebrate and post about new business expansion and investment in shared or social media accounts on Twitter, Instagram, LinkedIn, Facebook, YouTube)	1-2 years	City administration, DDA
Explore a cooperative advertising program with Fenton & Linden Chamber of Commerce	1-2 years	City administration, DDA, Chamber of Commerce
Track and benchmark economic development	Ongoing	City administration

Incentives Available to Assist Development

The following programs are a sampling of incentives and tools that could potentially be utilized or have been used by the City and developers that are undertaking redevelopment projects in the City.

Local Specific Incentive Opportunities

Linden DDA Façade Improvement Grants

The Linden DDA offers a Façade Improvement Grant Program which is a 50% matching grant and has funding between \$1,000 and \$5,000 available for qualified physical improvement projects to commercial buildings within the DDA.

Housing Development Assistance Program

The City may consider creation of a housing development assistance program (HDAP) in partnership with the local Brownfield Redevelopment Authority (MCL Act 381) and the Land Bank for the State of Michigan.

The purpose and intent of the HDAP is to provide financing assistance to developers who are interested in building new housing (attached or detached formats) within the City for buyers that are within the HUD defined range of 80% to 110% of local Area Median Income. This would translate to a sales price range of \$150,000 - \$225,000.

It is known that in order for a builder to build a new housing structure in this sales price range, that a gap in finance may exist between the final sales cost and the final construction cost. The HDAP program will utilize Tax Increment Finance established by a TIF district to assist with closing the financial gap noted above.

Project Specific Tax Capture (DDA)

Recognizing that the cost of mixed-use, traditional development is higher than it is for undeveloped sites, the City may, at its own discretion, commit project-specific future tax increment capture back to private projects for a specified period of time. The goal is to provide funding to close the “gap” that prevents the project from becoming a reality due to financial feasibility.

For example, if the pro-forma for a project indicates that it cannot generate enough income to cover the cost of construction and a reasonable rate of return for a developer/investor, future tax increment can be committed to that development to make it feasible. It can also be used as a tool to attract companies and businesses to the City to create new employment opportunities within the DDA District.

For the City to use this option, it will need to amend its existing DDA Development Plan to include “Gap Funding” as an eligible expense and utilization of captured funds from the DDA. This tool could be very useful for “game changer” projects located within the Downtown Development area and could potentially serve as a definitive financial tool for getting major projects across the financial finish line and into the implementation success column.

Public-Private Partnerships

Public-Private Partnerships can exist in a number of different formats but may present one of the best opportunities for redevelopment of both residential and retail spaces within the City. This opportunity would allow a municipality or non-profit agency the ability to partner with a for-profit builder to develop new housing, mixed-use or campus options within the City. By partnering, it is possible for the developers/builders to get land at a lower cost, thereby reducing total construction costs.

In theory, the municipality/non-profit could hold the land, reducing holding costs and taxes while the project is under construction. The P3 could also be instrumental with infrastructure development on the property and eventually recuperate initial costs upon final sale or redevelopment of property.

State and Federal Incentives

Brownfield Act 381

The Brownfield Program uses tax increment financing (TIF) to reimburse brownfield related costs incurred while redeveloping contaminated, functionally obsolete, blighted or historic properties. It is also responsible for managing the Single Business Tax and Michigan Business Tax Brownfield Credit legacy programs (SBT/MBT Brownfield Credits).

The Michigan Strategic Fund (MSF) with assistance from the Michigan Economic Development Corporation (MEDC), administers the reimbursement of costs using state school taxes (School Operating and State Education Tax) for nonenvironmental eligible activities that support redevelopment, revitalization and reuse of eligible property. The MEDC also manages amendments to SBT/MBT Brownfield Credit projects approved by MSF. The Michigan Department of Environmental Quality (MDEQ) administers the reimbursement of environmental response costs using state school taxes for environmental activities, and local units of government sometimes use only local taxes to reimburse for eligible activities (i.e., “local-only” plans).

Business Development Program (MiBDP)

The MiBDP is an incentive program available from the Michigan Strategic Fund, in cooperation with the MEDC. The program is designed to provide grants, loans or other economic assistance to businesses for highly competitive projects in Michigan that create jobs and/or provide investment.

The City would utilize this program in partnership with the Flint and Genesee Group and the MEDC through their business retention/attraction strategy. This tool can work great for companies looking to expand or relocate within the City and are adding new and retaining existing jobs.

Commercial Rehabilitation Abatement (CRA)

A commercial rehabilitation abatement program encourages the rehabilitation of commercial property by abating the property taxes generated from new investment for a period up to 10 years. Commercial property is a qualified facility that includes a building or group of contiguous building of commercial property that is 15 years or older, of which the primary purpose is the operation of a commercial business enterprise or multi-family residential. The CRA freezes the taxable value of the building and exempts the new investment from local taxes.

The CRA requires multiple levels of approval including the creation of the CRA District which is established by the City Council and approved by the Council and the County. Upon creation and approval of the district, the abatement itself is approved or denied on a project specific application basis.

Corridor Improvement Authorities (CIA)

A Corridor Improvement Authority (CIA) allows the use of tax increment financing to make capital improvements within an established commercial district. It allows communities that already have Downtown Development Authorities (DDAs) to extend similar benefits to aging commercial corridors outside the DDA district or that extend through more than one municipality.

Michigan Transportation Economic Development Fund (TEDF)

The mission of the Transportation Economic Development Fund (TEDF) is to enhance the ability of the state to compete in an international economy, to serve as a catalyst for economic growth of the state, and to improve the quality of life in the state.

The funds are available to state, county, and City road agencies for immediate highway needs relating to a variety of economic development issues. Similar to the Business Development Program identified above, this a great tool to help communities improve transportation routes supported by large economic development projects.

PA 198 Industrial Facilities Exemption

Industrial property tax abatements provide incentives for eligible businesses to make new investments in Michigan. These abatements encourage Michigan manufacturers to build new plants, expand existing plants, renovate aging plants, or add new machinery and equipment. High technology operations are also available for the abatement. Depending on the scope and type of project, real property taxes can be abated up to 50% for a period not to exceed 12 years for new construction. Further, the 6-mil SET may be abated up to 100% with approval from the MEDC.

In the case of a rehabilitation, the current assessed value of the property prior to improvement is frozen. This results in a 100% exemption from property tax on the value of the improvements.

A PA 198 Exemption can be initiated by eligible applicants and require approval from the City Council and the State of Michigan.

Community Revitalization Program (MCRP)

The Michigan Community Revitalization Program is an incentive program available from the Michigan Strategic Fund (MSF), in cooperation with the Michigan Economic Development Corporation, designed to promote community revitalization that will accelerate private investment in areas of historical disinvestment; contribute to Michigan's reinvention as a vital, job generating state; foster redevelopment of functionally obsolete or historic properties; reduce blight; and protect the natural resources of this state. The program is designed to provide grants, loans, or other economic assistance for eligible investment projects in Michigan.

Marketing Strategy

Overview

A marketing strategy outlines deliberate steps to promote a community and communicate its economic assets and positive community attributes. It shows how the community intends to take control over its perception and leaves less to chance. Rather than hoping that word gets out, or that somehow the community will be discovered, a marketing strategy identifies steps to highlight opportunity and community assets. Without a strategy, communities would be at a competitive disadvantage because:

- Other municipalities who understand the power of marketing are fine tuning efforts to draw distinction between their community and others. This can further widen the gap in perceptions about desirable communities.
- Positive attention to development opportunities, progress toward economic development goals, or other image-enhancing tactics would be more happenstance than intentional and deliberate.
- The community would continue to be defined by past experiences and inaccurate stereotypes.
- Without an understood position in the wider region, the area struggles to be defined or stand out.

The emphasis of this marketing strategy is about rethinking how the City of Linden can use its new economic development and planning strategies to express its identity, uniqueness, and brand values more deliberately. It also draws attention to how Linden can take steps to manage and develop its brand to add strength. It is also worth noting that these goals are not intended to be met in a few weeks, a month, or even a year. Commitment to the goals and objectives and intentionally communicating the key messages across all community stakeholders is imperative to reap maximum rewards in the community's development.

Community Background

Linden's downtown is situated in southwestern Genesee County, and is approximately 22 miles southwest of the City of Flint. Linden is a 2.4 square mile municipality with a population of just under 4,000 residents. Included among Linden's many desirable characteristics are its small-town charm, historic business district, stable residential neighborhoods, close proximity to major transportation corridors, and an ideal location along the Shiawassee River. Downtown Linden provides a range of commerce, dining, recreation, and living, as well as many civic and employment opportunities. Downtown is a place where people congregate and is a conduit for social interactions. Downtown Linden truly reflects the personal nature and overall spirit of a small-town community.

Community Marketing Goal and Objectives

Goals are general guidelines that explain what you want to achieve in your community. They are usually long-term and represent global visions such as "protect public health and safety." Objectives define strategies or implementation steps to attain the identified goals. They are more specific and outline the "who, what, when, where, and how" of reaching the goals. During the SWOT analysis, the following community marketing goal was identified. The objectives support the goal and will help guide and focus the actions of the City to be proactive and intentional in the effort to achieve the goal.

Community Marketing Goal

To attract prospective residents, entrepreneurs, developers, investors, and visitors, by actively promoting the City of Linden's unique assets and features through various marketing channels.

Objectives:

- Clearly articulate the vision for the future of Linden
- Prioritize marketing the Downtown area as a place for community events, as a business collective, and as public spaces
- Promote the City of Linden as a destination
- Better utilize the City's official website and social media channels to communicate with the public, provide resources to businesses, and promote Linden to developers and investors. This includes the implementation of digital tracking systems for evaluation
- Continue to partner with the DDA and the Chamber of Commerce to promote a business recruitment and development program to support local business owners and entrepreneurs looking to start or expand operations in Linden.

Existing Community Assets and Brand

A community's brand is both an overarching image and an underlying force that determines the direction of marketing or communications efforts. In its simplest sense, it is "who you are" as a region or organization and what sets you apart from your competitors. You don't control the position your brand occupies—your "customers" do. That's why it's important to first determine how your target audience (investors, visitors, community members, etc.) perceives your region in order to help determine your brand strengths and areas for improvement. During the SWOT, and through the Master Plan opinion survey results, key attributes and assets were identified. They include the following:

Physical and Geographical Assets

- Historic downtown
 - Linden Mills, Mill Pond, gazebo, historic buildings, retail, commerce
- LAFF pathway
- Schools
- Shiawassee River

Positive Community Attributes

- Small-town atmosphere
- Safe neighborhoods and community
- Friendly and caring people
- Historic character of the community
- No or limited congestion
- Quality of the school district
- Reasonably affordable
- Proximity to family or friends
- Community spirit or civic mindedness
- Access to non-motorized transportation (bike paths, sidewalks, etc.)
- Recreation options

- A large base of volunteers (DDA)
- Progressing from an economic development perspective

Community Brand Attributes

- Small town/small town feel
- Quaint
- Quiet
- Historic
- Friendly
- Home/hometown
- Community
- Charming
- Sweet
- Safe
- Cozy
- Family
- Beautiful
- Peaceful
- Good People
- Clean
- Growing

Existing Visual Brand

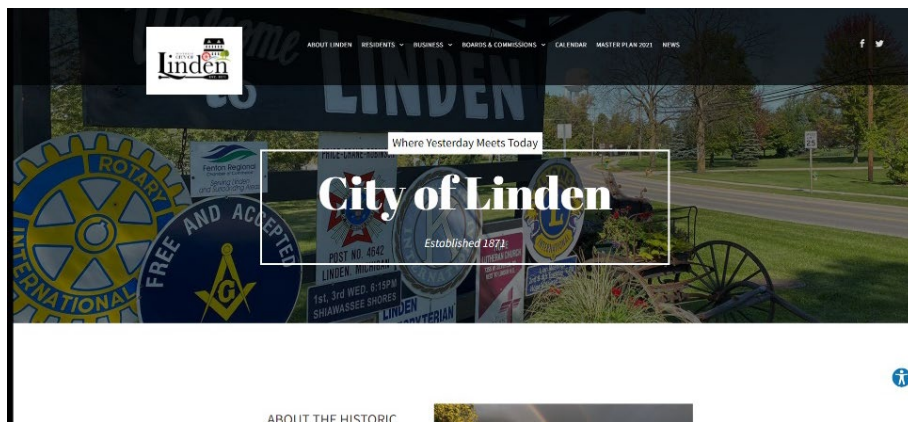
The City and DDA recently updated their visual brand logo, which accurately reflects the brand attributes of the community. The iconic Linden Mill building is featured behind the red water wheel, which is the only logo element displayed in red, emphasizing it to underscore its importance in the community. The hills and trees demonstrate the nature surrounding the downtown, providing the charm and appeal that exists throughout the community and at the Mill Pond downtown. The serif font selection in the words “Historic City of Linden, est. 1871” accurately reflects the community’s personality and provides the right kind of tone that says traditional, established, elegant, confident, and trustworthy. The use of the paddle under “Linden” with the established year is a creative way to show the recreational and waterway assets that exist throughout the community. The logo overall is well-balanced, it accurately reflects the community through the graphic elements and font, and effectively tells the viewer the brand assets and attributes of Linden.



Existing Marketing Tactics and Channels

City of Linden Official Website

Linden recently updated its website in alignment with present day best practices. The homepage prominently displays the City's name and tagline of "Where Yesterday Meets Today," which is an accurate and concise representation of the community's spirit. The historic charm of the downtown is one of the City's strongest assets and leading brand attribute. The community description on the homepage and the [About](#) page are well-written and capture the history, location, charm, and character of Linden.



Website Recommendation: The [DDA page](#) references the key points that describe the "Linden Advantage" which is a good way to thematically organize the key points of why businesses should choose Linden, but the key bullet points will need to be updated based on more recent statistics.

Existing Social Media

The City maintains a Facebook page where residents and visitors can get information about events, updates, City maintenance, home improvement, etc.

The page has 6.4k followers at the time of this writing, which, compared to other cities of similar size, demonstrates Linden's successful use of this type of social media. It shows high interest from residents, visitors, and other key audience members who want to stay in touch with the community.

<https://www.facebook.com/Linden.MI>



Grow Linden is a sub-committee of the DDA, and is composed of active and motivated Linden groups either in business or in people interested in growing the community of Linden, and have monthly meetings that are open to the public. This group organically evolved from a small group within the DDA into a business networking and support group. At the time of this writing, there are over 2.2k followers of the Grow Linden Facebook community page: <https://www.facebook.com/GrowLinden>

Linden also maintains a TikTok account with 210 followers at the time of this writing, and three videos. The account can be found here: <https://www.tiktok.com/@cityoflindenmi?lang=en>

Social Media Recommendation: The City should develop a Social media policy to support vision and provide structure Linden’s message, using the key message chart as a foundational component. Additionally, the City should plan social media content using a content planning tool (spreadsheet or similar) and create pre-built headers, hashtags, and post images for regular and seasonal content.

Existing Media Relations

On the City website, a My City Magazine article about Linden is featured on the “About” page and summarizes the history of Linden, along with a list of businesses in the area. This demonstrates that Linden has a positive connection with the magazine writing staff that could be nurtured for additional positive future coverage about the events and other news happening in Linden. Third-party, unbiased content about the community will help to amplify reach and gain credibility with target audiences, as discussed later in this strategy.

Existing Communications

The DDA publishes an email newsletter called the *Strong Business Bulletin* to keep readers informed of all the current happenings and provide resources to help build stronger, more resilient businesses. (Sign-up page: <https://mailchi.mp/864060bc7986/strongbusinessbulletinsignup>)

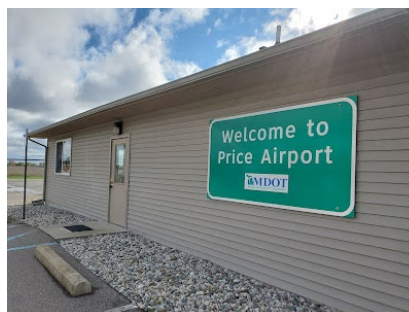
Existing Events

Local events are an excellent way to build community pride, showcase the area, and invite visitors in to experience the welcoming and warmth of the residents. The DDA and Happening in Linden (<https://happeninginlinden.com/>), a non-profit events company in Linden, has a series of events that occur in and around the City of Linden. These events not only promote the community from an economic enhancement perspective, but to also show support of the local business community. Live, in-person events offer an opportunity to build awareness of the services available through the community to support businesses, and present possible networking opportunities with potential target audiences. Additional benefits also include reinforcement of the community brand, improving face-to-face communications, and creating opportunities to make new connections with residents and businesses. If Linden were to add additional events to their calendar, a recommendation would be to focus on increasing youth indoor and outdoor events, possibly by partnering with the Flint Cultural Center or Detroit Institute of Arts as programming partners to host art and music programming for youth and families.

Images of Community Assets



Gateway Sign at Silver Lake Road



Price Airport



Linden Mills downtown



Museum and Library at Linden Mills



Bridge next to Mill over Mill Pond



View of Linden Mill from
Shiawassee River



Terrace and Gazebo



Downtown businesses



Downtown businesses



Downtown businesses



Downtown businesses



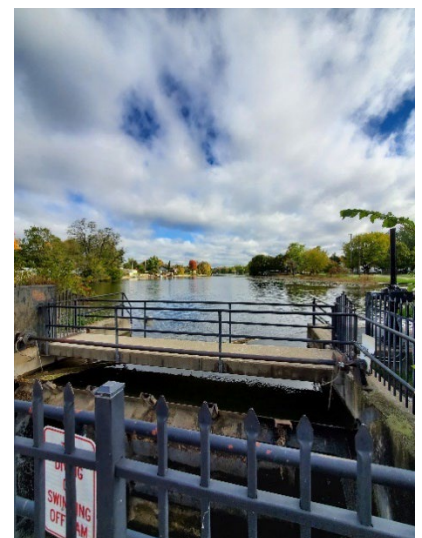
Downtown businesses



City Hall & Fire Station



City Hall



Mill Pond Dam



Linden County Park



Symphony Linden



Businesses on W. Broad Street

Target Audiences

Who needs to hear Linden's story? Target Audiences for Economic Development

Identifying the marketing opportunities starts with first defining the target market segments with differentiated needs. There are many diverse individuals and groups who may be considered “customers” of the City, from residents to the City Council, community leaders, local businesses, and potential businesses. To ensure adequate focus on moving the City closer to its economic development vision of attracting the right types of new businesses, we identified primary audiences and secondary audiences.

Primary Audiences

1. Developers, Investors, Entrepreneurs
2. Visitors/Potential Residents
3. Regional Organizations & Public-Private Partnerships

1. Developers, Investors & Entrepreneurs

Developers, investors, and entrepreneurs play a highly active role in economic development. The retail, industrial, and commercial businesses that chose to invest here are successful in part due to the location, services, access, and proximity to customers that Linden offers. Continuing to communicate, connect, and partner with developers in those fields will aid in attracting new businesses, maintaining, and retaining industry growth.

2. Visitors/Potential Residents

Linden offers a unique experience that many modernized small towns in Michigan cannot offer. The allure of Linden stems from the historical downtown buildings, especially the Mill, and the spaces inviting people to sit down and relax. The calm and peaceful atmosphere encourage visitors to slow down and take it all in. The gazebo, the plantings and landscaping, the pond, the river, parks, and the businesses in the area combine to create a unique charm that few Michigan small cities can claim. That invitation to come and enjoy Linden should be a priority and encouraging visitors will contribute to a successful downtown on a short-term basis, and potentially increase the number of residents on a long-term scale.

3. Regional & Intermediary Organizations and Public-Private Partnerships

Regional and intermediary organizations and public-private partnerships serve as catalysts and neutral meeting grounds to connect universities, the private sector, and the public sector. These organizations are or will be key partners and can provide Linden access to a network on a much larger scale. Some examples of such organizations include, but are not limited to:

- Linden DDA: <https://www.lindenmi.us/dda>
- Fenton & Linden Chamber of Commerce: <https://www.fentonlindenchamber.com/>
- Flint & Genesee Group: <https://www.flintandgenesee.org/>
- Small Business Development Center: <https://sbdcmichigan.org/>
- Michigan Township Association: <https://www.michiganTownships.org/>
- Michigan Municipal League: <http://www.mml.org/home.html>
- Michigan Economic Developers Association: <https://www.medaweb.org/>
- Michigan Chamber of Commerce: <https://www.michamber.com/>
- MEDC: <https://www.michiganbusiness.org/>
- I-69 Thumb Region: <http://i-69thumbregion.org/>
- Kettering University: <https://www.kettering.edu/>
- Mott Community College: <https://www.mcc.edu>
- University of Michigan-Flint: <https://www.umflint.edu/>
- SBDC: <https://michigansbdc.org/>

Creating Personas

Personas are fictional and visual portraits of the city's ideal customers. Personas enable the community to understand those customers better and makes it easier to tailor content to their specific interests, needs, behaviors, and concerns. Understanding personas allow the creation of a customer journey that recognizes different hot buttons and critical touchpoints. They can be developed through observations, formal research, interviews and by analyzing analytics gleaned from actual customers to create fresh insights and periodically to create each persona. They influence the tone, style and delivery strategies for your content and ability to identify content opportunities on specific topics. By creating and using personas, the city will be able to activate communications. For persona information and tools, HubSpot is an excellent resource: <https://www.hubspot.com/make-my-persona>

Understanding Linden's Residents

By having a better understanding of the existing residents in Linden, including their demographics, socioeconomic status, lifestyle preferences and other characteristics, community leaders can take appropriate steps to retain existing residents, attract visitors, and find future residents of similar lifestyle groups. Additionally, the potential community investors should have a clear understanding of the lifestyles that have selected Linden as their home.

Below is a breakdown of the existing households within Linden and their Market Segmentation, which includes socio-economic and lifestyle types using a system by Experian called Mosaic Lifestyle Segmentation. The data is based on credit information and consumer data from a variety of public record sources, self-reported information, information from the United States Census, and commercial entities. Mosaic segments the country into 19 overarching groups and 71 underlying types.

The chart below identifies Linden’s largest segments in comparison to other segments, their key traits, and reach tactics that are successful.

Table 2: Traits and Reach Tactics by Demographic Segments

Demographic Segment	Key Traits	Market Profile/Reach tactics
Suburban Sophisticates (J34) Aged 66–75 <i>12% of households in Linden</i> Household income: \$50,000–\$74,999	<ul style="list-style-type: none"> • Retired • Financially secure • AARP members • Established homes • Avid newspaper readers • Republican households • Single-family homeowners 	<ul style="list-style-type: none"> • Spend most of their time around their homes reading, gardening, and watching TV • Like dining out and go to casual restaurants • Have traditional tastes and are a strong market for books and garden supplies • Fans of traditional media, including print, TV, and radio • Reach this consumer group with something shiny in their USPS mailboxes
Sport Utility Families (D15) Aged 36-45 <i>10.9% of households in Linden</i> Household income: \$125,000–\$149,999	<ul style="list-style-type: none"> • Suburb living • Comfortable spending • Saving for college • Outdoor leisure • Athletic activities • Parents • Single-family homeowners 	<ul style="list-style-type: none"> • Upscale, middle-aged couples with school-aged children living active family lifestyles in outlying suburbs • Built up equity in houses that are now considered within reasonable commuting distance of city jobs as well as rural parks. • Families have deep roots and belong to the PTA, church groups and unions. • Busy, child-centered lifestyles • Sports-interested families who join leagues to play softball, basketball, and football; they’re also close enough to lakes and parkland where they can fish, hunt and boat • These consumers often shop e-tailer and discount retailers, but they head to kid-oriented specialty stores for toys, games, and sporting equipment • Spend a lot of time online • To reach these consumers, leverage email campaigns, social media, and direct mail.

<p>Enjoying Retirement (Q62) Aged 76+ 8.1% of households in Linden Household income: \$35,000–\$49,999</p>	<ul style="list-style-type: none"> • Retirees • Established credit • Cruise vacations • Brand-loyal • Traditional engagement • Republican supporter 	<ul style="list-style-type: none"> • No longer in the workforce • They live well on decent pensions and investments • Enjoy walking or a round of golf • Indoor activities--watching TV and listening to classical music as well as pursuing hobbies like needlework and playing cards • Brand-loyal traditionalists like to buy tried-and-true styles at stores they've patronized for years • Active in their communities • Reach through newspapers
<p>No Place Like Home (E20) 6.4% of households in Linden Aged 51-65 Household Income: \$75,000–\$99,999</p>	<ul style="list-style-type: none"> • Smart shoppers • Conservative values • Social media fans • Large households • Tech apprentices • Multi-generational homes 	<ul style="list-style-type: none"> • Multigenerational households living in exurban comfort • Many households contain 50-something adults and their 20-something children or aging parents sharing the family home • Educated households contain multiple workers earning good salaries in a mix of white-collar, sales jobs, and blue-collar jobs • The baby boomer adults are content with sedentary pursuits like collecting antiques and catching concerts, movies and theatre performances • Their preferred exercise includes jogging and yoga, and they eat healthy and pay attention to nutrition • Their outgoing and active adult kids prefer to hit the night spots, roar around on motorcycles, and enjoy camping and backpacking • Like to purchase products from catalogs and websites • Tend to resonate with brands that portray honesty, loyalty, and pride • They prefer learning about brand messages through direct mail campaigns and their social media channels

The Kind of Growth that Fits

The way to encourage the kind of economic growth that makes the most sense for the City of Linden is to develop and communicate the right types of key messages to the right target audiences at the right time, through the right channels. This may seem like a complex or daunting task, but the City has done a fair amount of the legwork to set a good foundation for appropriate growth. These functions include the work the DDA performs, the new municipal website, social media activity, and direct sales functions. For a City of

Linden's size and character, a targeted approach to place branding and marketing will focus time, money, and energy into the type of growth and development that fits the character of the community.

Leveraging information gained from the Master Plan opinion survey in marketing materials when talking to potential investors and developers would help illustrate the existing demand for services by residents. The following question and answer from the survey demonstrates demand:

What would you like to see in Linden that doesn't currently exist?

Common responses (274 total):

- More/better restaurants
- More grocery options
- Entertainment establishments
- New/more businesses (in general)
- Youth amenities & activities
- Improved roads
- Pedestrian/bicycle connections
- More recreational facilities/recreation center
- Public art
- Keep it the way it is

Marketing Research Recommendation: The City may consider working with a professional analyst to perform a Retail/Commercial Analysis Study to identify retail leakages, market opportunities, and gain a foundation of expert-generated data and analysis for investors, developers, entrepreneurs. This data can then be communicated in various marketing channels to support the case for Linden to be the best choice for members of the investment and development community.

Table 3: Key Audiences / Key Marketing Messages / Outreach Tools Chart

Segment	Primary Interests	Outreach Tools	Established Key Messages to Segment
Investors, Entrepreneurs, Developers	<ul style="list-style-type: none"> • Return on investment • Reducing risk • Quality/style of development • Quick tenant placement • Predictable permitting process • Zoning and land use 	<ul style="list-style-type: none"> • Engagement in community building vision • Trade media and press • Briefings/tours • Website • Social media • Area business reports • Target Market Analyses (residential/retail) • Info sheets/brochures (i.e. Business development packets) 	<ul style="list-style-type: none"> • We have a healthy labor force of 58.9% • Linden has purchase power: The median income is well-above the county and state at \$72,933 • We are affordable: Linden has a lower cost of living than neighboring areas • We have excellent recreational opportunities: A beautiful natural feature of the downtown is the Shiawassee River and historical Mill Pond. The State Bank Trail and LAFF pathway offer year-round recreational opportunities. • New commercial investment and development in downtown is happening • Families choose us for our excellent school system
Visitors/Potential Residents	<ul style="list-style-type: none"> • Entertainment opportunities • Fun activities for all age groups • High quality of life • High quality of education • Affordability • Accessibility • Convenience • Safety 	<ul style="list-style-type: none"> • Website • Social Media • Word of mouth • Advertisements and Paid media • Newspaper or media articles 	<ul style="list-style-type: none"> • Charming, historical downtown with retail and dining opportunities • Great for recreation and play—Linden has Enjoy our Mill Pond, gazebo, and the State Bank recreational trail • Affordable while offering a great quality of life • Great school system • Linden’s small-town charm and agrarian heritage offer a perfect place to raise a family

Regional & Intermediary Organizations, Public-Private Partnerships (Chamber of Commerce, Schools, Foundations, Colleges and Universities, etc.)	<ul style="list-style-type: none"> • Promoting and expanding economic development in the region • Growing the organization's reputation and credibility • Networking 	<ul style="list-style-type: none"> • Websites • Social media • Brochures/Fact sheets • Briefings, meetings • Engagement in community building vision • Community educational forums 	<ul style="list-style-type: none"> • Together we can make Linden a great place to do business and development projects • Forward-thinking leadership is open to change • We are leveraging your investment
---------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Telling Linden's Story

The 30-second elevator pitch

Telling Linden's story to its target audiences, and more specifically, to potential investors and developers, is a critical first step for the community to attract the type of investment that fits and experience the right type of growth. Developing a succinct yet complete 30-second elevator pitch that accurately illustrates the community and can be communicated through a variety of channels is the first step to successfully positioning and marketing Linden. Points of interest could be added in certain instances in bullet format depending upon the specific target audience and media (i.e. labor force size, median income, downtown traffic counts).

Linden is a community that has managed to keep the best of its Victoria-era charm while maintaining a forward-facing focus on continuing to provide its residents with the elements they need to build a wonderful life. Generations of families continue to choose Linden and call it home. It is the purist definition of community—neighbors look out for each other, kids can safely run around and explore, and families gather to take a relaxing breath away from the hustle and bustle of life.

As a town of about 4,000 people in the southwest corner of Genesee County, downtown Linden is home to thriving shops, restaurants, and professional services. Among many others, Linden's points of pride include its well-maintained parks and waterways, excellent schools, local businesses, charming atmosphere, senior center, and the intangible assets like safety, care, cooperation, and community support.

Linden is where Yesterday Meets Today.

Community Marketing Strategy 1: Identify & Market Redevelopment Ready Sites

To be vibrant and competitive, Michigan communities must be ready for development by planning for new investment and reinvestment, identifying assets and opportunities, and focusing limited resources. A major part of the RRC program focuses on the creation of a predictable and straightforward experience for investors, businesses, and residents working within the community. As part of that effort, this strategy provides Linden with a plan to land new and reinvestment. One of the most direct and implementable actions a community can take is the marketing of the redevelopment ready sites in the City.

Target Audiences:

- **Developers and investors**
- **Regional and intermediary organizations and public-private partnerships**

The Priority Redevelopment Sites section in the City of Linden Master Plan identified four sites within Linden that will be targeted as priority redevelopment sites. Specific strategies and a conceptual redevelopment concept plan were prepared for each site. These sites included:

1. Evan's Building
2. DPW Yard
3. Parkside
4. Old Theater

Identifying three to five prime sites to promote to developers and investors focuses promotional efforts on improving the potential entertainment, overnight accommodation, retail, and dining opportunities available to residents and visitors. As an effort to attract key target audience members to learn more about key re/development opportunities, the City should develop the following:

- Dedicated page on the City's website
- A Business Information Packet
- Site-specific one-sheets or brochures
- Request for Qualifications (RFQs)
- Partnering with MEDC

Dedicated webpage

A page on the City's website that contains information about the visions for the redevelopment sites is an effective way to spread the word about and generate excitement about the redevelopment opportunities. The webpage should include existing relevant information including to generate interest and increase reach including the list below.

- Site information including a description, specs, maps, images, incentives, and contact information
- Community assets
- Competitive advantages
- Community demographics
- The development process overview

Business Information Packet/Developer Recruitment Tool

A communications tool that would help the community stand out is a Business Information Packet/Developer Recruitment Tool that can be developed to give potential investors and outside business owners straightforward and useful information about the community and its economy. It can include images, graphics, information, and charts on economic aspects and unique assets in Linden. Specifically, data on the labor force, traffic counts, market size, proximity to talent, major employers, affordability, labor market, incentives, etc. Additionally, content should include quality of life metrics using information about the school systems, the downtown, businesses in Linden, recreation opportunities, as well as brief information and pictures about available sites throughout the area.

Site-Specific Brochure

Coupled with the Business Information Packet, site-specific brochures that feature the redevelopment sites and provide statistics, images, incentives, and possible uses and applications would serve as a leave-behind for potential investors and developers. These could be posted on the website for download and printed when meeting face-to-face with interested parties.

Request for Qualifications (RFQs)

Request for Qualifications (RFQs) for key development sites can be useful during the pre-qualification stage of a procurement process and can be leveraged as a city-branded marketing tool for sites. The City would have the opportunity to gather responses from interested developers while explaining the site's characteristics and the perks of developing in Linden. Those who successfully respond to the RFQ and meet the qualification criteria would be included in the subsequent [Request for Proposals \(RFP\)](#) solicitation process. The city can then choose the developer that best suits the interests of the community.

Once the city has officially identified sites for development or redevelopment, include information and photos in the Developer Recruitment Tool.

As development occurs and as site projects are completed, dedication ceremonies where partners and supporters are invited shall be held to celebrate success. Post-project signage should identify any grant funding, partnership support, financial support, and other incentive programs that assisted in development, and should be displayed in the same areas where the pre-development project signage was displayed.

Partner with MEDC

Additionally, support from the MEDC's Redevelopment Services Team (RSTeam) will aid in marketing the community's redevelopment ready sites. Linden's economic and community development team can work with the RSTeam to build the community's redevelopment ready site map page. An example of this is here: <https://www.miplace.org/redevelopment-ready-sites/dearborn/>

It is recommended to be proactive in development efforts by engaging with community stakeholders potentially affected by each development/redevelopment. Information and visual representations about the projects should be communicated through signage, printed and online material and located at City Hall. The material should also be duplicated and shared with community centers, schools and other public places that have access to public audiences. Use social media channels to communicate project status, updates, images; and gauge and respond to public perception and feedback.

Community Marketing Strategy 2: Linden Ambassadors

Whether individuals set out to be in the role or not, often times politicians, business leaders, hotel workers, uber drives, retailers, real estate professionals, education professionals, investors, and well-known residents find themselves in the role of city ambassador. Each of them may have different messages and intents, but they become the face of the community. Often, the most

important ambassadors for cities are often its current and past residents. They may have the credibility and a capacity to convey positive sentiments to prospective audiences. Consider how word-of-mouth marketing works—when trusted sources promote a brand, more loyal followers are gained, and is often times is more effective than advertising.

Target Audiences:

- Tourists and potential residents

Potential Population for Volunteers:

- Business leaders and DDA members

City ambassadors are engaged to represent the place in a positive, influential manner and often are volunteers. Considering that Linden has a healthy base of volunteers, a city ambassador program should be manageable and effective. A well-managed ambassador program can positively influence external perceptions of the community. The form of the program could take the form of a formal, in-person training, or could be an informal group of digitally savvy residents with positive attitudes about the community. In either or both instances, residents with social media influence could be tapped to deliver image-rich content to their social networks.

As an example, the Flint & Genesee Group in Genesee County runs a Certified Tourism Ambassador (CTA) program where volunteers attend a half day training. They learn about the history of Flint, present-day occurrences and events, an overview of retail and businesses, and sites of interest. The expectation is that they are invited and expected to attend special events and be enthusiastic about the city's future vision.

While the Linden Ambassador program doesn't need to be as formal as the Flint & Genesee Group's CTA program, initiating an ambassador program with a group of influential volunteers is an effective word-of-mouth strategy. The ambassadors would need to remain in regular communication with city staff, potentially scheduling quarterly meetings to hear about updates, and maintain the expectation of spreading positive news about the community among their network and in their social media accounts.

Community Marketing Strategy 3: Content Marketing

Content marketing is the practice of crafting messages to resonate with target audiences. It provides the opportunity to build credibility and trust by turning visitors into audience members, then audience members to potential visitors, and potential visitors into actual customers and then loyal advocates. There are four types of media content—paid, earned, shared, and owned. An effective strategy incorporates all types.

Target Audiences: All

Paid Media: Paid media for a communications program is social media advertising, sponsored content, and email marketing.

Earned Media: Earned media is either publicity or media relations. The media outlets include local and state-wide news media, radio, and publications, both online and in print. It's getting the community's name in print, having a newspaper or media outlet write about you, appearing on the news, radio, or podcasts.

Shared Media: Shared media is also known as social media. It includes not just social networking, but partnerships, distribution, and promotion.

Owned Media: Owned media is otherwise known as content. It is something owned, and it lives on the website. You control the messaging and tell the story in a way you want it told.

By integrating paid, earned, shared, and owned media, the authority of the can be further established and its reach more concentrated. When you integrate the four media types, you may find you also have influencer engagement and partnerships that extend beyond your internal walls.

Where to start?

The easiest place to start is owned media because the organization has control over the messaging. Content generation plays a role in the effectiveness of marketing/branding your community, and public relations relies heavily on content. As we think about the primary audiences for the City's marketing, we need to think about the type of information that would both interest them and form a concept of who and what Linden is all about.

Start with the recreational opportunities and business that support them that are based in Linden. Ask the downtown business about the reasons they chose Linden, what challenges they face, what successes they experience, how they find employees, and any long-term plans they may have. Compiling those stories will develop and generate content to provide to media. Learn the story of the businesses that are experiencing success in the community and share them with media outlets through press releases and story outlines. Proactively provide branding elements and images to the media to accompany stories and releases.

Using a social media hashtag when you post or share these stories would enable residents, business owners, and visitors to easily find related content online and would encourage them to use the hashtag. Encouraging the current business owners to use the hashtag when sharing on their social media channels will catalyze the ripple effect and continue to help build awareness of the city with the target audiences.

Public Relations Campaigns and Content Ideas:

- Community history lesson (interview and photo of a long-term resident who is knowledgeable about the community's history)
- Completion and updates of plans related to economic development
- Local business spotlight (interview and photo of the business owner)
- "Entrepreneur Corner" or "Entrepreneur of the Month" (interview and photo of a business owner who started their first business)
- "Commercial real estate site of the week" (vacant land or building with photo and the story behind it/info about it)
- Non-profit spotlight (interview, background story, and photo)
- Pre-event preparation with photos
- Post-event summaries with photos

- Sharing stories of events and other news from neighboring communities
- Photo contests

Below is a non-exhaustive list of relevant media outlets including radio:

- MLive: <https://www.mlive.com/>
- Michigan Radio: <https://www.michiganradio.org/>
- Tri-County Times: <https://www.tctimes.com/>
- ABC 12: <https://www.abc12.com/>
- WNEM: <https://www.wnem.com/>

Once the content is available, you'll use shared media to distribute it, paid media to amplify it, and earned media to rubber-stamp it.

Shared Media

Instagram

Instagram is a good channel when it comes to reaching a younger audience and using images to create awareness and promotion. It is recommended that Linden, especially downtown Linden, consider setting up an Instagram page on behalf of the community to reach younger residents, visitors, and potential residents. The City's commitment to recreational opportunities in every season translates well in images, which is Instagram's main method of communication. Building development and available property images could be posted to promote economic vitality.

Grow followers by first following them—reach out and follow residents, businesses, schools, and others that live, work, and play in and around Linden.

Twitter

There are some good examples of cities that are aiming for increased communication and transparency and they do a good job using twitter to reach their audiences. Setting up a Twitter account and using a tool like Hootsuite to enable staff to generate posts efficiently and enable them on various accounts will streamline staff time and will enable a wide reach. Access this link for more information about case studies on cities using Twitter: <https://www.clearpointstrategy.com/cities-using-twitter-foster-transparency/>

You Tube

As video content is created, it is highly recommended to create a YouTube channel to reach a wide audience. Not only are target audiences on YouTube, but as the internet's second largest search engine. YouTube can help improve SEO (search engine optimization) and overall brand presence. YouTube allows people to present unique content that's easy for viewers to consume and share. You can upload your logo to communicate the City's brand. Here is more information and a step-by-step guide:

<https://www.hubspot.com/youtube-marketing>

TikTok

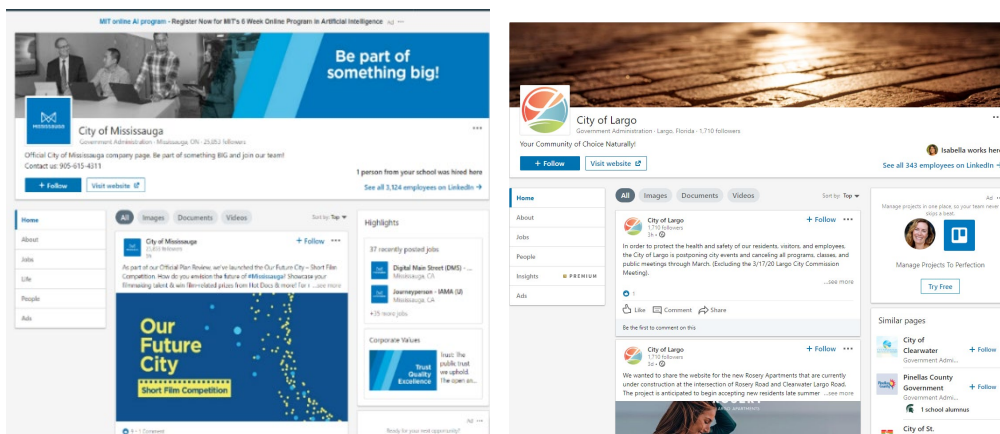
TikTok is a relatively new social media platform that has exploded in popularity, particularly among young audiences. The City and DDA can leverage TikTok to showcase the community's amenities in a fun and creative way. Linden maintains a TikTok channel to promote local events and new developments and should continue to utilize this media outlet. Below are strategies to get more engagement on TikTok:

- Create short videos that showcase the community's unique features and economic advantages. Use popular music, effects, and filters to make the videos more engaging.
- Use challenges to promote Linden's economic growth. Create challenges highlighting workforce, businesses, natural beauty, and recreation opportunities.
- Use TikTok's advertising platform to reach a targeted audience. TikTok's advertising platform allows accounts to create targeted ads based on demographics, interests, and location.

By leveraging TikTok, communities can reach a younger and more diverse audience, increasing the potential for future recruitment opportunities.

LinkedIn

The City should consider creating a Linden account on LinkedIn for economic development purposes and to publish content about economic-related activities in the community. By building a company page for the City, you can invite individuals to follow your page. Be sure to include information in the "About" section to include economic development key messages to properly position Linden to those unfamiliar with the community. This will give the City an opportunity to engage with target audience members in a professional environment, target key prospects utilizing LinkedIn's professional data, and nurture professionals by delivering insightful, relevant, and educational content in a native newsfeed format. Posting both created and curated content will enable the community to interact with target audience members and will extend your reach when content is shared. Local, regional, state, and national level economic development organizations are successfully utilizing LinkedIn for marketing and lead generation initiatives. Examples of the City of Mississauga, Canada, and the City of Largo, Florida's LinkedIn pages can be seen here.



Encourage the City's leadership team to follow other municipalities, developers, investors and site selectors who have a strong presence on LinkedIn. By linking or sharing content generated by the City on the City's page, individual team members can start to build a network of target audience members. Additionally, by following other communities like the City of Mississauga, Canada, you can borrow some campaign and content posting ideas that could also work for Linden. By following these groups, you will not only learn about good practices in this space, but you'll also be able to start a relationship with potential partners and investors through this means of interaction.

More information about LinkedIn can be found here:

<https://www.linkedin.com/business/marketing/blog/linkedin-pages/5-ways-marketers-can-build-an-audience-on-linkedin>

The Others

It's important not to ignore Reddit, Pinterest, and some of the others. Test post in those spots and see what happens. For instance, if you have a nice image on a piece of content and you pin it to a board on Pinterest, it could help drive a good number of new readers.

Shared Media Campaign Recommendation

As the downtown area sees additional commercial development, and the LAFF recreational path moves into phase two (projected completion date of November 2023), Linden will see an increase in visitors and foot traffic.

Marketing Linden as a destination for visitors would be supported by a social media campaign with images and content about the charming downtown, the business that exist, and the events that happen. To raise awareness of the City and encourage additional non-residents to visit downtown Linden, it is recommended to initiate a social media campaign through existing accounts and channels, encourage visitors and residents to post photos of themselves enjoying downtown Linden and posting photos on social with the following possible hashtags:

#LindenLove
#TheLindenLife
#LindenIsHappening

Additionally, the City leadership, business owners, and community leaders should be asked to post about the events and happenings throughout the community on their social media channels.

Paid Media

Paid media may be in the form of paid amplification (such as [Outbrain](#) or [Sprinklr](#)), sponsored content, [native advertising](#), or sponsorships of influential blogs. It also could take the form of sponsored content on Facebook or LinkedIn or sponsored tweets on Twitter. You can start with a budget of as little as \$5 a day. LinkedIn also often offers free advertising coupons to those who use the social network often. While you don't want to spend money to sponsor all your content, it's a good idea to test it with one piece each month.

Earned Media

Now it's time to build relationships with industry bloggers, journalists, and other influencers who may share your content—after they learn who you are and what value you might bring to their readers or followers. On Twitter, create a list of bloggers and journalists you want to collaborate with. This will make it easy to follow them, share their work, and start conversations with them. An example of a good blog and Twitter account to collaborate with is @johnlongshore and other similar bloggers.

Create a list of books and podcasts you want to review. Every author and podcaster need reviews and ratings to gain more traction. They may be appreciative of the work you do there and may be willing to do something for you in return.

On LinkedIn, create tags (<https://www.natlawreview.com/article/why-you-should-use-tagging-feature-your-linkedin-posts>) so you can augment your LinkedIn visibility and follower growth. This may lead to new relationships where you can ask them to share your content later.

On [Pocket](#), create a list of bloggers to watch. Then any time they publish new content, share it with your own networks. Eventually, these influencers may share your content, include it in their own content or interview you for a piece they’re producing.

Owned Media

Owned media is content that you own. If you want to truly own it—and never lose it—always publish on your site first and then use those outposts for distribution and promotion. Answer questions customers, clients, prospects, loyalists, stakeholders, your family, and even the trolls ask. Build your content so one big piece can be repurposed into several smaller pieces.

Content Planning

The best way to get organized, efficient, and effective on social media is to build an editorial calendar for social media posting. Similar to how a team would view and organize editorial content planning, it’s helpful to use an Excel spreadsheet or similar tool to organize content pieces, links, dates, and statistics. By planning future content postings and creating pre-built headers and post images, you can be more intentional about your social content.

This tool could also help guide and plan content with the wider team as events and business openings happen and will provide a cohesive voice in your online communications channels. The important factors to keep in mind when putting together a content marketing strategy is frequency and consistency. It is recommended to determine a set frequency for the content types, so your followers keep the city front of mind. Making sure the content can easily be shared and even asking people to share it will expand your reach.

The screen shot below contains an image example of an excel spreadsheet identifying social media content planning components.

Date	Section	Title/Location	Blog/News item/Newsletter story	Link	Social Channel	Image	Author	Views	Shares
	Entrepreneur Cor	Tech company	Newsletter		Facebook, LinkedIn	Person_v1			
	Local Business Sp	Local business name	Blog/site		Facebook, LinkedIn	Person_v2			
	Commercial real	Site 1	Blog/site		Facebook, LinkedIn	Land_v1			
	Local Business Sp	Site 2	Blog/site		Facebook, LinkedIn	Person_v3			

Metrics for Online Presence and Social Media

Website:

Use Google Analytics on the website to track website traffic, page views, average time spent on the website, referral links from partner sites; leads generated.

Social Media:

- Track follower growth on social media channels
- Likes and reactions for your posts
- Monitor mentions
 - On Facebook, you'll get notifications whenever someone tags your page name in their post
- Determine reach
 - On Facebook, go to your Insights tab and click the reach option in the navigation panel on the left. The top graph you see displays your post reach, which is basically the number of people who saw your post. Scroll to the bottom of the page to find your total reach.
- This is the number of people who saw any activity from your page as a result of follower interactions, ads, mentions, check-ins, and so on.
- Review replies and comments for your posts
 - Replies and comments on your posts can help you gauge how interesting or engaging your topics are. As with reactions, they're direct response metrics that help you weed out uninteresting content from your publishing schedule. Because replies are typed out, you can also view individual posts that performed well to measure follower/fan sentiment. To find this information on Facebook, go to your Insights and click the Posts option in the left navigation. Scroll down to All Posts Published and click the right drop-down arrow to view Reactions, Comments, and Shares.
- Find out and track what content is being shared

Social Media Listening

Another option to monitor comments or feedback about Linden, including what is shared by tourists on their social media networks, would be to initiate a social media listening tool. Many good options for tools, including the descriptions of the tools' operations can be found here:

<https://www.socialmediatoday.com/social-business/12-best-social-media-monitoring-tools-consider>

Content Marketing Evaluation Metrics

For each media type, there are different metrics to track.

Paid Media

It depends on the tactics you use under this umbrella, but could include the following:

- Social media marketing, such as Facebook, Instagram, LinkedIn, or Twitter ads and boosted content
- Landing pages and how many people download your content and go into your email marketing database
- New fans or followers who come from reading your sponsored content
- Leads and conversions

Earned Media

To measure the effectiveness, consider the following metrics:

- How much web traffic comes from a story about your organization? See if those news outlets and blogs are sending visitors to your site
- An increase in new audiences
- If you have access to a CRM (customer relationship management system), the number of new email subscribers that resulted from the story
- An increase in search rankings for the topic for which the story is about

Shared Media

It's recommended to track the number of fans and followers because sharp declines—or a trend of decreasing followers—will tell you something is wrong. Try these options:

- Assign points to things such as likes, retweets, shares, and comments. This gives you numerical data on whether something works.
- Use unique URLs, coupons, discount codes, or even telephone numbers only in your social media efforts. This will tell you whether you're getting results from these efforts.

Owned Media

The beauty of owned media is it completely integrates with the other three media types. Think about the following:

- Pay attention to unique visitors, time spent on the site, and bounce rate. Those things, such as an increase (or decrease) in social media followers, can indicate success or failure. If you have an organized owned media program, you're likely distributing through email marketing. When you integrate your content with this paid media tactic, you can track things such as downloads and shares. Do people download the content? Do they read or watch or listen to it once it's been downloaded? Is it so good they can't help but share it with their communities? Are people sharing your content? This is important to know because it provides proof to a new reader that you know what you're doing. Track the effectiveness of a community (people who comment on and share your content) by whether they're referring business to you.

Benchmarking for Events

The metrics for event marketing success encompass financial results, event attendance, lead generation, overall awareness, and post-event analysis, all aligned with the overall business goals.

Event Attendance: Measuring the total attendee draw is a natural gauge for event success. Higher attendee numbers have a trickle-down effect as they can translate into greater event buzz for subsequent future events.

Media Impact: The media metric has several component parts encompassing social media traffic and new followers generated; clicks and website visits; and press coverage, both quantitative and qualitative.

Post-Event Surveys: These surveys can provide an accurate and timely read on the experiences and satisfaction levels of event attendees. The survey can also touch on other helpful areas such as likelihood to purchase from vendors, partners, and sponsors.

Benchmarking Economic Development

When tracking economic development metrics, it is critical to have a set of metrics that are used consistently year over year. A simple excel spreadsheet can be used to track the community's economic development metrics.

Metrics Include:

- New investment
- Number and type of new business openings
- Number and size of new business expansions
- New job creation (as result of new investment)
- How many jobs retained by staying in the community rather than going elsewhere
- Business closures
- Jobs lost



City of Linden
Genesee County, Michigan
132 E. Broad Street
Linden, MI 48451
www.lindenmi.us



500 Griswold, Suite 2500
Detroit, MI 48226
www.wadetrim.com



17195 Silver Parkway #309
Fenton, MI 48430
www.cibplanning.com

2015 Downtown Parking Study

City of Linden

Genesee County, Michigan

November 2015

Prepared by:

City of Linden Downtown Development Authority
132 E. Broad Street
Linden, MI 48451
www.lindenmi.us



Table of Contents

<u>Chapter Name</u>	<u>Page No.</u>
1: Introduction and Executive Summary.....	1
Study Purpose and Mission Statement.....	1
Scope of Work.....	1
2: Existing Parking Inventory.....	3
Methodology.....	3
Parking Inventory.....	3
Land Use Inventory.....	5
3: Parking Demand Analysis	7
Parking Requirements per City Zoning Code	7
Business Owner Survey	9
4: Recommendations	10
Near-Term Strategies.....	10
Mid- and Long-Term Strategies	12

Chapter 1: Introduction and Executive Summary

Study Purpose and Mission Statement

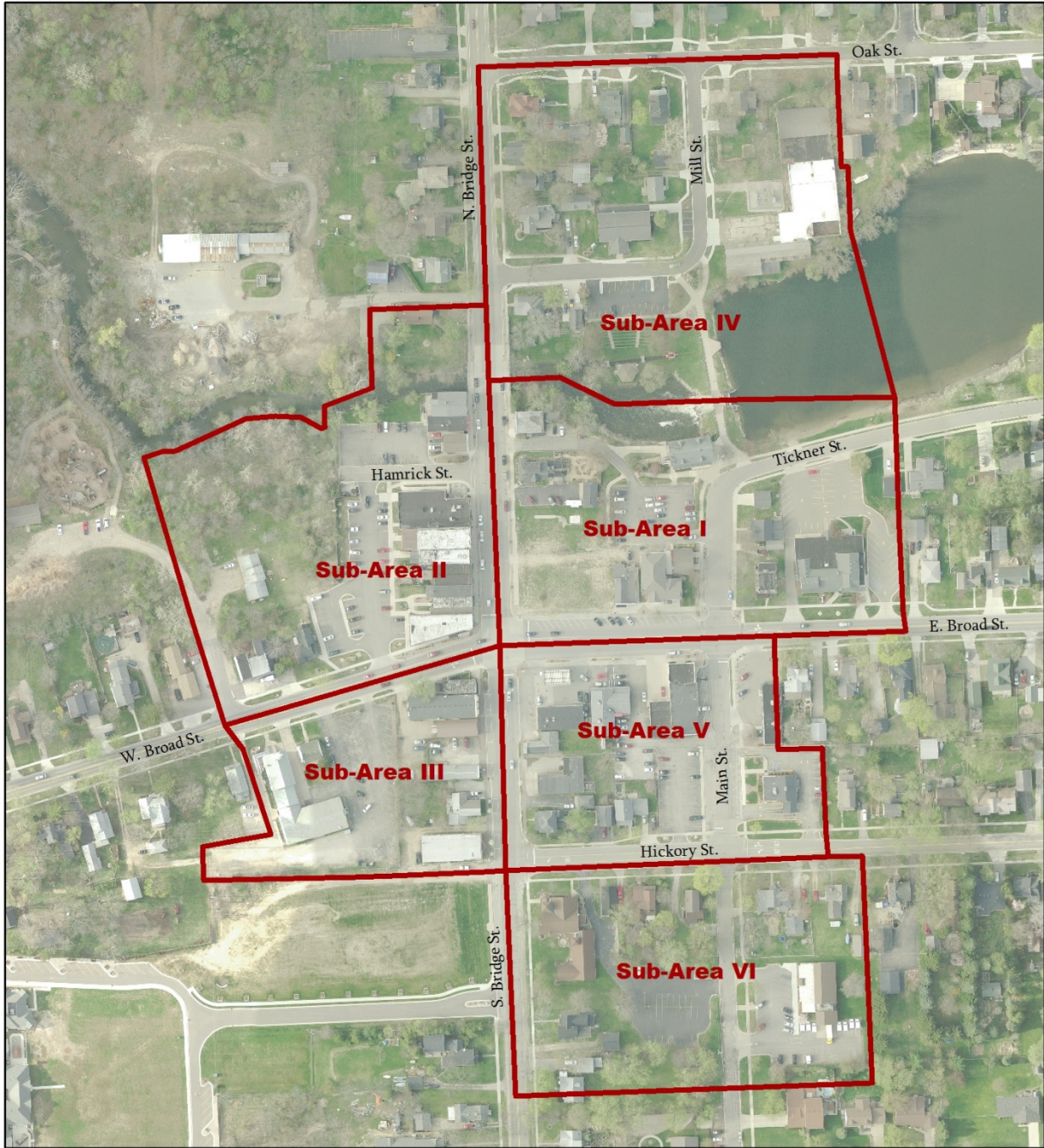
The City of Linden Downtown Development Authority (DDA) has undertaken this study to assess existing parking conditions, evaluate parking future needs, and identify strategies for parking improvements within Downtown Linden. It is the intent of the DDA and this parking study to provide and maintain convenient and safe downtown parking, and to beautify, preserve, and protect Linden's historic character and small town appeal. The DDA recognizes that adequate parking is a functional necessity that must be acted on, as a community, in order to maintain the Downtown's viability.

Scope of Work

The 2015 Downtown Parking Study is an update to a parking study which was prepared by an ad-hoc Downtown Parking Committee in 1994. This updated parking study accounts for changes to the parking network that have occurred since 1994 and addresses contemporary issues and challenges currently being faced within Downtown Linden.

The study area for this project encompasses the downtown core of the City of Linden, generally surrounding the intersection of Bridge Street and Broad Street. The specific study area limits are shown in the **Study Area Limits Map**. For the 1994 parking study, Downtown Linden was divided into five total study areas. This 2015 Downtown Parking Study has generally maintained the limits of these five study areas, but has added a sixth study area east of S. Bridge Street and south of Hickory Street.


The scope of work for this study began with an inventory of existing parking conditions. This inventory was completed through a combination of field investigations and aerial photography interpolation. A survey of downtown business owners was then conducted in order to gauge overall perceptions of parking needs and deficiencies. An analysis of parking demand and future needs was then completed. Finally, specific recommendations for improvements to the parking system were developed.



2015 Downtown
Parking Study



Study Area Limits

 Study Sub-Areas

February 19, 2015



0 50 100 200 Feet

Chapter 2: Existing Parking Inventory

Methodology

The study area for this analysis as shown on the **Study Area Limits Map** encompasses 28.5 acres. In the fall of 2014, City representatives conducted field investigations of existing parking facilities and documented parking lot locations and spaces. This field work was verified and refined utilizing aerial photography of the study area.

Parking Inventory

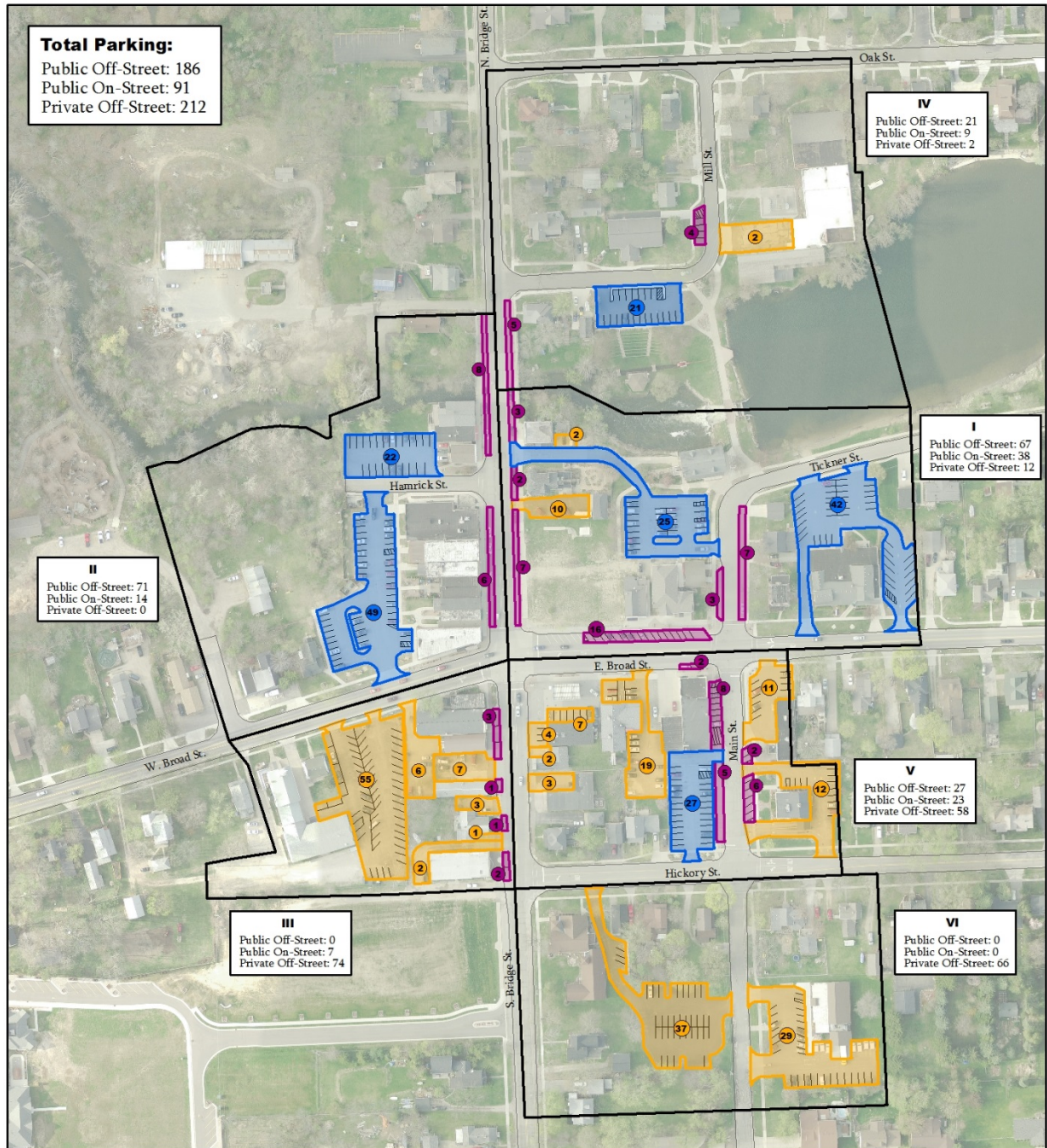
The results of the inventory are displayed on the **Existing Parking Inventory Map**. Within the study area, there are a total of 489 existing parking spaces. Of these, 186 are found in public off-street parking lots, 212 are found within private off-street parking lots, and 91 are public on-street parking spaces.

The 186 public off-street parking spaces are contained within 6 separate public parking lots. These lots are as follows:

1. Sharp Funeral Home Lot (Sub-Area I) – This 42 space public parking lot is located behind the Sharp Funeral Home business. Access to this lot is provided from East Broad Street as well as Tickner Street.
2. Mills Building Lot (Sub-Area I) – This 25 space parking lot is located adjacent to the Linden Mills Building. Access to this lot is provided from both North Bridge Street and Main Street.
3. North Side Hamrick Street Lot (Sub-Area II) – This 22 space parking lot primarily serves the businesses which are located along and front North Bridge Street.
4. Hamrick/West Broad Street Lot (Sub-Area II) – Located between West Broad Street and Hamrick Street, this 49 space parking lot serves the businesses which front North Bridge Street. All of these businesses have rear entries from this public parking lot.
5. Mill Street Lot (Sub-Area IV) – This 21 space parking lot serves the northern portion of downtown, including the VFW Hall, Mill Pond Park, and the Linden Mills Building.
6. City Hall Lot (Sub-Area V) – This 27 space parking lot is located south of Linden City Hall. Access to the lot is provided from Hickory Street and Main Street.

Generally, the public parking lots within Downtown Linden are well distributed. However, a critical gap exists within Sub-Area III where no public parking lots are found. The development of a public parking lot within this sub-area would provide needed additional parking spaces for the businesses which front South Bridge Street in this vicinity.

A total of 91 on-street parking spaces are available within the study area. In most cases, these spaces are striped; however, along certain stretches of road, on-street parking is allowed but the spaces are not striped. On-street parking is provided along North and South Bridge Streets, East Broad Street, Main Street and Mill Street.



2015 Downtown
Parking Study



Existing Parking Inventory

- | | |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| ■ Public Off-Street Parking Lot | Parking Lot Striping |
| ■ Public On-Street Parking | Parking Sub-Areas |
| ■ Private Off-Street Parking Lot | Streets |



February 19, 2015

0 50 100 200 Feet

A total of 212 private off-street parking spaces are available within the study area. These private off-street parking lots are concentrated in the southern portion of Downtown Linden, south of Broad Street (Sub-Areas III, V and VI). The largest private off-street parking lot is located on the south side of West Broad Street and serves the Linden Presbyterian Church.

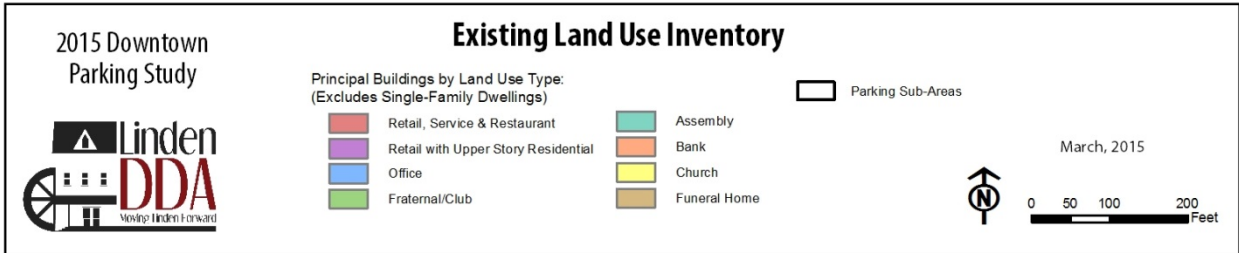
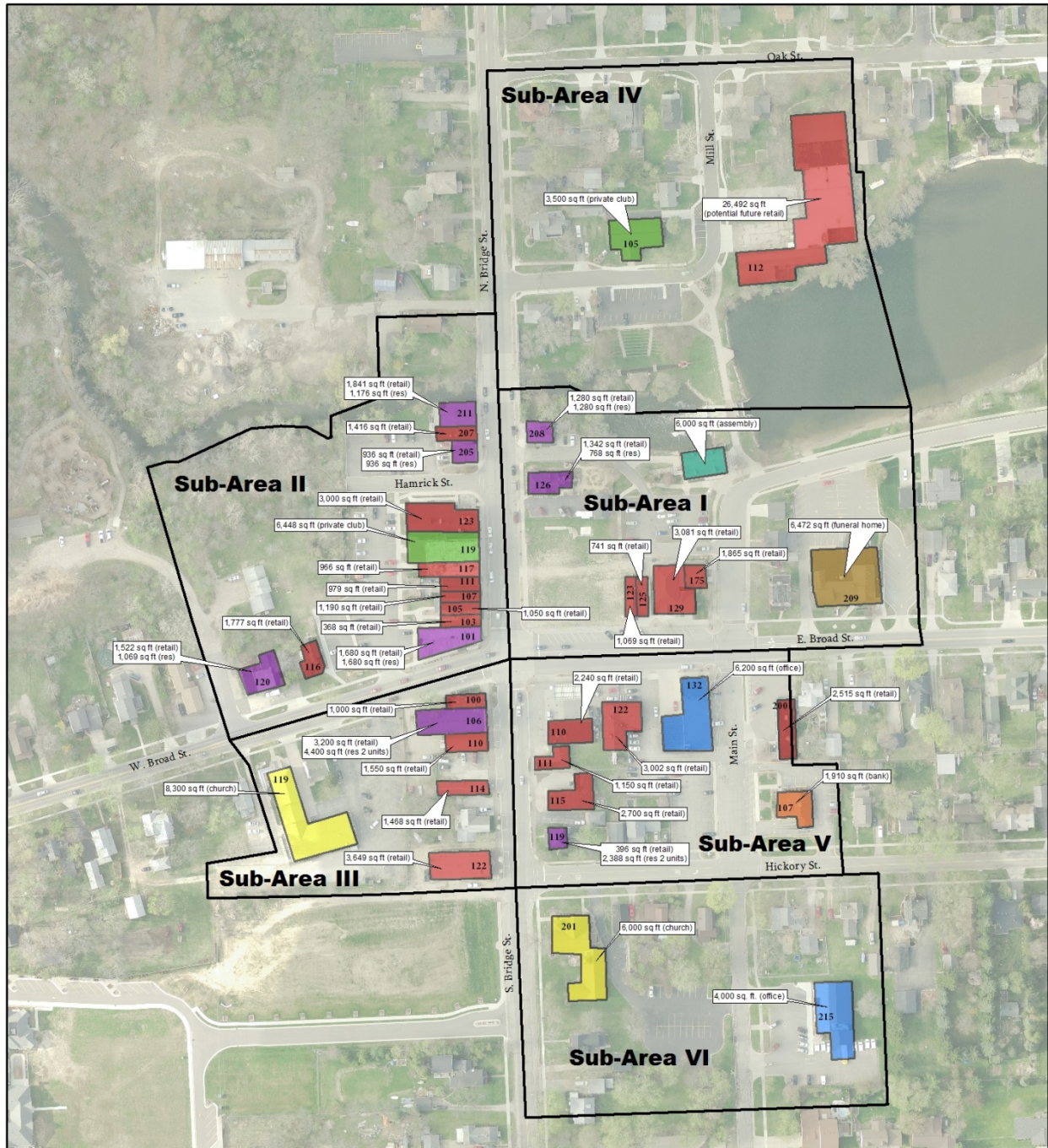
The following is a breakdown of the existing available parking within each sub-area (also refer to the **Existing Parking Inventory Map**):

Sub-Area	Public Off-Street Spaces	Public On-Street Spaces	Private Off-Street Spaces	Total
I	67	38	12	117
II	71	14	0	85
III	0	7	74	81
IV	21	9	2	32
V	27	28	58	108
VI	0	0	66	66
Totals	186	91	212	489

Land Use Inventory

Based on information compiled through property assessment records and a field inventory in late 2014, the study area contains 39 separate commercial, office, industrial, civic and mixed-use buildings (excludes single-family dwellings) totaling approximately 136,000 square feet of gross floor space. The locations of these buildings and their land use types are shown on the **Existing Land Use Inventory Map**. Several existing buildings, or portions thereof, are presently vacant; therefore, the land use types shown on the map reflect either their existing usage or potential future usage. The following is a breakdown of the existing land uses by building floor space:

Land Use Type	No. of Buildings	Approx. Gross Floor Space
Retail, Service & Restaurant	22	61,000
Retail with Upper Story Residential	8	26,000
Office	2	10,000
Fraternal/Club	2	10,000
Assembly	1	6,000
Bank	1	2,000
Church	2	14,500
Funeral Home	1	6,500
Totals	39	136,000



Chapter 3: Parking Demand Analysis

Parking Requirements per City Zoning Code

An evaluation of the required parking has been conducted in order to gauge parking supply within the Study Area. This evaluation is based on the City's currently adopted parking requirements (as outlined in Article 10 of the City of Linden Zoning Ordinance), applied against building floor space and land use types. The following zoning code parking requirements and assumptions have been utilized for this evaluation:

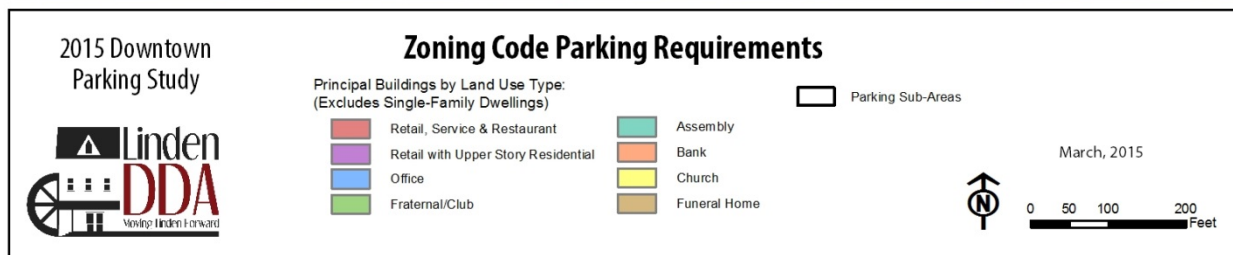
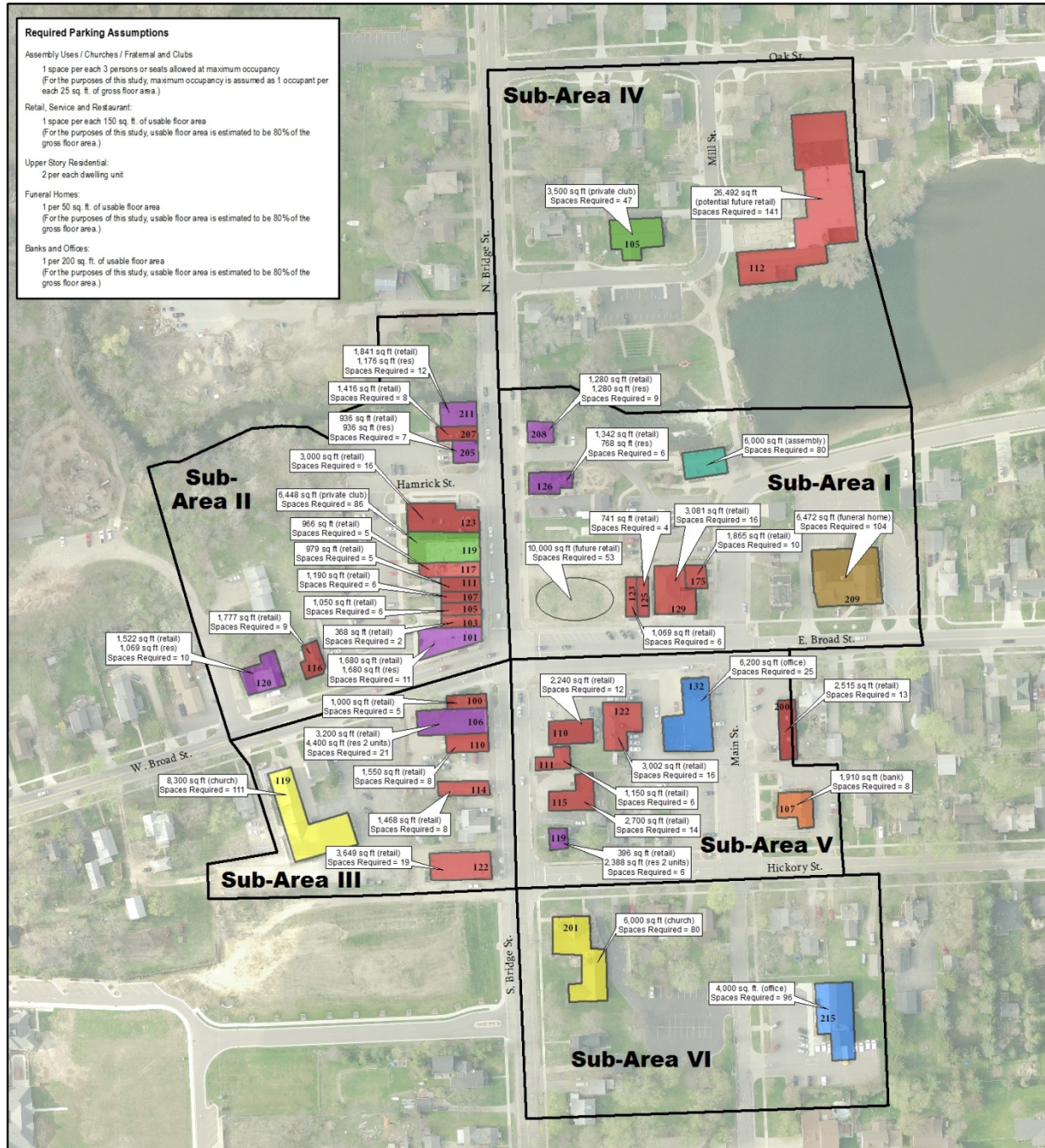
1. Assembly Uses / Churches / Fraternal and Clubs = 1 parking space per each 3 persons or seats allowed at maximum occupancy. For the purposes of this study, maximum occupancy is assumed as 1 occupant per each 25 sq. ft. of gross floor area.
2. Retail, Service and Restaurants = 1 parking space per each 150 sq. ft. of usable floor area. For the purposes of this study, usable floor area is estimated to be 80% of the gross floor area.
3. Upper Story Residential = 2 parking spaces per each dwelling unit.
4. Funeral Homes = 1 parking space per 50 sq. ft. of usable floor area. For the purposes of this study, usable floor area is estimated to be 80% of the gross floor area.
5. Banks and Offices = 1 per 200 sq. ft. of usable floor area. For the purposes of this study, usable floor area is estimated to be 80% of the gross floor area.

This evaluation represents the parking requirements for the Study Area at "full build-out", where every building in the Study Area is 100% occupied. For example, the 26,492 square foot "Evan's Building" located in Study Area IV is presently vacant; however, for the purposes of this study, it is assumed that the entire building will be occupied for retail development at future build-out. The future build-out scenario also includes the addition of a 10,000 square foot future retail building at the northeast corner of Bridge and Broad Streets.

The results of the parking requirements evaluation are displayed on the **Zoning Code Parking Requirements Map** and are summarized in the table below.

Sub-Area	Existing Parking Spaces	Required Parking Spaces	Surplus/ Deficiency
I	117	291	-174
II	85	183	-98
III	81	172	-91
IV	32	188	-156
V	50	100	-50
VI	66	96	-30
Totals	431	1,030	-599

As can be seen, there would be a significant deficiency of parking space within the Study Area at a full build-out scenario (1,030 parking spaces required versus 431 existing parking spaces for a deficiency of 599 parking spaces). Each sub-area would demonstrate a deficiency in required parking versus existing parking. The most significant deficiency would occur in Sub-Area IV, which contains only 32 existing spaces but would require 188 total parking spaces at full build-out.



The actual parking needs within downtown are likely to be less than the above zoning code calculations would indicate. Again, the above calculations assume a full build-out scenario with 100% occupancy rates. In reality, there will always be certain businesses or uses that are only used on a seasonal basis, or which are used only sparingly, such as church buildings. Additionally, some buildings within the downtown core will not devote their entire square footage for their stated use, but instead may dedicate a portion of the building for ancillary uses, such as restrooms or storage. Finally, the above zoning code analysis does not factor in the potential for shared parking reductions. The great variety of businesses, institutions and uses located in downtown means that many will have differing peak times and/or hours of operation. Banks, for example, typically have operating hours during weekday mornings and afternoons. Churches, for example, typically have peak hours on evenings and weekends. Therefore, a public parking lot which is in close proximity to both a bank and church will not need to accommodate the combined parking space demand of both the bank and church.

Business Owner Survey

In order to gauge actual and perceived parking needs within downtown, a Linden Parking Questionnaire was created and distributed to business owners within the study area in late 2014. Because the questionnaires were hand delivered, an approximately 75% response rate was achieved with 25 total responses. When asked if they felt that there was a parking problem in downtown, 11 business owners responded that there was (44%) while 14 responded that there was not (56%). Several business owners offered suggestions to address parking within downtown, which included the need for better parking signage, parking lighting, more diagonal parking on the street, and a parking structure (garage).

Chapter 4: Recommendations

Based on the analyses and conclusions outlined above, as well as direction provided by DDA Board members, local business owners, and City staff, the following recommendations are offered to improve the overall parking situation within Downtown Linden. Low cost recommendations with immediate positive results are defined as near-term strategies. Additional mid-term and long-term strategies are also recommended for later implementation. Certain recommendations are highlighted on the **Parking Recommendations Map**.

Near-Term Strategies

Public Awareness Campaign

The DDA Board should begin a public awareness campaign that will accomplish the following objectives:

1. Educate prospective visitors and customers on the locations of safe and convenient public parking, existing businesses and attractions, and the routes between parking and these businesses (sidewalks and other pedestrian routes).
2. Educate downtown business owners and employees on the importance of “reserving” prime parking spots for customers, while directing employees to park in less convenient parking spots which are less attractive to potential customers

The public awareness campaign should include the development of various maps and display materials which would be available online (City, DDA and Chamber websites, private business websites, etc.) and in print (at City Hall, in businesses, strategically located parking kiosks, bulletin boards, etc.). The DDA, City and business owners should work together to facilitate employer-based initiatives to encourage employee use of alternate modes of travel and/or car-pools.

New or Reconfigured Parking Striping

In several areas of downtown, existing on-street and off-street parking striping should be re-striped, while new and/or reconfigured parking striping should be implemented within other areas. These locations are shown on the **Parking Recommendations Map** and are described below:

1. New on-street parallel parking striping along Main Street, north of Broad Street.
2. Reconfigured on-street parking striping along Main Street, between Hickory and Broad. Currently, this area features a combination of perpendicular parking (in front of City Hall), parallel parking (in front of the public parking lot) and angled parking (in front of the bank). A reconfiguration of on-street parking is needed to create additional parking and establish consistency in parking configuration.
3. New on-street parallel or diagonal parking striping along the west side of South Bridge Street, between Hickory Street and the entrance to Caretel Inns.
4. New on-street parallel parking along Mill Street, east of North Bridge Street.

5. New on-street parallel parking along Hamrick Street, west of North Bridge Street. In order to maintain two-way traffic and accommodate on-street parallel parking on the north side of Hamrick Street, the first row of parking within the adjacent City parking lot could be shifted north.

Wayfinding Improvements

Over the years, the City has implemented a parking signage program to facilitate the easy identification of public parking lots (see photo at right). This existing signage should be the foundation for the establishment of a broader wayfinding system. Directional signage to the parking lot should be provided to help visitors locate parking resources. Then, identification signs should be located at the entrance of each parking lot which identifies it as a public parking lot. Finally, pedestrian-oriented directory signs or kiosks should be provided in strategic locations which can be used by visitors, once they have parked, to identify their specific destination and easily navigate within downtown.



An example of an existing Municipal Parking Lot Identification Sign

Proposed new wayfinding signage is shown on the **Recommended Parking Improvements Map**. New directional signs stating “P” or “Parking” with arrows should be provided along Bridge and Broad Streets, the primary vehicular entryway routes into downtown Linden. These directional signs will point visitors toward public parking lots. Certain existing public parking lots do not have identification signs. New such signs should be constructed, as shown on the improvements map. A directory sign or kiosk may not be necessary within each public parking lot. However, the improvements map shows several schematic locations for new directory signs or kiosks.



Example of a Potential Business Directory/
Kiosk Sign



Potential New
Parking
Directional Sign

Lighting, Safety and Pedestrian Comfort Improvements

The City and DDA should work to provide for uniform and aesthetic shielded lighting to achieve high visibility and safety within all parking areas. The City and DDA should also work to provide certain improvements, such as benches, shade trees and emergency phones, which would enhance comfort and security within parking lots and along pedestrian routes that connect parking lots with businesses and destinations. Improving these issues can make public parking lots which are located further from primary destinations more attractive to visitors. The pedestrian route leading from Carotel Inns along South Bridge street to downtown is a key route that should be targeted for pedestrian safety and comfort improvements.

Presbyterian Church Parking Shared Agreement

The City and DDA should explore the potential to utilize the Linden Presbyterian Church private parking lot for public use. Presently, this 55 space parking lot is largely vacant during specific times and days, including weekday mornings and afternoons. During specific times, this parking lot could then be used for public parking to support the surrounding businesses. New identification and informational signage would need to be installed so that visitors are aware of the days and times that the lot can be used by the public.

Zoning Changes

Section 10.3.4 of the City of Linden Zoning Ordinance currently exempts buildings and uses located within the Central Business District from providing new off-street parking. Recognizing the availability of existing public parking within the Central Business District (which covers the majority of this study area), the City enacted this exemption as an incentive to stimulate new development within downtown. The City and DDA should explore potential modifications or reconfigurations of this parking exemption. For example, instead of complete exemption in downtown, a parking reduction could be written into the zoning language. This would continue to provide an incentive for new development but would also achieve the construction of new private parking within downtown. Another option would be to keep the parking exemption option, but allow it only after a contribution to a dedicated downtown parking fund.

Mid- and Long-Term Strategies

Downtown Parking Fund / Payment in Lieu of Parking Program

The City and DDA should consider the establishment of a dedicated downtown parking fund to cover future public parking improvements. This can be achieved through the delineation of a special downtown parking district and establishment of a parking overlay zone within the City Zoning Ordinance. A payment-in-lieu of parking option could be implemented by the City which would provide a funding source for the parking fund. The payment-in-lieu of parking option could be configured in numerous ways. It could be crafted to provide developers a density bonus in exchange for contributions to the parking fund. It could also be crafted to allow developers to construct fewer on-site parking spaces than required by the zoning ordinance in exchange for a contribution to the parking fund for the equivalent costs of the spaces that are not constructed on-site. Another option to build the downtown parking fund is through the establishment of a special assessment district.

New Private Off-Street Parking Lots

Given their potential to accommodate a significant sized development, two key redevelopment sites within Downtown Linden will require the construction of new private off-street parking to serve their customers. These include the “Evans Building” site located on Mill Street and the former “Union Block” located at the northeast corner of Bridge and Broad Street. A public/private arrangement could be established at the time these properties are developed to allow for these lots to be used as parking for any business or destination within the vicinity.

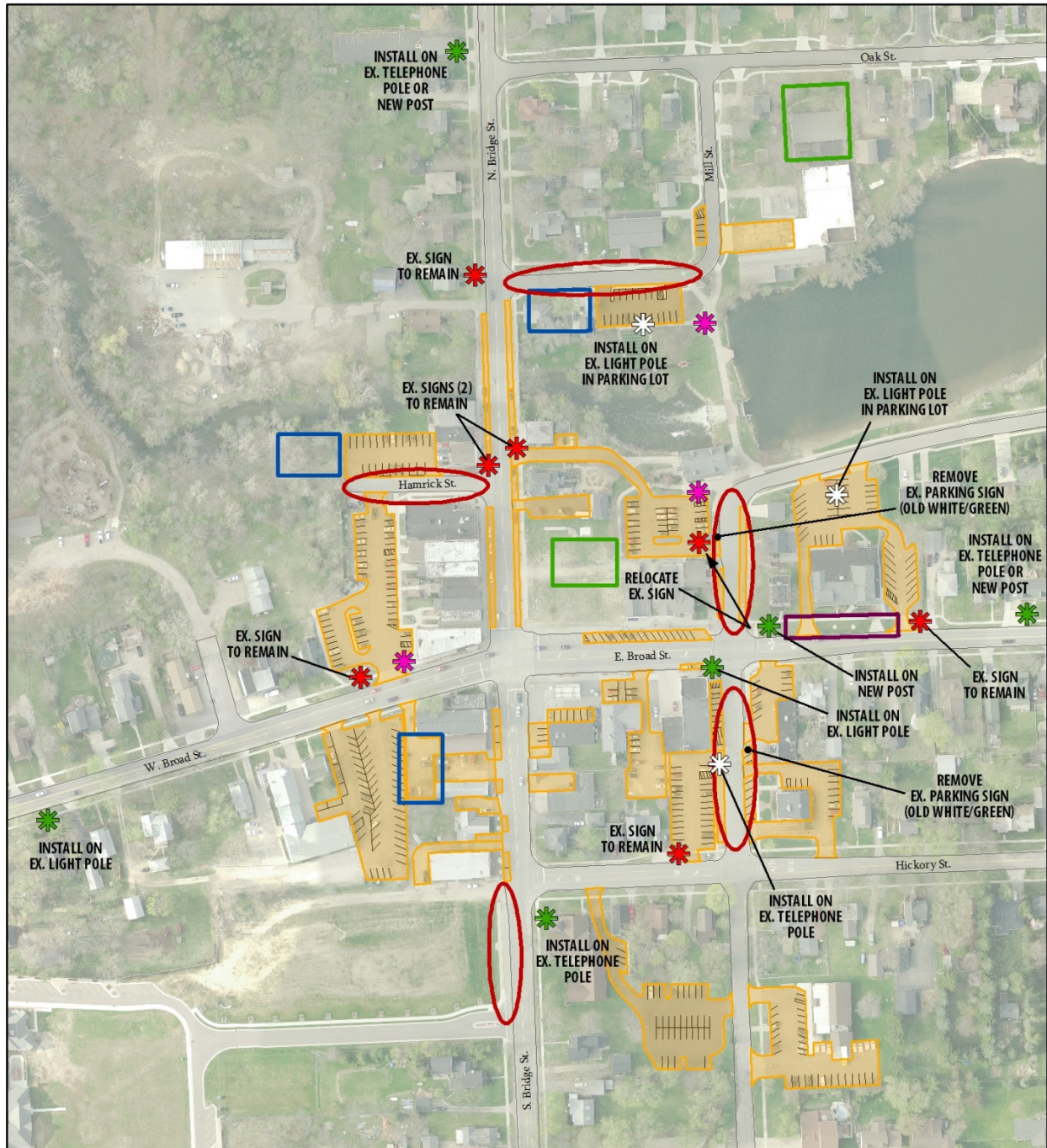
New Public On-Street and Off-Street Parking

As a long-term goal, the City and DDA should seek to construct additional on-street and off-street parking within Downtown Linden, where necessary to accommodate increased parking demands. Although space for new public parking construction is generally limited within the study area, the following opportunities for new public parking may exist:

1. New on-street parallel or diagonal parking could be accommodated along East Broad Street, east of Main Street. Presently, the existing sidewalk in this area is located approximately 20 feet from the street edge, which could allow for new on-street parking.
2. The existing 22 space public parking lot on the north side of Hamrick Street could potentially be expanded further to the west.
3. The existing 21 space parking lot on the south side of Mill Street could potentially be expanded further to the west.
4. An existing unimproved and underutilized private parking area behind the businesses along the west side of South Bridge Street could potentially be improved and converted to public parking.
5. Other underutilized or vacant sites may become available in the future for lease or purchase for use as public off-street parking. The City and DDA should carefully evaluate such opportunities, where necessary to accommodate increased parking demands.

Promote Pedestrian, Non-Motorized, Ride-Sharing, Transit and other Alternatives to Vehicular Travel

As a long-term strategy to reduce the overall demand for parking, the City and DDA should encourage and promote alternatives to vehicular travel to and within Downtown Linden. Pedestrian improvements, such as benches and sidewalks, would enhance mobility within the study area and could lead to higher use of parking lots which are further away from the business core. Non-motorized improvements such as bicycle racks and canoe/kayak storage racks would allow for visitors to arrive by bicycle or boat as opposed to their car. The support of ride-sharing and transit alternatives, such as an employee car pool program, shuttle bussing during peak weekends, and dial-a-ride service would additionally lessen the need for vehicular parking spaces.

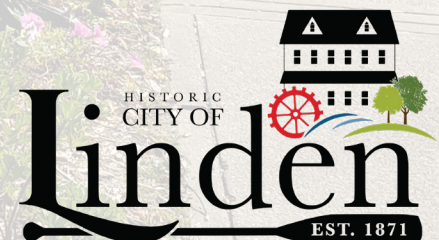




CITY OF LINDEN

MASTER PLAN UPDATE

Adopted by the Linden City
Council on February 13, 2023



Resolution No. 04-23
Adoption of City of Linden Master Plan
City Council, City of Linden, Genesee County, Michigan

WHEREAS, The City of Linden has established a Planning Commission under the Planning Enabling Act, Public Act 33 of 2008, as amended; and,

WHEREAS, The City of Linden Planning Commission is required by Section 31 of said Act to prepare and adopt a master plan as a guide for the physical development of the city; and,

WHEREAS, The City of Linden Planning Commission, with the assistance of a specially appointed Master Plan Steering Committee, oversaw a planning process that included significant public input through a variety of engagement methods, including focus group discussions, workshops, surveys and public meetings; and,

WHEREAS, A proposed master plan was prepared and was approved for distribution by the Linden City Council on November 14, 2022 and was subsequently submitted for review in accordance with Section 41 of said Act; and,

WHEREAS, The proposed master plan was presented to the public at a hearing held on February 6, 2023, before the Planning Commission, with notice of the hearing being provided in accordance with Section 43 of said Act; and,

WHEREAS, The City of Linden Planning Commission determined that the plan is appropriate for the future development of the city; and,

WHEREAS, The City of Linden Planning Commission, on February 6, 2023, recommended adoption of the City of Linden Master Plan and submitted the plan to the Linden City Council for final adoption;

NOW THEREFORE BE IT RESOLVED THAT, The City of Linden City Council concurs with the recommendation of the Planning Commission and does hereby adopt the City of Linden Master Plan.

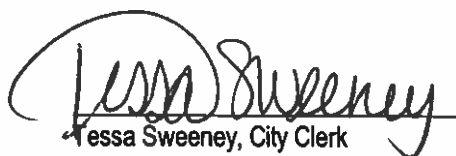
Ayes: Cusson, Armstrong, Dick, Howel, Culbert, Simons

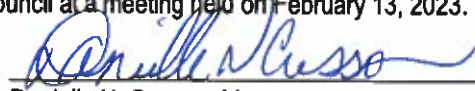
Nays: None

Absent: MacDermaid

Adopted February 13, 2023

I, Tessa Sweeney, Clerk of the City of Linden, do hereby certify the foregoing to be a true and correct copy of a resolution that was adopted by the Linden City Council at a meeting held on February 13, 2023.


Tessa Sweeney, City Clerk


Danielle N. Cusson, Mayor

**Resolution Recommending Adoption
City of Linden Master Plan**

Planning Commission, City of Linden, Genesee County, Michigan

WHEREAS, The City of Linden has established a Planning Commission under the Planning Enabling Act, Public Act 33 of 2008, as amended; and,

WHEREAS, The City of Linden Planning Commission is required by Section 31 of said Act to prepare and adopt a master plan as a guide for the physical development of the city; and,

WHEREAS, The City of Linden Planning Commission, with the assistance of a specially appointed Master Plan Steering Committee, oversaw a planning process that included significant public input through a variety of engagement methods, including focus group discussions, workshops, surveys and public meetings; and,

WHEREAS, A proposed master plan was prepared and was approved for distribution by the Linden City Council on November 14, 2022 and was subsequently submitted for review in accordance with Section 41 of said Act; and,

WHEREAS, The proposed master plan was presented to the public at a hearing held on February 6, 2023, before the Planning Commission, with notice of the hearing being provided in accordance with Section 43 of said Act; and,

WHEREAS, The City of Linden Planning Commission has determined that the plan is appropriate for the future development of the city; and,

WHEREAS, The Linden City Council has reserved for itself final adoption of the plan as authorized by Section 43 of said Act;

NOW THEREFORE BE IT RESOLVED THAT, The City of Linden Planning Commission does hereby recommend adoption of the City of Linden Master Plan, with plan revisions as noted in the minutes, including all maps and documents included and submits the plan to the Linden City Council for final adoption.

Moved by: Cullbert Yeas 9.

Supported by: Pyszora Nays None

Lisa Sweeney
City Clerk

2/7/2023
Date

Acknowledgments

City Council

Danielle Cusson, Mayor
Ray Culbert
Brad Dick
Pamela Howd
Heather MacDermaid
Brenda Simons
Aaron Wiens

City Manager

Ellen Glass

Planning Commission

Daniel Cusson, Chair
Victor Lukasavitz, Vice Chair
Benjamin Cox
Ray Culbert
Brad Dick
John Hartranft
Stephanie Johnson
Kevin Pyszora
Michael Simons

Downtown Development Authority

Jeanine Sapelak, Chair
Steve James, Vice Chair
Heather MacDermaid, City Council Rep
Keri Burns
Tate Marisa
Krystal Payne
Michelle Robins
Karen Stroud
Marta Wright



132 E. Broad Street
Linden, MI 48451
www.lindenmi.us

Master Plan Steering Committee

Danielle Cusson, Mayor
Libby Elliott, former Planning Commission
Ellen Glass, City Manager
John Hartranft, Planning Commission
Stephanie Johnson, Planning Commission
Bryan Mulanix, Comm./Econ. Devel. Director
Greg Vadasz, Linden Schools

Assistance Provided By:



500 Griswold, Suite 2500
Detroit, MI 48226
www.wadetrim.com



17195 Silver Parkway #309
Fenton, MI 48430
www.cibplanning.com

This page is intentionally left blank.

Table of Contents

City of Linden Master Plan Update

Adopted by the Linden City Council on February 13, 2023

1. Introduction

Authority to Plan.....	1
Purpose of the Plan.....	2
Plan Organization.....	2
Location and Regional Context.....	2
Concurrent Planning Effort: Economic Development and Marketing Strategy.....	4
Planning Process.....	4
Public Engagement.....	4

2. Executive Summary

Socioeconomic Profile.....	7
Natural Resources Assessment.....	8
Existing Land Use Analysis.....	10
Transportation Analysis.....	10
Infrastructure Analysis.....	10
Goals and Objectives.....	10
Circulation Plan.....	11
Future Land Use Plan.....	11
Priority Redevelopment Sites.....	11
Implementation Strategy.....	11

3. Socioeconomic Profile

Methodology.....	13
Population.....	14
Age Distribution.....	14
Race and Ethnicity.....	15
Households.....	15
Household Characteristics.....	17
Housing.....	17
Housing Occupancy and Tenure.....	17
Housing Types.....	18
Age of Structures.....	18

Housing Values.....	19
Housing Affordability.....	19
Income and Poverty.....	20
Educational Attainment.....	20
Employment.....	21
Commuting Habits.....	21

4. Natural Resources Assessment

Climate.....	26
Topography.....	26
Woodlands.....	26
Wetlands.....	26
Water Bodies.....	28
Soil Associations.....	28

5. Existing Land Use Analysis

Survey Methodology.....	33
Land Use Analysis.....	34

6. Community Facilities Analysis

Transportation.....	39
Community Services and Facilities.....	43

7. Goals and Objectives

Exceptional Community Character.....	48
Vibrant Residential Neighborhoods.....	48
Thriving Economy and Business Districts.....	49
Balanced Circulation Network.....	49
Community Sustainability.....	49
First-Class Community Services.....	50

8. Circulation Plan

Why Complete Streets?.....	51
Circulation Plan.....	52

9. Future Land Use Plan

Future Land Use Map and Classifications.....	62
----------------------------------------------	----

10. Priority Redevelopment Sites

Priority Redevelopment Sites Identification.....	66
Overcoming Redevelopment Challenges.....	66
Priority Redevelopment Sites Recommendations.....	68

11. Implementation Strategy

Tenets of Successful Implementation..... 75

Zoning Plan..... 77

Implementation Matrix..... 78

Appendix

- A. Citizen Survey Results Summary
- B. Focus Group Discussions Results Summary
- C. Visioning Workshop Slide Presentation

This page is intentionally left blank.

Introduction

Authority to Plan

The City of Linden Planning Commission prepared this Master Land Use Plan under the authority of the Michigan Planning Enabling Act, Public Act 33 of 2008. Article 3, Section 125.3831 of the Act states:

A planning commission shall make and approve a master plan as a guide for development within the planning jurisdiction:

- a) *In the preparation of a master plan, a planning commission shall do all of the following, as applicable:*
 - 1) *Make careful and comprehensive surveys and studies of present conditions and future growth within the planning jurisdiction with due regard to its relation to neighboring jurisdictions.*
 - 2) *Consult with representatives of adjacent local units of government in respect to their planning so that conflicts in master plans and zoning may be avoided.*
 - 3) *Cooperate with all departments of the state and federal governments, public transportation agencies, and other public agencies concerned with programs for economic, social, and*



CITY OF LINDEN
MASTER PLAN UPDATE

physical development within the planning jurisdiction and seek the maximum coordination of the local unit of government's programs with these agencies.

Purpose of the Plan

Article 1, Section 125.3807 of the Michigan Planning Enabling Act, Public Act 33 of 2008 gives a summary of the purpose of a master plan:

The general purpose of a master plan is to guide and accomplish, in the planning jurisdiction and its environs, development that... is coordinated, adjusted, harmonious, efficient, and economical; considers the character of the planning jurisdiction and its suitability for particular uses, judged in terms of such factors as trends in land and population development; and will, in accordance with present and future needs, best promote public health, safety, morals, order, convenience, prosperity, and general welfare.

Additionally, the master plan should provide a general statement of the community's goals and a comprehensive vision of the future. It should also serve as the statutory basis for the Zoning Ordinance, and as the primary policy guide for local officials considering development proposals, land divisions, capital improvements, and other matters related to land use and development, pursuant to section 203(1) of the Michigan Zoning Enabling Act, Michigan Public Act 110 of 2006.

Every community's master plan is unique, focusing on important issues and challenges specific to that community. This Master Plan is designed to highlight local issues and to identify solutions to meet local needs.

Plan Organization

The Master Plan report is comprised of eleven sections. The first section of the Master Plan is the Introduction, which gives an overview of the Master Plan and the City of Linden. The second section is the Executive Summary, which serves as a summary of the major findings and conclusions of the Master Plan for quick reference purposes.

The next four sections (Socioeconomic Profile, Natural Resources Assessment, Existing Land Use Analysis and

Community Facilities Analysis) form the background studies portion of the Master Plan. These sections highlight important conditions, characteristics, and trends within the City of Linden that have direct impacts on current and future land use.

Goals and Objectives form the seventh section of the Master Plan. The goals and objectives are formulated through citizen input and participation, and are presented to guide future development. The goals and objectives also consider the key land use trends, population trends, natural resources, and other issues presented in the background information sections. The goals and objectives are the written "vision" for the future of the City of Linden.

The long-range planning recommendations are detailed in three sections of the plan: Circulation Plan; Future Land Use Plan; and, Priority Redevelopment Sites. These sections establish the key strategies -- related to circulation, future land use and redevelopment -- that the city will employ to achieve the vision described in the Goals and Objectives section.

The final section of the plan is the Implementation Strategy. This section serves as a guide for implementing the recommendations in the Master Plan. An important component of the Implementation Strategy is a zoning plan, which takes into consideration the existing ordinances, populations, and future needs of the community in analyzing recommended zoning changes.

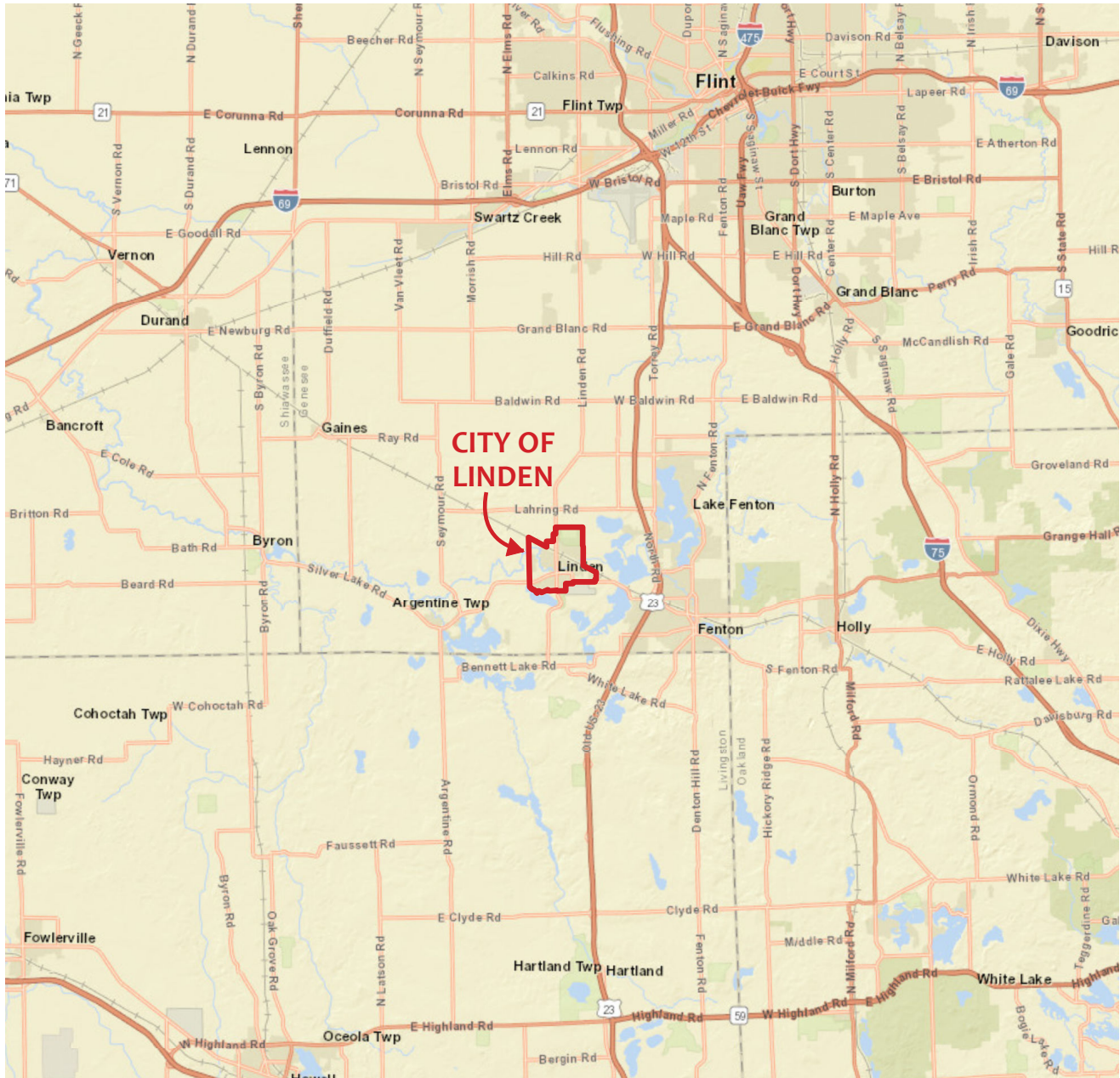
Location and Regional Context

The City of Linden is located in the southwestern corner of Genesee County, in the mid-Michigan region. Genesee County is a county home to rural communities, small towns, and the City of Flint. The county features several environmental amenities such as lakes, rivers, and forest lands. There is abundant farmland in most of the outer ring of the county.

The nearest communities to the City of Linden include the City of Fenton to the southeast and Fenton Township, surrounding the city. Larger communities are also located within a short distance from the City of Linden, including Flint (15 miles northeast), Lansing (40 miles southwest), Detroit (50 miles southeast), and Saginaw (40 miles northeast). Major regional transportation routes include Interstate 75, Interstate 69, Interstate 475, U.S. Highway 23, M-54, and M-21.

Regional Context Map

City of Linden Master Plan Update



Service Layer Credits: Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, (c) OpenStreetMap contributors, and the GIS User Community

August 2021

0 2.5 5 Miles



\\dk-vsl\projects\jdn6009\end\GIS-data\Project6\context.mxd



Concurrent Planning Effort: Economic Development and Marketing Strategy

Concurrent with the development of this Master Plan, the city prepared an Economic Development and Marketing Strategy. Although separate documents, the Economic Development and Marketing Strategy and this Master Plan work together to achieve the preferred vision for the future of the City of Linden.

The economic development component of the strategy answers the question of “why invest in Linden.” It expresses an optimistic tone and positive expectations for the future, outlines key economic development actions, and establishes performance measures that are both meaningful and readily updated.

The most successful communities have a clear strategy that describes how they intend to attract investment, build tax base, create jobs, visitors and new residents. The marketing component of the strategy must establish a framework for a coordinated telling of Linden’s unique story.

Planning Process

This Master Plan was developed over a nearly two-year period starting in the Spring of 2021. The graphic to the left identifies key points in the planning process.

Ultimately, the Master Plan was adopted by the Linden City Council on February 13, 2023, after a recommendation by the City Planning Commission was made on February 6, 2023.

Public Engagement

This Master Plan (and the Economic Development and Marketing Strategy) was developed with significant input received from members of the community, achieved through a variety of engagement methods. Dozens of community leaders including members of the elected and appointed bodies of the city contributed toward the development of the plan. Hundreds of citizens and stakeholders provided input during the course of the planning process.

Notably, a Steering Committee was formed and met on a regular basis to oversee the development of the Master Plan. They helped formulate the public engage-

ment process and methods, worked to spread the word about the project, reviewed project drafts, and provided valuable feedback to the technical consultant team.

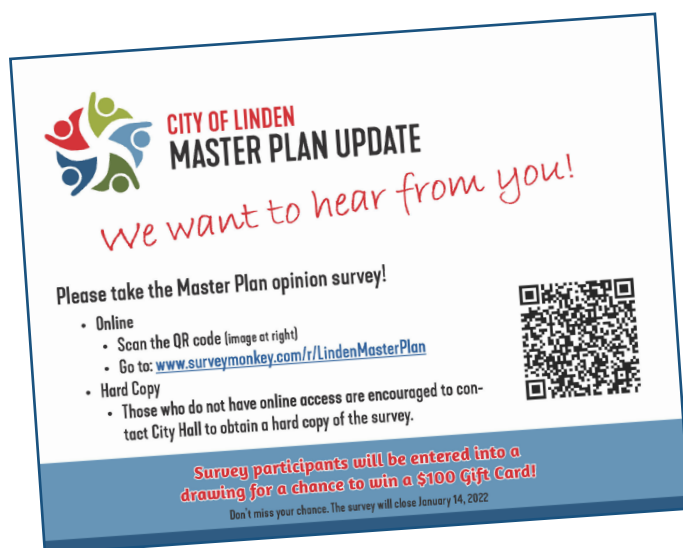
Public engagement methods included a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis Session with the Steering Committee, a Recreational Workshop with the Parks and Recreation Commission, a Mill Building Survey, and a booth at public events. Information about the Master Plan was made available through a project web page, press releases, social media posts, quarterly city newsletters, and school newsletters.

The following is a summary of the three primary engagement methods employed during the development of this Master Plan. A detailed summary of the feedback received through each of these engagement methods is included in the **Appendix**.

Citizen Survey

In late 2021 and early 2022, a citizen survey was facilitated. Available in both paper and electronic formats, the survey was highly successful and generated 624 total responses. More than 85% of the respondents were citizens.

The feedback received from the survey had a significant influence on key recommendations included in this Master Plan. A summary of the feedback received and conclusions gained by the survey is included as **Appendix A: Citizen Survey Results Summary**.



Focus Group Discussions

In April 2022, a series of topic-based focus group discussions were held during the course of one morning at the VFW Hall in Linden. The three topics of discussion were:

- Land Use, Redevelopment & Economic Development
- Community Life
- Youth

The discussions were attended by approximately 15 community stakeholders, selected by the city as representative of different elements of the community including:

- Citizens
- Business owners
- Property owners
- Real estate professionals
- Schools
- Religious organizations
- City government

A summary of the feedback received and conclusions gained from the discussions is included as **Appendix B: Focus Group Discussions Results Summary**.

Visioning Workshop

In July 2022, a public visioning workshop was held at the Loose Senior Citizens Center in Linden. The workshop began with a presentation on the purpose of a master plan, results of the public engagement received up to that point, and strategic opportunities for the future, including an introduction to the Ten Principles of Smart Growth. Following the presentation, participants participated in two different small group exercises. The first exercise asked the small groups to work together to identify how key smart growth principles could be applied within Linden. The second exercise asked the small groups to work together to identify and brainstorm opportunities for priority redevelopment sites within Linden. The feedback received during the workshop had a direct influence on the development of key recommendations of this plan, particularly the Priority Redevelopment Sites. The slide presentation from the visioning workshop is included as **Appendix C: Visioning Workshop Slide Presentation**.

Master Plan Update - What's New?

This Master Plan is an update to the city's prior Master Plan, which was adopted on January 24, 2011. This new Master Plan documents and evaluates the trends changes which have occurred over the past decade while addressing contemporary issues and challenges the city is currently facing.

At the time the 2011 Master Plan was being prepared, the country was still in the midst of a nation-wide housing and economic recession. Largely, new growth and development had been halted within Linden and the surrounding areas. However, Linden slowly emerged from the recession and is once again experiencing steady growth and new development. New projects which have been developed within Linden since the adoption of the 2011 Master Plan include:

- Near full build-out of several subdivisions which were started in the early 2000's including Forest Ridge Glens and Saddlebrook
- Caretel Inns/Symphony of Linden senior care facility expansion
- Loose Senior Center expansion
- Willow Haven apartments expansion
- Sandal Wood Village new senior housing development
- New commercial development in the West Broad Street business district
- Redevelopment of the former "Union Block" building as a new two-story, mixed-use building
- Redevelopment of the B&B Market

In comparison to the 2011 Master Plan, this planning effort is more comprehensive in scope and outlines a proactive strategy for land use, development, economic development, circulation and quality of life. Each section contained in this Master Plan has been updated to reflect a refreshed vision for the future. Notably, the Circulation Plan and Priority Redevelopment Sites sections are new elements that were not contemplated in the 2011 Master Plan.

Executive Summary

The executive Summary is provided to highlight major findings of each section for quick reference purposes.

Socioeconomic Profile

The socioeconomic profile provides insight into the social characteristics of the residents, the housing stock, and the economy of the City of Linden. This insight is important for developing timely and appropriate community policies in order to meet the diverse and changing needs of the population.

Population

Over the past few decades, the population of Linden has risen with an overall upward trend. The recently released 2020 Census indicates a total population of 4,142 for the City of Linden, an increase of 3.8% from its 2010 population. Population estimates for 2021 provided by ESRI indicate a 2021 population of 4,286. ESRI projects modest population growth over the next five years, increasing to 4,295 residents by 2026. According to Genesee County Long Range Transportation Plan population projections, the city will increase to 4,514 residents by 2040, a 9% increase from its 2020 population.

Comparatively, Genesee County exhibits a different trend, of a fluctuating population that has been in decline since 1980. However, based on the Genesee County Long Range Transportation Plan population projections, Genesee County is expected to halt recent declines and once again begin to grow. Genesee County is expected to increase in population by 3.5% from 2020 to 2040.



CITY OF LINDEN
MASTER PLAN UPDATE

The majority of the city's population is within the Family Formation years and the Empty Nest years age groups (20-64 years of age). The median age is 41.5 years, which is only slightly older than the average age for the county and for the State of Michigan. In terms of race and ethnicity, Linden residents are primarily white and non-Hispanic, with racial minorities making up a small percent of the population.

Housing

The majority of the city's housing stock is single-family dwelling units that are owner-occupied. When compared to the number of owner-occupied units, there are very few renter-occupied units (almost 18% of all occupied units). At present, there is an estimated total of 1,749 housing units in Linden; of these units, 1,672 are occupied, suggesting there may be need for additional, diverse housing options in the future as the population grows. In terms of age, more than half of city housing units were built in 1980 or more recently - a higher percentage than Fenton Township, Genesee County and the State of Michigan.

Housing values are a meaningful indicator to determine both housing quality and affordability. According to the 2021 ESRI Housing Profile, the median home value in the City of Linden is \$193,552. This value is higher than both the county and state median home values.

Economy

Income and poverty levels are helpful measures of the economic health of a community. In Linden, the estimated median household income is \$72,587, which is considerably higher than the median household income for Genesee County (at \$50,805) and Michigan (at \$58,537). Approximately 6.5% of the entire Linden population is living below the federal poverty line, and nearly 5% of the population over the age of 65 is below the poverty line. However, the city's poverty levels are much lower than the county and state.

Nearly 95% of Linden's population has received a high school diploma (or the equivalent). Comparatively, just under 90% of Genesee County's population has received a high school diploma (or the equivalent). Just over 30% of Linden's population has received a bachelor's degree, in comparison to Genesee County at just over 20%. Educational attainment is often an indicator for financial success and economic health in a community. The level of education contributes to the employ-

ment opportunities and industries that will meet the skills of the local work force.

The major industry sectors in which the citizens of Linden are employed include Health Care/Social Assistance, Manufacturing, and Construction. Together, these three industry sectors employ nearly 50% of Linden's citizens.

Employment by occupation statistics provide a deeper understanding of the city's workforce characteristics. Approximately 65% of the employed citizens in Linden are in "white collar" occupations. Examples of white collar occupations include management, financial, social services, health care, education and the arts. Approximately 25% of employed residents are in "blue collar" occupations, such as construction, production, and transportation. The remaining 10% of employed citizens are in "service" occupations, such as food services and personal care services.

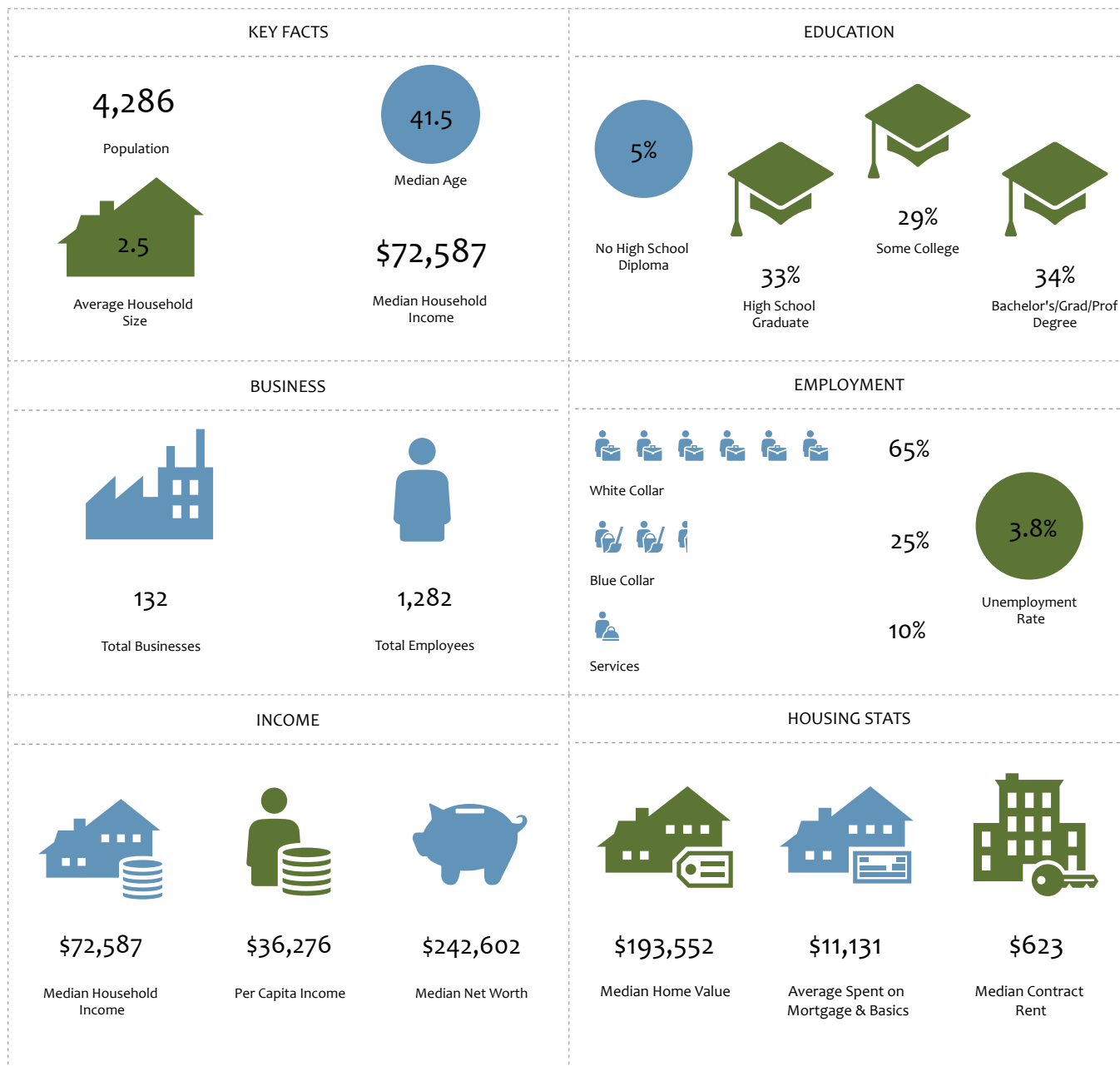
It is important to note that only 55.7% of the total population in Linden are in the workforce, according to the 2021 ESRI Civilian Labor Force Profile. This may suggest that many of the residents are of retirement age, or are children.

Natural Resources Assessment

Climate

The City of Linden has a seasonal climate, with temperatures ranging from below 0-degree Fahrenheit in the winter to over 90 degrees Fahrenheit in the summer months. The county gets a decent amount of precipitation, totaling nearly 69 inches of snow and rainfall annually.

The city is located in the Midwest region, which, through the effects of climate change, may experience increased rainfall, increased humidity, and decreased agricultural productivity. Additionally, Linden's natural assets will be more susceptible to invasive species and decreased biodiversity. Over time, the city may experience increased extreme weather events, such as floods or droughts. These events will also place stresses on man-made infrastructure, such as roads, pipes, homes, and more.



This infographic contains data provided by Esri, Esri and Data Axle. The vintage of the data is 2021, 2026.

© 2021 Esri

Topography

The topography of Linden is flat or gently sloped. While there are some areas of steeper elevation, the city's elevation ranges only 80 feet from 860 feet above sea level to 920 feet above sea level (see **Map 1**). Those areas with lesser slopes are more suitable for land development.

Vegetation

Woodlands and forests are not considered a primary natural feature found throughout the city, as most of Linden is developed. However, mature street trees

and neighborhood trees are prevalent throughout the city. The woodlands of Eagle's Wooden Park and other lands along the Shiawassee River offer many opportunities for scenic and recreation attraction.

Wetlands and Watercourses

The Shiawassee River and its associated wetlands serve as the predominant water body in the City of Linden. The river is controlled by a dam, which has created the Mill Pond just east of Bridge Street. Located on the southwestern edge of the city is Byram Lake, totaling 133 acres in area.

Wetlands are an additional, extremely important, natural resource found within the city (see **Map 2**). These wetlands present themselves in a variety of forms, and many of the wetlands are protected by state and federal governments.

There are eight different prominent soil associations within Genesee County that may be present in Linden (see **Map 3**). Some of the soils are suitable for development, while others are more problematic.

Existing Land Use Analysis

An analysis of the existing land development informs the decisions made concerning proposals for new development and future development (see **Map 4**).

The heart of the city - downtown Linden - is located where the historic travel routes of Broad Street, Bridge Street and the Shiawassee River converge. Downtown Linden features a diverse mixture of land uses that include commercial, office, institutional and residential. Numerous mixed-use buildings are found in downtown. Downtown Linden has significant historic character and is a state designated Historic District.

Surrounding downtown Linden are the city's well established residential neighborhoods. These neighborhoods are predominantly characterized by single-family detached homes, many of which are historic. However, some neighborhoods do include a mixture of two-family dwellings (duplexes). Multiple family residential uses are scattered around the city, primarily along its major roads such as North and South Bridge Street.

Beyond downtown, the city features two additional commercial districts: North Bridge Street, south of Rolston Road; and, West Broad Street, near Hyatt Lane. These commercial districts feature a combination of commercial and office uses.

Minimal industrial lands are found within the city, along the railroad tracks in its northern end.

is named Linden Road. Except for a few small county road segments and some private streets, the remainder of the roads in the city are owned and maintained by the city (see **Map 5**). One railroad traverses on a diagonal through the north-central portion of the city.

The city's sidewalk network is largely complete within downtown and the immediately surrounding neighborhoods. Outside of this area, some street segments, including some neighborhood streets, do not have sidewalks (see **Map 6**). Key sidewalk gaps in the city include along Hyatt Lane and Stan Eaton Drive, both of which are important connections to the two elementary schools.

Infrastructure Analysis

The City of Linden, in partnership with other governmental and private entities, provides a complete array of public and emergency services for its citizens. These services include water supply, sanitary sewer service, refuse collection, recycling service, storm sewers, police, fire, and emergency medical services.

Institutional land uses, including municipal facilities, schools, cemeteries, and churches, are scattered throughout the city to serve its residents. Linden operates four city parks. In addition to these, numerous private recreational facilities (golf courses) and open spaces (subdivision/condominium open space) are found (see **Map 7**).

Goals and Objectives

The City of Linden has established a series of goals and objectives which describe the desired character, quality, and pattern of development for the physical development of the city and embody the strategic direction the city will take to achieve its desired character. Goals and objectives are outlined to achieve six key attributes:

1. Exceptional Community Character
2. Vibrant Residential Neighborhoods
3. Thriving Economy and Business Districts
4. Balanced Circulation Network
5. Community Sustainability
6. First-Class Community Services

Transportation Analysis

Two key road arteries lead to the City of Linden: Broad Street from the east and west; and, Bridge Street from the north and south. Outside the city limits, Broad Street is named Silver Lake Road, while Bridge Street

Circulation Plan

The city has established a long-term plan to accomplish a balanced circulation system of vehicular and nonmotorized transportation. This plan is centered on the concept of “complete streets” – streets which are designed to accommodate pedestrians bicyclists, motorists and users of all ages and abilities. The Future Circulation Plan (**Map 8**) outlines a vision for two multi-modal main streets (Bridge and Broad Streets), along with complementary local streets, sidewalks, shared use paths and the Shiawassee River State and National Water Trail.

Future Land Use Plan

The City of Linden has created a plan for future land use to serve as a guide for the future development of the city. The plan establishes and describes eleven future land use classifications and the Future Land Use Map (**Map 9**) prescribes the geographic extent of these classifications across the city:

1. Single Family Residential
2. Historic/Core Residential
3. Mixed Residential
4. Multiple Family Residential
5. Manufactured Housing
6. Mixed-Use
7. Central Business District
8. Commercial
9. Office
10. Light Industrial
11. Recreation/Open Space

The future land use plan seeks to protect and enhance the exceptional character of the city, embodied by downtown Linden and the safe and walkable neighborhoods which surround it. The plan seeks to preserve existing recreational and open spaces, while identifying locations where new development and redevelopment may occur in a manner that complements the established land use fabric of the city.

Priority Redevelopment Sites

Recognizing the need for a strategic focus on redevelopment, the city has identified four priority redevelopment sites. Listed below and shown on **Map 10**, the city believes that the redevelopment of these sites would serve as a catalyst for further community enhancements:

1. Evan’s Building
2. DPW Yard
3. Parkside
4. Old Theater

Implementation Strategy

An implementation strategy has been prepared which identifies the actions needed to transform the plan’s vision into reality. Of particular importance are recommendations for future zoning ordinance updates that would work to implement the vision of the Master Plan.

This page is intentionally left blank.

Socioeconomic Profile

Socioeconomic characteristics are essential components in the development of any master plan and a continuing planning process. While an evaluation of the community's current situation provides insight into immediate needs and deficiencies, forecasts and projections provide a basis for determining future land use requirements, public facility needs, and essential services.

By examining socioeconomic characteristics such as population, income, and employment base, a community can identify trends and opportunities that will influence future land use decisions and policy choices. Since certain socioeconomic analyses have an identifiable impact upon the future of a community, appropriate sections have been detailed to relate social trends to future economic considerations. Secondly, the socio-economy of a city does not function in a vacuum. Consequently, this analysis is benchmarked, when appropriate, to larger socioeconomic environments and trends.

Methodology

This socioeconomic profile relies on several key data sources. Figures from the decennial U.S. Census reports, including the most recent 2020 Census, are utilized, where available. Another key data source is Esri, who produces independent demographic and socioeconomic updates and forecasts for the United States using a variety of data sources, beginning with the latest Census base and adding a mixture of administrative records and private sources to capture change. Esri



CITY OF LINDEN
MASTER PLAN UPDATE

data is available for 2021, with 5-year forecasts for the year 2026. Finally, data on certain detailed demographic topics is only available through the American Community Survey (ACS) 5-year estimates, made available by the U.S. Census Bureau.

Population

Population growth is the most important factor influencing land use decision in any community. If the population is growing, there will be an increased need for housing ,commerce, industry, parks and recreation, public services and facilities, and roads. **Table 1** shows the population trends from 1960 through the most current 2020 Census for the City of Linden, Fenton Township, Genesee County, and the State of Michigan. Since 1960, the City of Linden’s population has grown more than three times in size, increasing from 1,146 people in 1960 to 4,142 in 2020, a growth rate of 261%.

Similar positive population growth trends are occurring within Fenton Township, which surrounds Linden, and the State of Michigan as a whole. In contrast, the population in Genesee County has fluctuated, with a peak population of 450,449 in 1980, but recent declines place the County’s population at only 406,211 as of 2020.

The Genesee County 2040 Long Range Transportation Plan developed a population projection for the City of Linden and for Genesee County. Historically, though both geographies have increased in population since

1960, their trajectories have differed. However, the Long Range Transportation Plan projects that the populations in both the City of Linden and Genesee County will increase steadily towards 2040. The City of Linden’s population is estimated to grow to about 4,500 people by 2040. The population in Genesee County is also projected to increase to about 423,000, which is larger than the county’s population in 1960, but smaller than the population was in 1970.

Age Distribution

An age distribution analysis is used by demographers and policy makers to anticipate future changes and needs in housing, resource/goods consumption, medical care, education, and recreation. In this analysis, five general life cycles are defined:

- Preschool (0-4 years)
- School (5-19 years)
- Family Formation (20-44 years)
- Empty Nest (45-64 years)
- Elderly (65 years or older)

As shown by **Table 3**, the majority of Linden’s population is within the Family Formation years and the Empty Nest years age groups (20-64 years of age). In 2010, 52.7% of the population was in these age groups; this is expected to decline to 51.3% by 2026. In 2010, 27.3% of the city’s population was 19 years old or younger; this

Table 1: Population Trends, 1960-2020

Population Trends							
Unit of Government	1960	1970	1980	1990	2000	2010	2020
City of Linden	1,146	1,546	2,174	2,415	2,861	3,991	4,142
Fenton Township	12,761	8,850	11,744	10,055	12,968	15,552	16,843
Genesee County	374,313	445,589	450,449	430,459	436,141	425,790	406,211
Michigan	7,823,194	8,875,083	9,262,070	9,295,297	9,938,444	9,883,640	10,077,331

Source: 1960 - 2020 U.S. Census

Table 2: Population Projections, 2020-2040

Population Projections						
Unit of Government	2020	2025	2030	2035	2040	% Change
City of Linden	4,142	4,239	4,342	4,417	4,514	9.0%
Genesee County	406,211	410,384	411,749	416,286	423,030	4.1%

Source: 2040 Long Range Transportation Plan Summary Document by GeneSEE the Future: Mobility 2040
<https://forwardtogethergenesee.org/wp-content/uploads/2020/12/Genesee-County-2040-Long-Term-Transportation-Plan-2018.pdf>

Table 3: Age Distribution, 2010-2026

Age Distribution												
Age Range	City of Linden			Fenton Township			Genesee County			Michigan		
	% in 2010	% in 2026	Change in %, 2010-2026	% in 2010	% in 2026	Change in %, 2010-2026	% in 2010	% in 2026	Change in %, 2010-2026	% in 2010	% in 2026	Change in %, 2010-2026
0 - 4 Years Old	7.3%	6.4%	-0.9%	5.4%	4.7%	-0.7%	6.4%	5.6%	-0.8%	6.0%	5.3%	-0.7%
5 - 19 Years Old	20.0%	20.5%	0.5%	21.2%	17.4%	-3.8%	21.5%	18.2%	-3.3%	20.8%	17.7%	-3.1%
20 - 44 Years Old	29.7%	28.2%	-1.5%	26.8%	26.7%	-0.1%	30.7%	30.2%	-0.5%	31.5%	30.9%	-0.6%
45 - 64 Years Old	23.0%	23.1%	0.1%	32.9%	26.6%	-6.3%	27.7%	25.0%	-2.7%	28.0%	24.8%	-3.2%
65 Years and Older	19.9%	21.8%	1.9%	13.8%	24.7%	10.9%	13.7%	21.0%	7.3%	13.7%	21.1%	7.4%

Source: 2021 ESRI Demographic and Income Profiles

Table 4: Median Age, 2010-2026

Median Age				
Year	City of Linden	Fenton Township	Genesee County	Michigan
2010	39.4	42.6	38.3	38.8
2026	41.1	46.0	41.6	41.7
Change, 2010-2026	1.7	3.4	3.3	2.9

Source: 2021 ESRI Demographic and Income Profiles

is expected to decline to 26.9% by 2026. Finally, 19.9% of the city population was 65 years and older in 2010. By 2026, this is expected to increase to 21.8%. Between 2010 and 2026, every other unit of government compared in **Table 3** is expected to see declines in all age groups except for the 65 years and older age group. Notably, between 2010 and 2026, the 65 years and older age groups for Fenton Township, Genesee County and Michigan are expected to increase at a much greater rate than Linden.

Table 4 shows the median age for Linden in 2010 and 2026, along with Fenton Township, Genesee County and Michigan. All units of government are anticipated to increase in median age over the 16 year span. Linden is expected to increase from a median of 39.4 years to 41.1 years.

Together, the figures indicate an aging population and inform the potential future and changing needs of the community, such as ADA improvements, smaller single-story homes, senior and assisted living facilities, infrastructure to promote aging in place, senior programming, and medical care facilities. The demand for education, recreation, and consumer goods from the younger age groups (0-19 years old) is not as high as the need for aging-related amenities, though this need may evolve as the population grows.

Race and Ethnicity

Another important characteristic of a community is its racial make-up. Knowing the racial make-up of a community helps to identify the diverse needs of its population. Even though the population of Linden has become slightly more diverse since 2010, residents of the city are almost exclusively white (**Table 5**). This may suggest that the housing stock and other amenities are either not affordable or not desirable to many different minority populations. Since there has been little change in the racial make-up in the community since 2010, it may be useful to analyze the housing stock and employment opportunities which may be acting as barriers to entry.

Households

The number of persons per household constitutes household size. Since the 1970's, the nationwide trend has been a decline in household size. This trend has occurred due to fewer children per family, higher divorce rates, and an increasing number of elderly people living alone.

Knowing whether the household size is increasing or decreasing helps to identify the community's housing needs. If the household size is decreasing, this means that new, smaller housing units may be required to accommodate for more people to live. In some mu-

Table 5: Racial Distribution, City of Linden, 2010-2021

Racial Distribution				
Category	2010		2021	
	#	%	#	%
White	3,863	96.8%	4,118	96.1%
Black or African American	18	0.5%	23	0.5%
Asian	17	0.4%	20	0.5%
American Indian and Alaska Native	18	0.5%	20	0.5%
Native Hawaiian and Pacific Islander	1	0.0%	1	0.0%
Some Other Race	24	0.6%	33	0.8%
Two or More Races	50	1.3%	71	1.7%
Total	3,991	100.0%	4,286	100.0%
Hispanic or Latino, Any Race	79	--	111	--

Source: 2021 ESRI Demographic and Income Profile: Linden City, MI; 2010 U.S. Census Bureau

Table 6: Households and Household Size, 2010-2026

Household Size						
Unit of Government	2010		2026		Change, 2010-2026	
	Total Households	Avg. HH Size	Total Households	Avg. HH Size	Total Households	Avg. HH Size
City of Linden	1,552	2.51	1,679	2.50	127	-0.01
Fenton Township	6,011	2.59	6,278	2.54	267	-0.05
Genesee County	169,202	2.48	164,729	2.44	-4,473	-0.04
Michigan	3,872,508	2.49	4,051,868	2.46	179,360	-0.03

Source: 2021 ESRI Demographic and Income Profiles

Table 7: Household Characteristics, 2019

Household Characteristics							
Unit of Government	Total Households	% of Total Households					
		Married-Couple Family	Cohabiting Couple Household	Male Householder, no spouse/partner present	Female Householder, no spouse/partner present	Households with one or more people under 18 years	Households with one or more people 65 years and over
City of Linden	1,551	53.1%	10.1%	14.7%	22.1%	34.0%	38.2%
Fenton Township	6,051	64.5%	5.5%	10.5%	19.5%	30.9%	38.5%
Genesee County	167,902	42.4%	7.6%	18.6%	31.4%	29.6%	30.5%
Michigan	3,935,041	47.1%	6.6%	18.6%	27.7%	28.7%	30.0%

Source: 2015-2019 American Community Survey 5-Year Estimates

nicipalities, the new housing units are being built to accommodate the demand for housing created by lower household sizes despite an overall decline in populations.

In 2010, Linden featured 1,552 total households (**Table 6**). Consistent with the city's growing population, the number of households is expected to increase to 1,679 by 2026. However, the average household size in Linden is expected to decline slightly, from 2.51 in 2010 to 2.50 in 2026. Similar declines in average household size are expected in Fenton Township, Genesee County and Michigan.

Household Characteristics

This section examines households in terms of the relationships among the persons who share a housing unit. **Table 7** examines four different household types based on relationship:

- Married-couple families
- Cohabiting couple household
- Male householder, no spouse/partner present
- Female householder, no spouse/partner present

In 2019, more than half (53.1%) of Linden households were married-couple families. The second largest household type was female householder with no spouse/partner present (22.1%). Linden’s household characteristics are in line with the other units of government compared in **Table 7**, except that Linden has the highest percentage of cohabiting couple households at 10.1%.

In 2019, of all households, 34.0% contained one or more persons under 18 years of age, while 38.2% contained one or more persons 65 years and over. Compared to the other units of government in **Table 7**, Linden has the highest percentage of households with one or more persons under 18 years of age at 34.0%. Linden’s percentage of households with one or more persons 65 years and over is comparable to Fenton Township, but much higher than Genesee County and Michigan.

Housing

In line with Linden’s population growth, the total number of housing units within the city has increased since 2010 and will continue to increase through 2026 (**Table 8**). In 2010, Linden featured 1,695 total housing units; by 2026, this figure will grow to 1,769, a growth rate of 4.4%. This is a higher growth rate than Fenton Township and Genesee County, but is slightly lower than the State of Michigan at 5.5%.

Housing Occupancy and Tenure

Housing occupancy measures the number of occupied housing units and vacant housing units. Tenure identifies whether those occupied units are inhabited by renters or homeowners. Occupancy and tenure data is shown in **Table 9**. As of 2021, over 95% of Linden’s available housing is occupied, while only 4.4% is vacant. Generally, a healthy housing market will feature a vacancy rate of approximately 5% to ensure there is sufficient available housing stock. Since Linden’s vacancy rate is below 5%, it may suggest a tight housing market with insufficient available housing. Fenton Township, Genesee County and the State of Michigan have much higher rates of vacancy than the City of Linden.

Among those housing units that are occupied in Linden, the majority (82.5%) are occupied by owners as opposed to renters. A very high owner-occupancy rate (89.4%) is also found in neighboring Fenton Township. High rates of home ownership generally mean that a community has stable and well-kept neighborhoods.

Table 8: Total Housing Units, 2010-2026

Total Housing Units				
Unit of Government	Year			
	2010	2021	2026	% Change, 2010-2026
City of Linden	1,695	1,749	1,769	4.4%
Fenton Township	6,616	6,751	6,809	2.9%
Genesee County	192,180	193,192	194,435	1.2%
Michigan	4,532,233	4,692,971	4,779,956	5.5%
Source: 2021 ESRI Housing Profiles				

Table 9: Housing Occupancy and Tenure, 2021

Housing Occupancy and Tenure							
Unit of Government	Total Housing Units	Occupied Housing Units				Vacant Housing Units	
		#	% of Total Units	% Owner Occupied	% Renter Occupied	#	% of Total Units
City of Linden	1,749	1,672	95.6%	82.3%	17.7%	77	4.4%
Fenton Township	6,751	6,293	93.2%	89.4%	10.6%	458	6.8%
Genesee County	193,192	166,855	86.4%	70.5%	29.5%	26,337	13.6%
Michigan	4,692,971	3,999,335	85.2%	71.7%	28.3%	693,636	14.8%

Source: 2021 ESRI Housing Profiles

Table 10: Type of Housing, 2019

Housing Units by Type						
Unit of Government	Total Housing Units	% of Total Housing Units by Units in Structure				
		1-Unit, Detached	1-Unit, Attached	2-4 Units	5 or More Units	Mobile Home, Boat, RV, van, etc.
City of Linden	1,618	75.2%	4.0%	4.4%	4.2%	12.3%
Fenton Township	6,392	88.6%	3.8%	1.8%	2.5%	3.3%
Genesee County	192,290	74.1%	5.1%	3.2%	12.6%	5.1%
Michigan	4,596,198	72.2%	4.6%	4.9%	12.9%	5.3%

Source: 2015-2019 American Community Survey 5-Year Estimates

Housing Types

Future planning for housing begins with an understanding of the current distribution of housing types within a community. The U.S. Census Bureau separates housing units into five different categories: 1-unit detached structures (i.e., single-family detached homes), 1-unit attached structures (i.e., townhouses), units in 2-4 unit structures (i.e., duplex units), units in 5 or more unit structures (i.e., apartment buildings), and mobile home, boat, RV, van, etc. **Table 10** shows the distribution of housing units for the city, Fenton Township, and Genesee County based on the 2015-2019 American Community Survey estimates.

At this time, Linden's housing stock is primarily single-family detached dwelling units (75.2%). The second largest percentage is mobile home units (12.3%) primarily situated in the Shiawassee Shores Retirement Park community. Linden's percentage of single-family detached units is comparable to Genesee County and the state, but is considerably lower than Fenton Township (88.6%). Linden's percentage of mobile home units is

higher than all other units of government compared in **Table 10**. Linden contains a relatively small percentage of single-family attached units, units in 2-4 unit structures, and units in 5 or more unit structures.

Age of Structures

Analyzing the age of housing units is a way to measure the physical quality of the housing stock of a community. Housing units are divided into categories according to the year the structure was built. These grouping are helpful in determining the economic viability of housing structures. Additionally, the age of a community's housing stock may indicate the need for rehabilitation, lead-paint abatement, and changing needs of the community. Any unit built prior to 1950 is likely in need of some level of housing repairs or rehabilitation. Homes built before 1980 are also more likely to have lead-based paint hazards. At the same time, some of the older housing in a community may be highly desirable due to the historical or architectural value.

Based on data from 2019, of the 1,618 total housing units in Linden, the largest percentage (34.8%) were built between 1980 and 2000. This is the highest percentage of all governments compared in **Table 11**. The second largest percentage (21.5%) were built in 2000 or more recently. These figures reflect a relatively high percentage of newer housing units, especially compared to Genesee County and the State of Michigan. Even so, more than 20% of the city’s housing stock was built in 1959 or earlier. Many of these units are historic homes located in the core of the city.

Housing Values

Analyzing housing values could be the best way to determine both the quality and affordability of housing. It is of crucial importance that a community maintains quality, affordable housing for its current residents and for potential residents.

As shown in **Table 12**, in 2021, Linden had a healthy median value of \$193,552, which was higher than both Genesee County (\$150,115) and the state (\$188,958). The median housing value in Linden is expected to increase to \$217,056 by 2026, a change of 12.1% from 2021. Although it is positive to see an increase in median housing value over the next 5 years, Linden’s rate

of change is somewhat less than what is expected in Fenton Township (13.3%), Genesee County (20.3%) and Michigan (18.3%).

Housing Affordability

The housing stock in a community should be affordable to its residents. If housing costs are prohibitive, housing needs remain unmet in spite of housing unit availability.

One method to measure housing affordability is to determine monthly housing costs as a percentage of household income. Generally, if a household is paying more than 30% of household income for housing (mortgage or rent, plus utilities), they are considered “cost burdened.” For Linden, monthly owner cost figures are provided by the U.S. Census based on American Community Survey sample counts between 2015 and 2019. Based on a sample of 858 housing units with a mortgage, 16.6% of owners in Linden paid more than 30% of their household income on housing costs. This percentage for Linden was lower than the nation-wide average of 27.8% for the same period. Based on a sample of 198 units paying rent, 36.4% of renters in Linden paid more than 30% of their household income on housing costs. This percentage for Linden was lower than the nation-wide average of 49.6% for the same period.

Table 11: Age of Housing, 2019

Year Structure Built						
Unit of Government	Total Housing Units	% Built 1939 or Earlier	% Built 1940 to 1959	% Built 1960 to 1979	% Built 1980 to 2000	% Built 2000 or Later
City of Linden	1,618	12.3%	10.6%	20.8%	34.8%	21.5%
Fenton Township	6,392	7.0%	9.7%	27.2%	32.7%	23.4%
Genesee County	192,290	11.6%	25.8%	32.9%	19.1%	10.5%
Michigan	4,596,198	14.8%	22.5%	27.3%	23.1%	12.3%
Source: 2015-2019 American Community Survey 5-Year Estimates						

Table 12: Housing Value, 2021-2026

Median Value of Owner-Occupied Units			
Unit of Government	2021	2026	% Change, 2021-2026
City of Linden	\$193,552	\$217,056	12.1%
Fenton Township	\$270,026	\$305,925	13.3%
Genesee County	\$150,115	\$180,525	20.3%
Michigan	\$188,958	\$223,569	18.3%
Source: 2021 ESRI Housing Profiles			

Table 13: Income, 2021-2026

Median Household Income			
Unit of Government	2021	2026	% Change, 2021-2026
City of Linden	\$72,587	\$79,787	9.9%
Fenton Township	\$91,676	\$101,722	11.0%
Genesee County	\$50,805	\$54,892	8.0%
Michigan	\$58,537	\$64,549	10.3%
Source: 2021 ESRI Demographic and Income Profiles			

Although the percentage of housing cost burdened households in Linden may not be as high as the national average, housing affordability remains a local concern. This is especially true as home values and rents have risen in recent years due to a competitive housing market, and now most recently by the Covid pandemic-induced run on housing. According to recent data, the median home price in the U.S. rose roughly 30% over the last decade, yet incomes increased by only 11% over the same period.¹ This trend is expected to continue within Linden over the next 5 years. Linden's median value of owner-occupied housing is expected to increase by 12.1% between 2021 and 2026, while its median household income is only expected to increase by 9.9% over the same period (refer to **Tables 12 and 13**).

Income and Poverty

Income and poverty level data are a good way to measure the relative economic health of a community. **Table 13** shows median household incomes for Linden, Fenton Township, Genesee County and Michigan. Median household income is a measure of the average of the total incomes of the persons living in a single household. The average annual median household income in Linden was \$72,587 in 2021, which was higher than the county and state, but lower than

Fenton Township. Linden's median household income is expected to increase to \$79,787 by 2026, a change of 9.9% from 2021.

Table 14 shows the percentage of people below the poverty line for Linden, Fenton Township, Genesee County and Michigan in 2019. Of the total population in Linden, approximately 6.5% is living below the federal poverty level. This value is lower than the county and state-wide percentage of 18.9% and 14.4%, respectively, but greater than the neighboring Fenton Township at 4.9%.

Educational Attainment

Educational attainment is an important factor in analyzing the capabilities of the local work force and the economic vitality of the community. The educational attainment of the citizens of a community plays a major role in determining what types of industries are suitable or necessary. **Table 15** illustrates the educational attainment levels for the City of Linden as well as the surrounding Fenton Township, Genesee County and Michigan.

As of 2019, of the population 25 years and over, nearly 95% of Linden residents had graduated high school or a higher degree. This percentage was slightly lower than

Table 14: Poverty, 2019

Poverty Status		
Unit of Government	% of Persons Below Poverty Level	% of Persons Age 65+ Below Poverty Level
City of Linden	6.5%	4.8%
Fenton Township	4.9%	3.9%
Genesee County	18.9%	9.1%
Michigan	14.4%	8.4%
Source: 2015-2019 American Community Survey 5-Year Estimates		

Table 15: Educational Attainment, 2019

Educational Attainment			
Unit of Government	Population 25 Years and Over	% High School Graduate or Higher	% Bachelor's Degree or Higher
City of Linden	2,685	94.7%	31.5%
Fenton Township	11,110	95.5%	41.0%
Genesee County	279,412	90.6%	21.2%
Michigan	6,813,480	90.8%	29.1%

Source: 2015-2019 American Community Survey 5-Year Estimates

Fenton Township but higher than both the county and state. More than 30% of Linden residents had obtained a Bachelor's Degree or a higher degree. This percentage also was lower than Fenton Township but higher than both the county and state.

Employment

The ESRI Civilian Labor Force Profiles present employment data for Linden's citizens. In 2021, only 55.7% of the total population in Linden was in the workforce, suggesting that many residents are of retirement age, or are children. Of the workforce population, a total of 144 were unemployed while 3,606 were employed. Linden's unemployment rate of 3.8% is lower than both Genesee County (6.2%) and Michigan (5.8%).

Analyzing employment by industry is a good way to gain insight into the types of occupations that employ the city's citizens. **Table 16** details the percentages of people within each employment industry in Linden, Fenton Township, Genesee County and Michigan in 2021. In Linden, the healthcare/social assistance sector employs the highest percentage of citizens (22.6%), followed by manufacturing (16.6%), and construction (10.5%). Linden's percentages in the healthcare/social assistance and construction industries are higher than all other units of government compared in the table.

Table 17 shows employment data by occupation, providing a deeper understanding of local and regional employment conditions in 2021. Approximately 65% of the employed citizens in Linden are in "white collar" occupations. Examples of white collar occupations include management, financial, social services, health care, education and the arts. Approximately 25% of employed residents are in "blue collar" occupations, such as construction, production, and transportation. The remaining 10% of employed citizens are in "service"

occupations, such as food services and personal care services. For Linden's employed citizens, the largest single occupational categories include management (12.5%), healthcare support (12.3%) and healthcare practitioner (8.2%).

Commuting Habits

Table 18 shows the travel time to work for those who commute to a job and live in Linden, Fenton Township, Genesee County and Michigan. This data provides information about the location of jobs in the region, identifying what percentage of Linden residents must travel outside of the local area for employment. Just over 50% of Linden residents who commute to work have a commute of 30 minutes or less. Slightly more than 30% have a 30 to 59 minute commute, while nearly 20% have a commute of 60 minutes or more.

The mean travel time to work is 31.5 minutes, suggesting that most people do not have to travel too far outside of the city to get to work. However, Linden's mean travel time is the highest of all units of government compared in the table.

Chapter Footnotes:

1. "Home prices are now rising much faster than incomes, studies show." CNBC. November 10, 2021. Web link: <https://www.cnbc.com/2021/11/10/home-prices-are-now-rising-much-faster-than-incomes-studies-show.html>

Table 16: Employment by Industry, 2021

Employment by Industry				
Category	Unit of Government			
	City of Linden	Fenton Township	Genesee County	Michigan
Total Employed	1,803	7,751	166,085	4,665,828
Percent of Total Employed by Industry:	99.9%	100.0%	99.9%	99.9%
Agriculture/Forestry/Fishing	0.3%	0.1%	0.4%	1.0%
Mining/Quarrying/Oil & Gas	0.0%	0.0%	0.0%	0.1%
Construction	10.5%	4.3%	5.9%	5.8%
Manufacturing	16.6%	18.9%	16.6%	18.3%
Wholesale Trade	3.7%	3.1%	2.1%	2.4%
Retail Trade	5.9%	11.8%	12.5%	10.4%
Transportation/Warehousing	2.8%	2.2%	4.3%	3.9%
Utilities	0.0%	1.1%	0.7%	0.8%
Information	0.4%	0.9%	1.2%	1.2%
Finance/Insurance	4.3%	5.7%	3.6%	4.4%
Real Estate/Rental/Leasing	1.1%	1.8%	1.8%	1.6%
Professional/Scientific/Tech	6.9%	4.3%	4.7%	6.4%
Management of Companies	0.0%	0.0%	0.1%	0.1%
Admin/Support/Waste Management	0.9%	1.7%	3.5%	3.3%
Educational Services	7.7%	8.6%	8.3%	8.7%
Health Care/Social Assistance	22.6%	20.9%	18.7%	15.8%
Arts/Entertainment/Recreation	1.1%	1.9%	1.2%	1.4%
Accommodation/Food Services	6.6%	6.1%	6.3%	6.1%
Other Services (Excluding Public)	8.5%	2.9%	4.7%	4.4%
Public Administration	0.0%	3.7%	3.3%	3.8%

Source: 2021 ESRI Civilian Labor Force Profiles

Table 18: Commuting Habits, 2019

Travel Time to Work					
	Less than 10 minutes	10 - 29 Minutes	30 - 59 Minutes	60 Minutes or More	Mean Travel Time to Work (minutes)
City of Linden	12.3%	38.4%	30.8%	18.4%	31.5
Fenton Township	8.7%	48.5%	28.4%	14.3%	30.8
Genesee County	12.9%	54.7%	21.8%	10.4%	26.2
Michigan	13.6%	53.0%	27.1%	6.3%	24.6

Source: 2015-2019 American Community Survey 5-Year Estimates

Table 17: Employment by Occupation, 2021

Employment by Occupation				
Category	Unit of Government			
	City of Linden	Fenton Township	Genesee County	Michigan
Total Employed	1,803	7,751	166,085	4,665,828
White Collar	65.2%	75.5%	62.4%	64.4%
Management	12.5%	16.9%	9.2%	11.1%
Business/Financial	3.7%	4.2%	4.2%	5.6%
Computer/Mathematical	0.0%	2.7%	2.4%	3.2%
Architecture/Engineering	5.6%	3.6%	2.3%	3.0%
Life/Physical/Social Sciences	0.7%	1.1%	0.4%	0.9%
Community/Social Service	1.1%	1.2%	1.9%	1.9%
Legal	0.6%	0.8%	0.6%	0.9%
Education/Training/Library	5.0%	6.1%	5.2%	5.2%
Arts/Design/Entertainment	0.4%	1.3%	1.3%	1.6%
Healthcare Practitioner	8.2%	13.9%	8.5%	7.3%
Healthcare Support	12.3%	2.6%	5.4%	3.8%
Sales and Sales Related	5.1%	13.4%	9.7%	8.9%
Office/Administrative Support	10.0%	7.7%	11.3%	11.0%
Blue Collar	25.3%	15.0%	26.0%	24.4%
Farming/Fishing/Forestry	0.0%	0.2%	0.2%	0.5%
Construction/Extraction	7.5%	2.6%	4.7%	4.4%
Installation/Maintenance/Repair	2.6%	1.9%	3.4%	3.0%
Production	7.5%	5.0%	8.6%	8.5%
Transportation/Material Moving	7.7%	5.3%	9.1%	8.0%
Services	9.7%	9.6%	11.6%	11.2%
Protective Service	0.0%	2.6%	1.8%	1.6%
Food Preparation/Serving	4.7%	4.4%	4.7%	4.7%
Building Maintenance	2.1%	1.7%	3.1%	3.2%
Personal Care/Service	2.9%	0.9%	2.0%	1.7%

Source: 2021 ESRI Civilian Labor Force Profiles

This page is intentionally left blank.

Natural Resources Assessment

The natural environment plays a major role in land development. It can significantly impact development; for example, a steep slope may prohibit the construction of any structure. Conversely, the natural environment can be affected by land development. An example of this is the increased erosion potential caused by clearing vegetation. Thus, when preparing a Future Land Use Plan, it is important to examine the natural environment in order to determine where development is best suited, and where it should be discouraged.

In any environmentally sensitive area within a community, development should be prevented. Environmentally sensitive areas are lands whose destruction or disturbance will affect the life of a community by either:

1. Creating hazards such as flooding or slope erosion.
2. Destroying important public resources such as groundwater supplies and surface water bodies.
3. Wasting productive lands and non-renewable resources such as prime farmland and natural habitats like wetlands.

Each of these effects is detrimental to the general welfare of a community, resulting in social and economic loss.



CITY OF LINDEN
MASTER PLAN UPDATE

The purpose of this section is twofold. First, the goal is to identify areas in the city that are best suited for development. The focus is on areas that will minimize development costs and provide amenities without adversely impacting the existing natural systems. The second goal is to identify land that should be conserved in its natural state and is most suitable for preservation, open space, or recreation purposes.

Climate, topography, woodlands, wetlands, water bodies, and soil conditions are among the most important natural features impacting land use in the City of Linden.

Climate

The climate of Genesee County is seasonal, as the region experiences considerable changes in temperatures and precipitation throughout the year. The average temperature in January ranges from 15 to 30 degrees Fahrenheit. In July, the temperature ranges from 59 to 82 degrees Fahrenheit. The county experiences an average of 7 days with temperatures below 0 degrees Fahrenheit, while the county experiences an average of 5.2 days with temperatures above 90 degrees Fahrenheit. The growing season in Genesee County lasts about 165 days, on average. In terms of annual precipitation, Genesee County averages around 32 inches of rainfall and around 37 inches of snowfall per year.

Climate Change Vulnerabilities

Climate change is an important challenge facing municipalities nationwide and globally. Understanding the way climate change impacts the City of Linden will allow for a deeper understanding of the localized affects, and promote realistic, place-based solutions. The Fourth National Climate Change Assessment, produced in 2018, outlines the key threats and mitigation strategies for each region of the United States. Located in the Midwest, the city can expect to see increased local humidity and precipitation due to increases in global temperatures.

Midwest communities are becoming increasingly susceptible to flood events, droughts, and decreased air quality. This will impact not only agricultural productivity, but also critical infrastructure like storm water management, and human health.

To mitigate the impact of these climate change related stressors, Linden may engage in responsible regionalism. It suggests that municipalities coordinate the shared use of resources, designate growth areas, restore, connect, and protect natural environments, plan for green infrastructure, and endeavor to reduce carbon footprints. Responsible regionalism is both an environmentally and financially productive method to planning, as it promotes the sharing of natural and built resources (such as housing), lessens the burden of development, and encourages coordination across governments.

Topography

The overall topography of the City of Linden can be characterized as generally flat. Within Linden, elevations range from a low of about 860 feet above level to a high of approximately 920 feet above sea level, for a total elevation change of about 80 feet. **Map 1** shows the topography of the City of Linden using graduated contour lines on top of a parcel map of the city.

In general, the lowest elevations are found in the central and western areas of the city and along the Linden Mill Pond and the Shiawassee River. Hills and higher elevations are located in the northeastern and southeastern parts of the city. There are very few steep hills in the city; as such, the gently sloping hills or flat areas that characterize the majority of the city pose few constraints to any future land development.

Woodlands

Woodlands are not a prominent natural feature in the city. The largest wooded area in the city is in the area of Eagle's Wooden Park and along the Shiawassee River. Other scattered woodlands are found throughout the city. The woodlands of Eagle's Wooden Park and other lands along the Shiawassee River offer many opportunities for scenic and recreation attraction. Additionally, mature street trees and neighborhood trees are prevalent throughout the city's neighborhoods.

Wetlands

Wetlands are an extremely important, though commonly overlooked, natural resource that provides both aesthetic and functional benefits. Through the years, over 50% of Michigan's wetlands have been destroyed by development and agricultural activities. Therefore, the State of Michigan enacted Part 3030, Wetlands

July 2021

Contours:

- 860 Feet
- 870 Feet
- 880 Feet
- 890 Feet
- 900 Feet
- 910 Feet
- 920 Feet

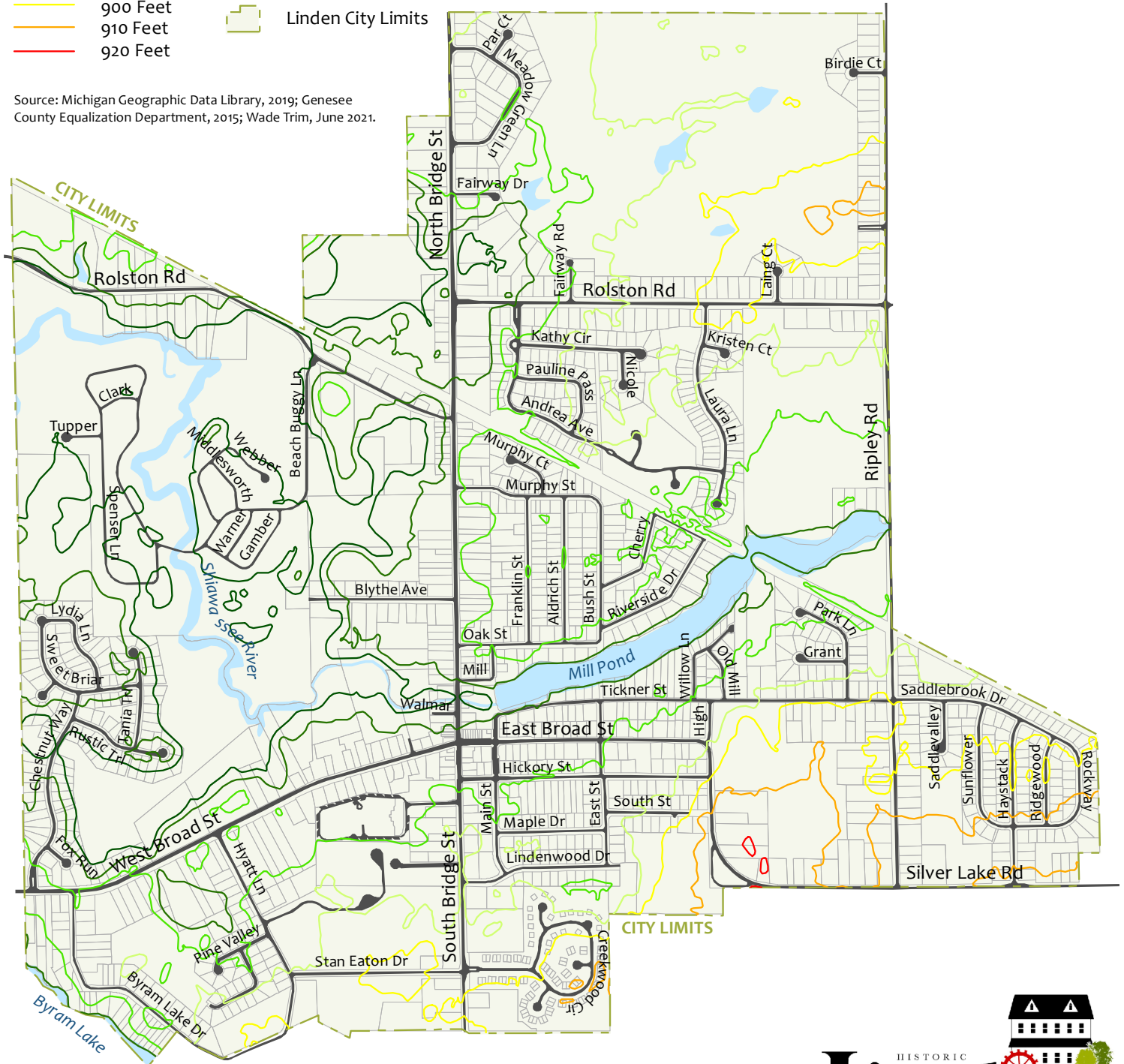
Streets

- Parcels
- Rivers and Streams
- Water Bodies
- Linden City Limits

0 500 1,000 Feet



Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; Wade Trim, June 2021.



Protection, of the Natural Resources and Environmental Protection Act, Public Act 451 of 1994 to protect the remaining wetlands.

The wetland act authorizes the Michigan Department of Environment, Great Lakes, and Energy (MEGLE), to preserve certain wetland areas. The MEGLE may require permits before altering regulated wetlands and may prohibit development in some locations.

The MEGLE defines and regulates wetlands as “land characterized by the presence of water at a frequency and duration sufficient to support, and that under normal circumstances does support, wetland vegetation or aquatic life, and is commonly referred to as a bog, swamp, or marsh.” MEGLE reserves the right to regulate wetlands if they are any of the following:

- Connected to one of the Great Lakes or Lake St. Clair
- Located within 1,000 feet of one of the Great Lakes or Lake St. Clair
- Connected to an inland lake, pond, river, or stream
- Located within 500 feet of an inland lake, pond, river or stream
- Not connected to one of the Great Lakes or Lake St. Clair, or an inland lake, pond, stream, or river, but are more than 5 acres in size
- Not connected to one of the Great Lakes or Lake St. Clair, or an inland lake, pond, stream, or river, and less than 5 acres in size, but MEGLE has determined that these wetlands are essential to the preservation of the state’s natural resources and has notified the property owner

Any wetlands in the city not meeting the criteria for wetlands as defined by MEGLE can be protected by local control techniques. Such techniques include a local wetland ordinance, policies in this Master Plan directing incompatible land uses away from wetlands, and specific wetlands provisions in the Zoning Ordinance.

As shown on **Map 2**, Linden has one major concentration of wetlands located west of North Bridge Street, south of West Rolston Road, and north of West Broad Street. There are additional small pockets of wetlands throughout the city.



Linden Mill Pond



Water Bodies

The City of Linden is home to two primary natural water bodies. The two bodies, the Linden Mill Pond and the Shiawassee River, connect to one another and run transverse across the central part of the city. To the west, the Shiawassee River continues to meander through Genesee County, connecting to Shiawassee Lake and beyond. To the east, the Linden Mill Pond connects to Tupper Lake and Lake Ponemah in Fenton Township. These water bodies are part of the Shiawassee River State and National Water Trail and serve as a focal point for the town and for recreation opportunities. Residents and visitors enjoy the waterway for kayaking, fishing, swimming, and more; the water bodies are accompanied by hiking trails and pathways to restaurants, entertainment, and other local amenities.

Soil Associations

Soil characteristics help define the land’s capacity to support certain types of land uses. Soils most suitable for development purposes are well drained and are not subject to a high water table. Adequate drainage is important for minimizing stormwater impacts and maximizing the efficient operation of septic drain fields. Adequate depth to the water table is necessary to prevent ground water contamination from septic systems. A high water table also limits the construction of basements. Though civil engineering techniques can be employed to improve drainage and maintain adequate separation from the water table, such techniques are expensive to construct and maintain.

July 2021

0 500 1,000 Feet



Wetlands:

Emergent

Flat

Forested

Scrub-Shrub

Floodplains

Streets

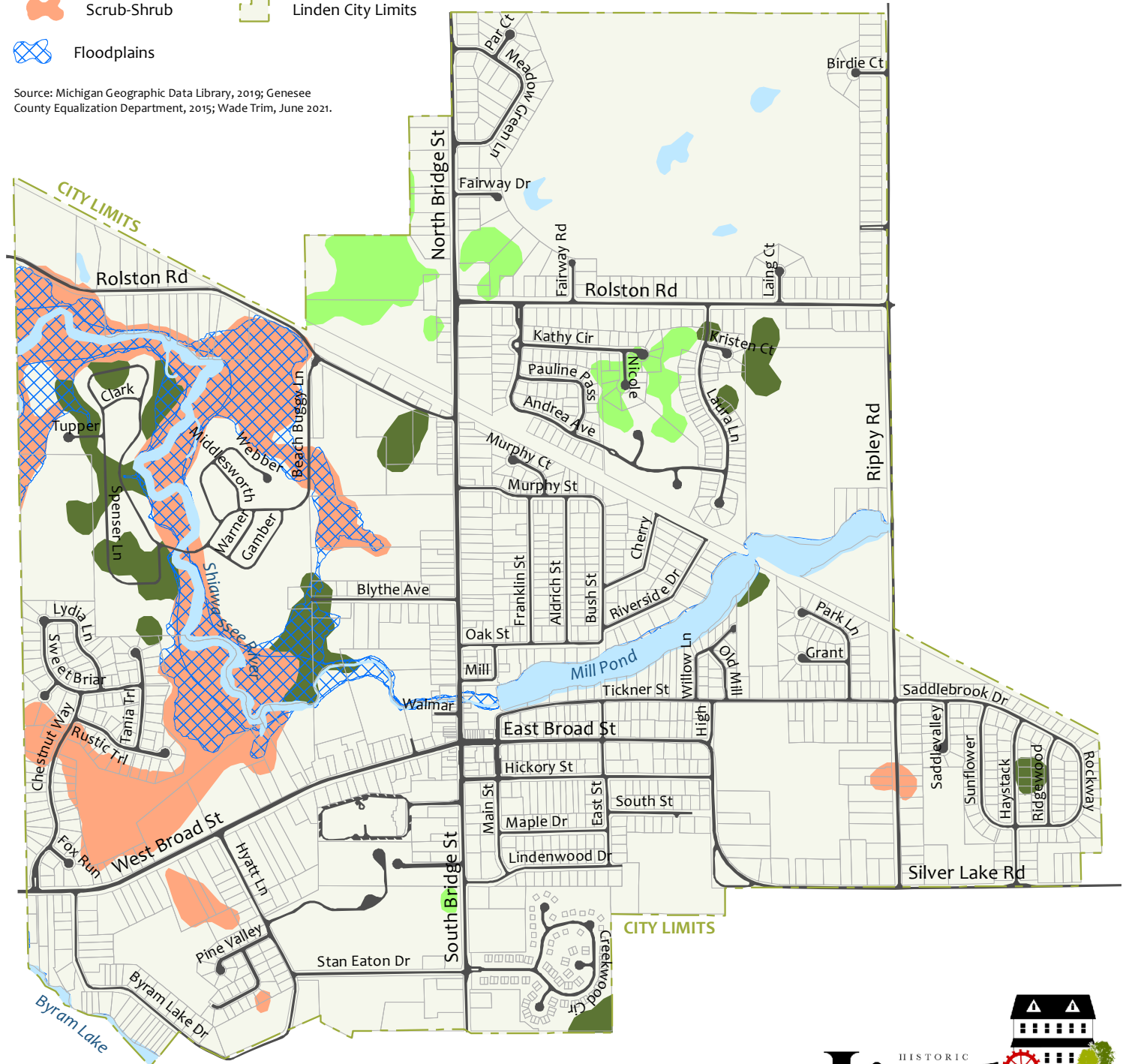
Parcels





Rivers and Streams

Water Bodies

Linden City Limits

Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; Wade Trim, June 2021.





















-  Rivers and Streams
-  Water Bodies
-  Linden City Limits
-  Parcels

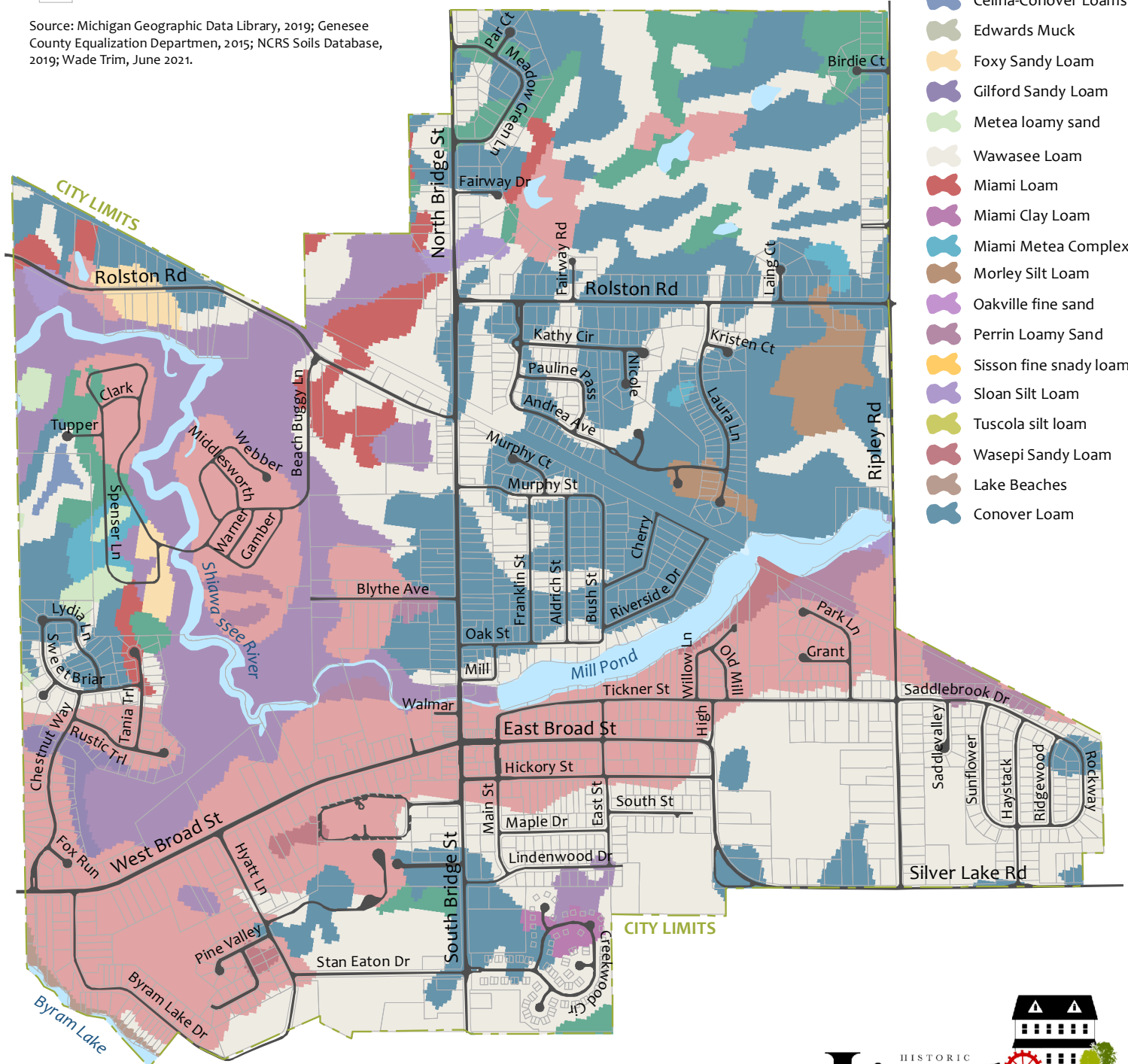
Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; NCRS Soils Database, 2019; Wade Trim, June 2021.

July 2021
0 500 1,000 Feet



Soil Associations:

-  Boyer Loamy Sand
-  Brookston Loam
-  Carlisle & Linwood Mucks
-  Celina-Conover Loams
-  Edwards Muck
-  Foxy Sandy Loam
-  Gilford Sandy Loam
-  Metea loamy sand
-  Wawasee Loam
-  Miami Loam
-  Miami Clay Loam
-  Miami Metea Complex
-  Morley Silt Loam
-  Oakville fine sand
-  Perrin Loamy Sand
-  Sisson fine sandy loam
-  Sloan Silt Loam
-  Tuscola silt loam
-  Wasepi Sandy Loam
-  Lake Beaches
-  Conover Loam





According to the 1972 Soil Survey of Genesee County, there are eight primary soil associations within the County. The locations of specific soil types (those that, combined make up a distinctive pattern of soil, known as a soil association) are shown in **Map 3**.

As mentioned, each soil association is composed of several soil series. The series in one soil association may also be found in a different soil association, but in a different pattern or combination. A description of the eight soil associations within the City of Linden follows, including an analysis of each associations potential for land use and development (**Table 19**).

Table 19: Soil Associations

City of Linden Soil Associations	
Soil Association Name	Description
Conover-Brookston association	This soil association is composed of level to gently sloping, somewhat poorly drained and poorly drained loams that have a clay loam subsoil on till plains. Soils of this association are best suited to intensive farming uses, and limit residential development due to the high water table, which can interfere with the functioning of septic systems and drainage.
Celina-Concover-Miami association	This association is made of level to sloping, somewhat poorly drained to well-drained loams that have a clay loam subsoil on uplands, which are best suited to some controlled farming for common crops. Additionally, some residential development and highway developments may be hindered due to the soils high water table and frost heaving.
Miami-Metea-Muck association	These soils are made of undulating to rolling, well-drained loams and loamy sands that have a clay loam to loamy sand subsoil on uplands and a very poorly drained muck soils in potholes and swales. In terms of development, this soil association has a tendency to slope, erode, and turn to muck. These features make development difficult, except for some farming activities.
Del Rey-Lenawee association	This soil association is composed of level to gently sloping, somewhat poorly drained and poorly drained silt loams and silty clay loams that have a silty clay loam subsoil on lake plains. This soil can be managed to control drainage, but may still pose problems for residential development since the water table is high and close to the surface.
Pinconning-Allendale-Lenawee association	This soil association is comprised of level and nearly level, poorly drained and somewhat poorly drained loamy fine sands underlain by silty clay, and soils that are silty clay loam throughout on lake plains. These soils can be too wet and have limited uses for farming; residential and highway development uses are severely limited due to the continual wetting and drying of underlying clays.
Granby-Gilford association	These soils are level, poorly drained loamy sands underlain by sands and sandy loams that have a dominantly coarse sandy loam subsoil underlain by sand and gravel on lake plains. Soils of this association have limited fertility and are not ideal for farming uses. Commercial sand and gravel sites are best suited for these soils.
Spinks-Metea-Miami association	This association is comprised of undulating to rolling, well-drained loamy sands that have a dominantly sand and loamy sand subsoil, and loams that have a clay loam subsoil on uplands. These soils tend to be susceptible to erosion and droughty, limiting their uses for farming. These soils can be steep, but where they are level, they are well-suited for recreational and residential uses.
Boyer-Spinks-Ceresco-Cohoctah association	This soil association is composed of nearly level to gently sloping, well-drained loamy sands that have a dominantly sand to sandy loam subsoil, on outwash plains and terraces, and level, somewhat poorly drained and very poorly drained fine sandy loams underlain by fine sandy loams to sand on bottom lands. These soils can accommodate a variety of uses, including farming, fill material, highways, streets, and residential developments. There can be limitations for residential and recreational uses due to risks of flooding and high water tables.
Source: General Soils Map of Genesee County, Michigan (1972), provided by the USDA Soils Conservation Service	

Existing Land Use Analysis

The rational application of the planning process for the Future Land Use Plan is possible only when a clear understanding of existing conditions of relationships between land uses. Knowledge of existing land development furnishes the basic information by which decisions can be made concerning proposals for future residential, commercial, industrial, and public land use activities. The Existing Land Use Map and Table, included in this section of the report, will serve as a ready reference for the city in its consideration for land use management and public improvement proposals.

Survey Methodology

A computer-generated base map for the city was first created using digital information from the Michigan GIS Open Data portal and other online data sources. The base map includes the city boundary line, streets and water bodies. Property boundary line data was acquired from Genesee County. A parcel-by-parcel field survey of the city was conducted during the last master plan process in 2011, and was updated by Wade Trim using online technologies in 2021. Each land use was recorded on the base map according to a predetermined land use classification system. Collectively, this information created the Existing Land Use Map (**Map 4**). City officials reviewed the map for accuracy. Land use acreages were then derived directly from the digital information (**Table 20**).



CITY OF LINDEN
MASTER PLAN UPDATE

Land Use Analysis

Below is a description of each existing land use category found within the city.

Single-Family Residential

This land use category includes land occupied by single-family dwelling units, including both detached and attached units, seasonal dwellings, mobile homes outside of designated mobile or manufactured home parks, and their related accessory buildings such as garages and sheds.

In total, single-family residential lands comprise 555.3 acres or 36.1% of the city. Older, historic neighborhoods are found immediately adjacent to downtown Linden. These include homes situated on Bridge and Broad Streets, as well as homes along numerous local streets: Main, Oak, Mill, Tickner, Hickory, Maple, Lindenwood, East, South, Franklin, Aldrich and Bush. Many newer neighborhoods are found beyond the core neighborhoods and within the outskirts of the city. These include the Spring Meadows, Forest Ridge, Saddlebrook, Creekwood, Pine Valley, and Chestnut Grove neighborhoods.

Multiple Family Residential

Multiple family residential use includes any residential properties that have two or more units. These include duplexes, triplexes, quadplexes and traditional apartments, along with their related accessory buildings such as garages and community buildings. The multiple family residential use category also includes senior assisted living facilities.



Single-family residential homes just outside of downtown Linden



In Linden, multiple family residential use occupies 35.3 acres or 2.3% of the city. Numerous duplex units are scattered within the city's older neighborhoods, particularly along Franklin and Aldrich Streets. Several small apartment complexes are also found within the city, but not in any concentrated area. A new senior housing attached residential community is under construction along North Bridge Street in the northern-most portion of the city. Symphony of Linden, a large assisted living and senior care facility, is found on the west side of South Bridge Street, southwest of downtown.

Table 20: Existing Land Use, 2021

Existing Land Use		
Land Use Category	Acres	Percent of Total
Single Family Residential	555.3	36.1%
Multiple Family Residential	35.3	2.3%
Manufactured Home Park	136.3	8.9%
Office	10.4	0.7%
Commercial	44.2	2.9%
Industrial	14.2	0.9%
Public/Semi-Public	102.5	6.7%
Open Space/Recreation	243.5	15.8%
Vacant/Rights-of-Way	369.5	24.0%
Water Bodies	27.0	1.8%
Total	1,538.2	100.0%
Source: Wade Trim Analysis, July 2021		

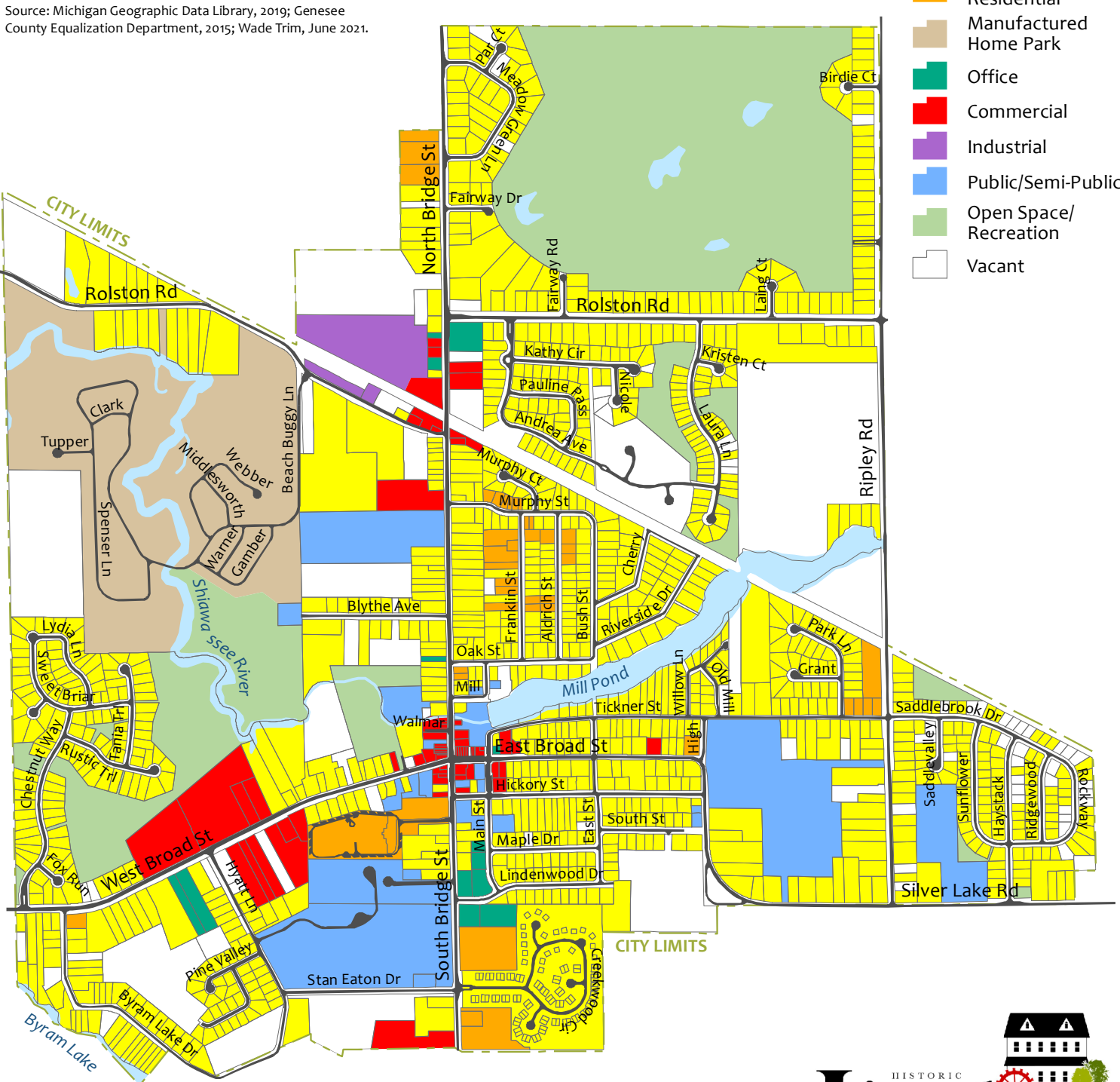
- Streets
- Parcels
- Rivers and Streams
- Water Bodies
- Linden City Limits

July 2021
0 500 1,000 Feet



Existing Land Use:

- Single Family Residential
- Multiple Family Residential
- Manufactured Home Park
- Office
- Commercial
- Industrial
- Public/Semi-Public
- Open Space/Recreation
- Vacant



Manufactured Home Park

The Shiawassee Shores Retirement Park is a large manufactured home community located in the northwestern portion of the city. This is the only property within this use category, which accounts for 136.3 acres or 8.9% of the city.

Office

Offices such as financial institutions, professional offices, and clinics are included in this category. There are only a few office land uses within Linden, which make up 10.4 acres or 0.7% of the city. These office uses are primarily found along West Broad Street, South Bridge Street and North Bridge Street.

Commercial

This land use category includes land that is predominantly of a commercial character, including retail sales establishments, grocery/convenience stores, service establishments (including personal, pet, business and automotive services), restaurants, entertainment venues, commercial child care centers, and mini-storage establishments.

There are three primary pockets of commercial activity in Linden, comprising 44.2 acres or 2.9% of land uses within the city. Downtown Linden has the greatest density of commercial activity within the city, featuring a variety of commercial establishments. Many buildings within downtown Linden feature a mixture of uses, including second story residential uses. The other two commercial concentrations are found along West Broad Street, near Hyatt Lane, and along North Bridge Street, between West Rolston and East Rolston Roads.

Industrial

This land use category is comprised of land occupied by manufacturing industries, processing facilities, warehouses, and non-manufacturing uses which are primarily industrial in nature. Presently, no intensive manufacturing or processing facilities are located in Linden. Only a few uses of an industrial character are found in the northern portion of the City along West Rolston Road and North Bridge Street. These lands occupy 14.2 acres or 0.9% of the city.



Commercial uses in downtown Linden



Public/Semi-Public

Public uses are land and facilities that are publicly operated and available for use by the public. Examples include schools, government buildings, water and sewer utilities, correctional facilities, and airports. Semi-public uses are land and facilities which may be privately owned or operated but used by the public or a limited number of persons. Examples include churches, cemeteries, and hospitals.

There are numerous public or semi-public uses throughout the city, comprising about 102.5 acres or 6.7% of the city. These include (also see **Map 7**):

- Loose Senior Center
- Linden Mills Community Building/Library
- City Hall
- Linden Presbyterian Church
- Linden United Methodist Church
- Masonic Temple
- VFW Post 4642
- U.S. Post Office
- City DPW yard
- Linden Elementary School
- Hyatt Elementary School
- Fairview Cemetery
- Faith Baptist Church
- Several city/utility service facilities (water towers, pump stations, substations, etc.)

Open Space/Recreation

Several public and private recreational facilities and/or open spaces are included within this category. In total, these lands occupy 243.5 acres or 15.8% of the city. Several of these properties are conservation areas within residential subdivisions/condominiums. These are not necessarily “active” spaces, but are preserved as public open space. Active recreational facilities within the city include (also see **Map 7**):

- Eagle’s Wooden Park
- Triangle Park
- Kimble-Sharp Gazebo & Park
- Mill Pond Park



Linden City Hall



- Spring Meadows Golf Course/Country Club
- Shiawassee Shores Golf Course

Vacant/Rights-of-Way

This category includes undeveloped lands in the city such as woodlots, wetlands, open fields, and vacant buildings/sites. Publicly owned road rights-of-way are also included in this category. In total, the vacant/rights-of-way category comprises 369.5 acres or 24.0% of the city.

Water Bodies

This category includes the Linden Mill Pond and Shiawassee River, which total approximately 27 acres.



Kimble-Sharp Gazebo & Park



This page is intentionally left blank.

Community Facilities Analysis

The City of Linden, in conjunction with numerous governmental, institutional and private service agencies, provides a broad array of facilities and services to its residents to ensure the continued quality of urban life. These services and facilities have a range of functions including transportation, public safety, specialized social services, education, and parks and recreation. This section explores these community facilities and services in depth.

Transportation

Mobility and accessibility are vital components of the social and economic wellbeing of a community. The traffic circulation system is, in a large sense, the framework upon which a community is built. This system must support the collective mobility of citizens and visitors of the City of Linden. The system must also be fully coordinated with the other elements of the master plan, particularly future land use, so as to complement the collective goals, objectives, and policies of the plan, and to ensure that residents can access needed services and employment opportunities.

Regional Highway Network

The residents of the City of Linden have good access to the region and the state through major county roads, local roads, and nearby State and U.S. Highways. Although no State or U.S. highway passes through the city, several are located just outside its boundaries. To the east is U.S. Highway 23 and Interstate 75. To the north is Interstate 69; Interstate 96 and Michigan 59 are to the south. These highways provide easy access



CITY OF LINDEN
MASTER PLAN UPDATE

to other communities in the region, such as Durand, Grand Blanc, Brighton, Howell, and Owosso. These highways also provide access to the major metropolitan areas of the state as well as the entire Midwest. Major cities located within a one-half day driving distance from the city include:

- Flint – 20 miles
- Ann Arbor – 40 miles
- Saginaw – 50 miles
- Lansing – 60 miles
- Detroit – 70 miles
- Toledo – 100 miles
- Grand Rapids – 115 miles
- Kalamazoo – 140 miles
- Chicago – 280 miles

Responsible regionalism, coordination with other local and county-wide transportation plans are extremely important in order to ensure and enhance inter-regional connections. Additionally, regional planning for transportation may be beneficial for future regional transportation investments.

Local Transportation Network

Map 5 shows the current transportation network of the City of Linden. All roads in the city are divided into five categories:

- County Primary
- County Local
- City Major
- City Minor
- Non-Act 51 Certified (roads not certified to receive revenues from Michigan Public Act 51).

Using this classification, **Map 5** shows the transportation routes within the city and the primary links to outside the city. The primary north/south through route is Bridge Street. Outside of the city, Bridge Street is named Linden Road; it connects to Flint to the north and Livingston County to the south. The primary east/west through route is Broad Street. Outside of the city, Broad Street is named Silver Lake Road; it connects to Argentine to the west and Fenton to the east.



North Bridge Street - Bridge over the Shiawassee River



Other key roads that extend beyond the city limits are Rolston Road and Ripley Road.

In general, the transportation network within the city is somewhat fragmented, with many of the roads ending in dead ends. To a significant extent, this is due to the barriers formed by the Shiawassee River/Linden Mill Pond and the CN Railroad, affording only limited road crossings.

Non-Motorized Facilities

Map 6 shows the existing sidewalk network within the city. Presently, there are approximately 29.5 miles of sidewalk within the city. However, the sidewalk network is fragmented. Although sidewalks are provided along key streets, including both Broad and Bridge Streets, numerous local streets are lacking sidewalks. With a fragmented sidewalk network, many neighborhoods are lacking a safe walking connections to destinations such as downtown, parks and schools. Key sidewalk gaps in the city include along Hyatt Lane and Stan Eaton Drive, both of which are important connections to the two elementary schools.

Recently, the city's first bike lanes were designated (through pavement markings and signage) along Bridge Street. No other designated bike lanes are presently found.

In recent years, the city has actively supported the efforts of the Linden, Argentine, Fenton and Fenton Township (LAFF) Pathways group, a non-profit or-

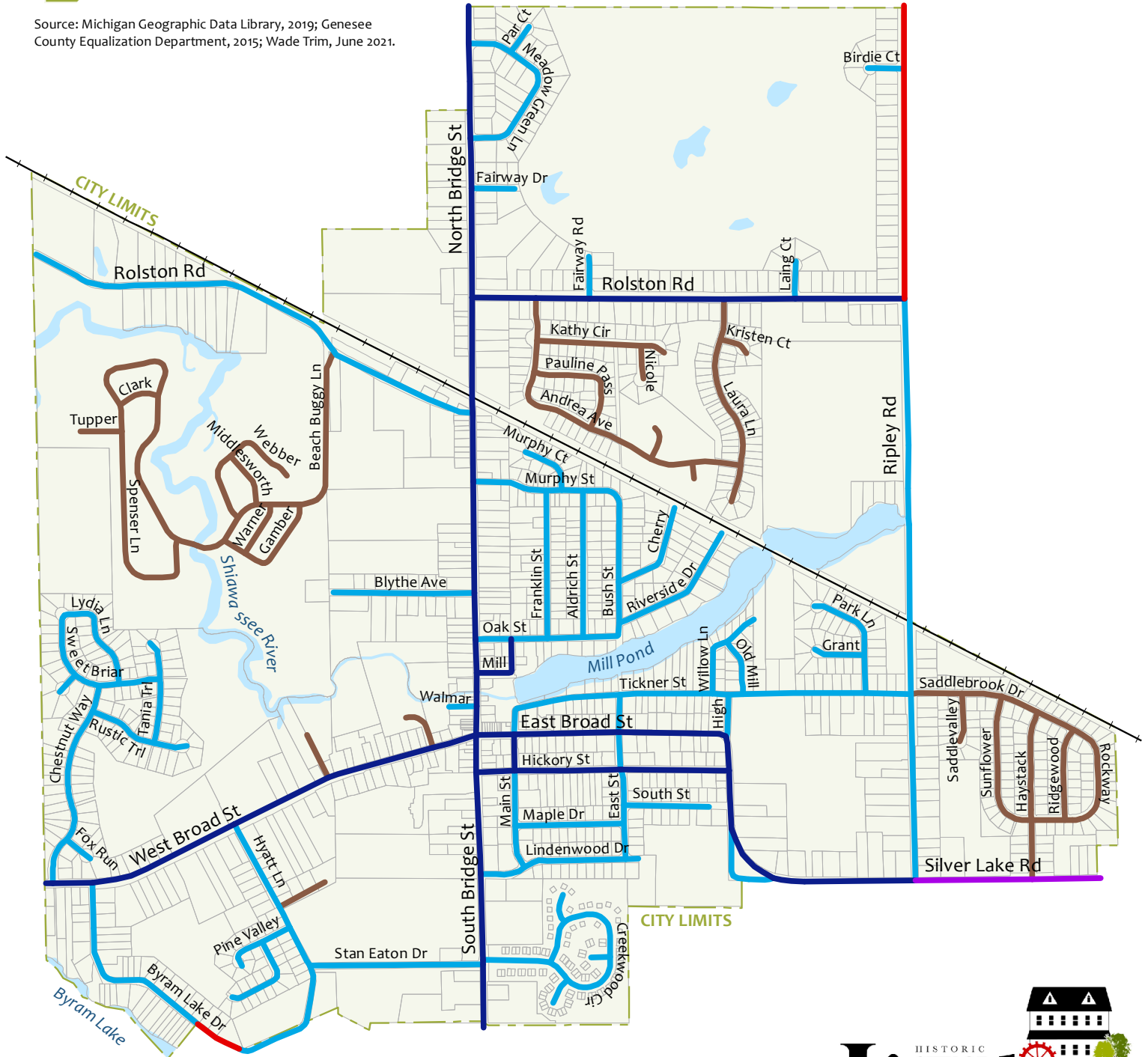
July 2021

0 500 1,000 Feet



- Parcels**
- Rivers and Streams
 - Water Bodies
 - Linden City Limits
- Transportation Network:**
- County Primary
 - County Local
 - Non Act 51 Certified
 - City Major
 - City Minor
 - Railroad

Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; Wade Trim, June 2021.



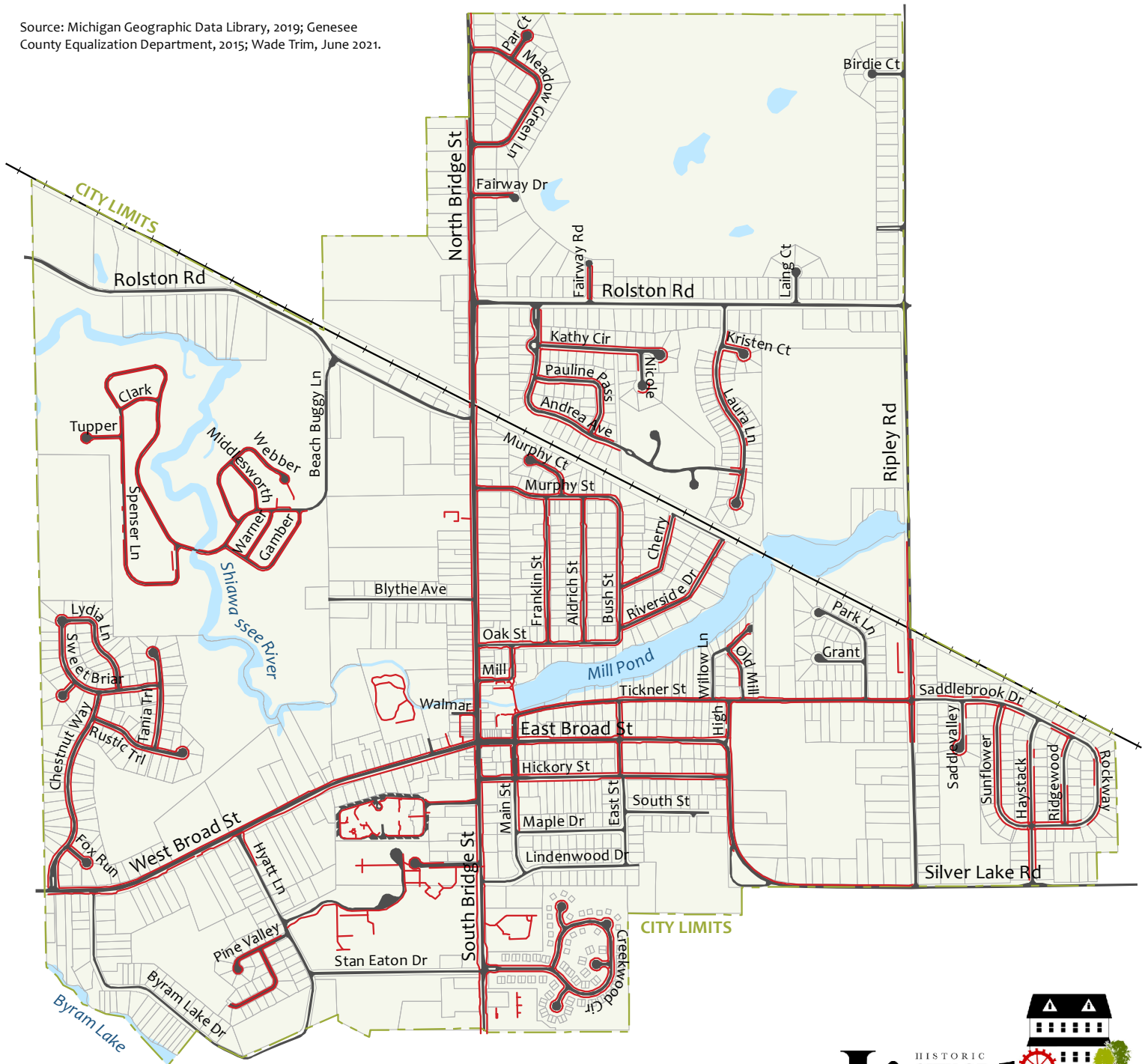
July 2021

0 500 1,000 Feet



- Sidewalks
- Streets
- + Railroads
- Parcels
- ~ Rivers and Streams
- Water Bodies
- Linden City Limits

Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; Wade Trim, June 2021.



ganization which supports connecting communities through non-motorized trail facilities. Most relevant to Linden, the LAFF Pathways group worked successfully to construct the first segment (Phase 1) of trail - a 2 mile long, 10-foot wide asphalt trail that begins in Argentine Township and connects to Linden's sidewalk system along West Broad Street at Linden's western city limits. The proposed Phase 2 segment will begin at Triangle Park in Linden and continue east along Silver Lake Road through Fenton Township to Fenton. This Phase 2 segment has been identified as a Tier 1 priority trail in the Genesee County Metropolitan Planning Commission's Non-Motorized Plan.

Other Transportation Modes

Genesee County is served by the Flint Mass Transportation Authority (MTA), although, no fixed bus routes presently extend into or through the City of Linden. Linden residents who are elderly and/or who have disabilities have access to the MTA's Your Ride curb to curb service.

Air transportation for Linden residents is provided through nearby local, regional and international airports including Flint Bishop International Airport, located approximately 20 minutes north of Linden, and Detroit Metropolitan Airport, located 1 hour southeast of Linden.

Community Services and Facilities

Map 7 highlights the location of key community service facilities and properties within the city.

Considered by many as the heart of the city, the Linden Mills building is an historic treasure sitting on the bank of the Shiawassee River within Kimble-Sharp Gazebo & Park, dating back to the pre-civil war era. The building currently houses the public library, a unique collection of artifacts pertaining to Linden's history, as well as the City Council Chambers.

Linden City Hall is located on East Broad Street in downtown. The police and fire departments are also located within the City Hall building. Other City of Linden facilities include the DPW Yard, Fairview Cemetery, and several utility facilities (pump station, water towers, etc.).



Linden Mills Building



Located on North Bridge Street, the Loose Senior Center is a regional facility serving residents 50 and older in Linden as well as the south end of Genesee, northern Oakland, Livingston and Shiawassee Counties. The facility was constructed in the 1990's through a five community partnership that included the City of Linden. The facility currently provides a wide variety of programs and services for the senior community.

Other public and quasi-public buildings and facilities within Linden include a U.S. Post Office, VFW Post, Masonic Temple, Linden Presbyterian Church, Linden Methodist Church, and Faith Baptist Church.

Emergency Services

Police protection is provided by the Linden Police Department, located within the Linden City Hall building. The Fire Department also operates out of City Hall and is primarily made up of paid, on-call volunteers. Both fire and police services can be reached via 911 emergency service. In addition to the police and fire departments, Mobile Medical Response (MMR) is contracted by the City to provide ambulance service to the community.

Educational and Facilities

City residents and beyond are served by the Linden Community School System. The system's student population is approximately 2,900 children spread across three elementary schools (Central, Hyatt, and Linden), Linden Middle School and Linden High School. Linden and Hyatt Elementary schools are located next to each

- Streets
Parcels
Rivers and Streams
Water Bodies
Linden City Limits
- Service Facilities:
City Parks
Other Recreation/Open Space
Public/Semi-Public Facilities

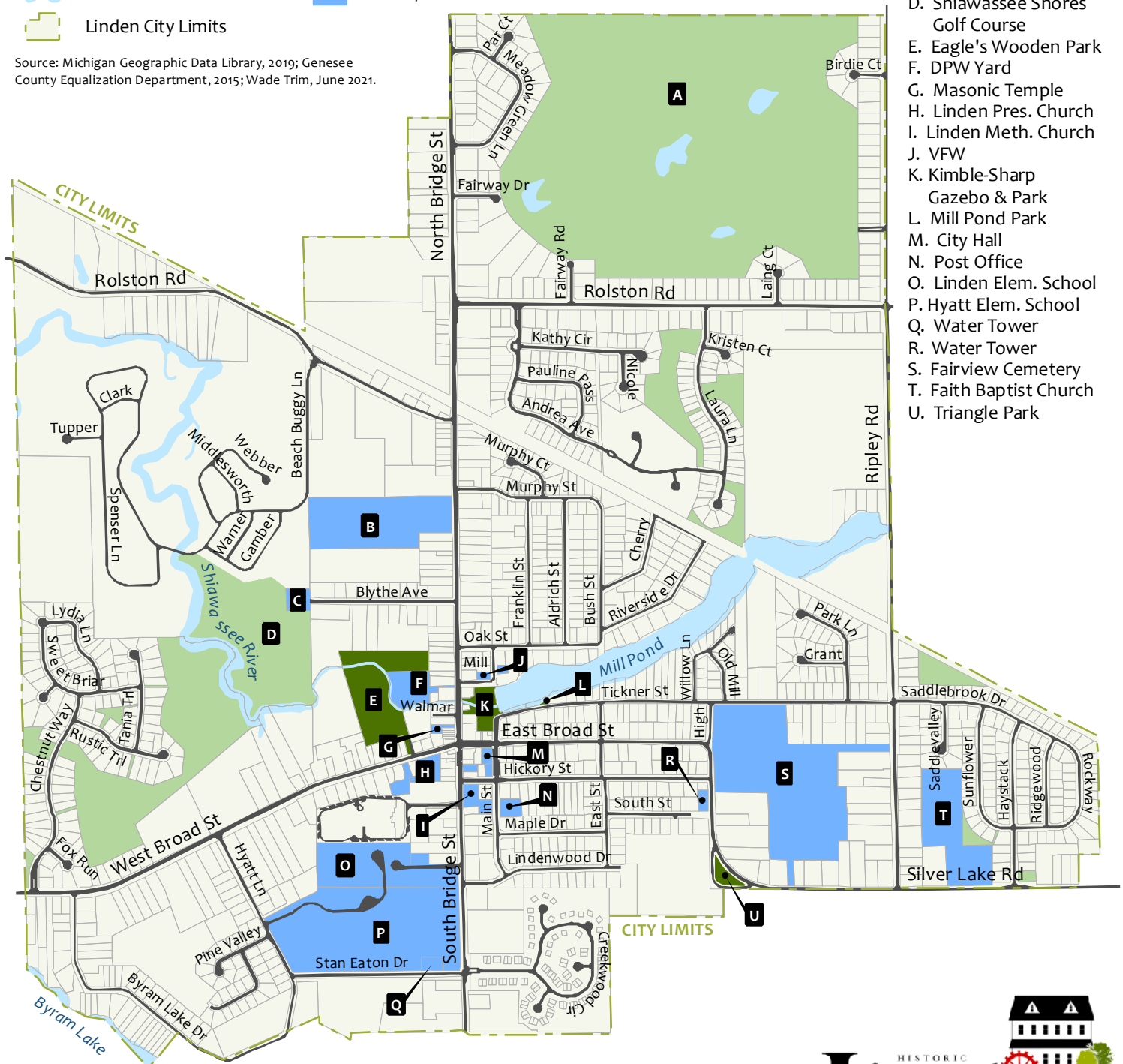
July 2021
0 500 1,000 Feet



Label Key:

- A. Spring Meadows Country Club
- B. Loose Senior Center
- C. Sewer Pump Station
- D. Shiawassee Shores Golf Course
- E. Eagle's Wooden Park
- F. DPW Yard
- G. Masonic Temple
- H. Linden Pres. Church
- I. Linden Meth. Church
- J. VFW
- K. Kimble-Sharp Gazebo & Park
- L. Mill Pond Park
- M. City Hall
- N. Post Office
- O. Linden Elem. School
- P. Hyatt Elem. School
- Q. Water Tower
- R. Water Tower
- S. Fairview Cemetery
- T. Faith Baptist Church
- U. Triangle Park

Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; Wade Trim, June 2021.



other in the southwestern portion of the city (see **Map 7**). Central Elementary, Linden Middle and Linden High School are located within an educational campus on the south side of Silver Lake Road, approximately 1 mile west of the city.

Parks and Recreation Facilities

The city operates four municipal parks, three of which are located along the Shiawassee River/Mill Pond. These parks provide access and enjoyment of the river and its State and National Water Trail. Area residents and visitors enjoy the waterway for kayaking, fishing, swimming, and watching wildlife.

Eagles Wooden Park is surrounded by an expanse of woods. The city park features a playground and forested trails winding with the bend of the Shiawassee River.

Kimble-Sharp Gazebo & Park is located in downtown across the Shiawassee River from the Linden Mills Building. The city park is home to the Kimble-Sharp Gazebo. The park and gazebo area is a popular location for outdoor weddings and summertime events, including Music by the Mill, a summer concert series.

Mill Pond Park is located on the south side of the Mill Pond along Tickner Street, just northeast of downtown. Mill Pond Park provides canoe/kayak access to the Mill Pond and is a quiet place for contemplation and appreciation of the water.

Triangle Park is the fourth city park, located along the bend of Silver Lake Road. The park is currently utilized for casual picnicking and other passive activities.

Beyond the city parks, several private recreational facilities or open spaces are found scattered across the city. These include several neighborhood conservation/open space areas and two private golf courses: Spring Meadows Country Club and Shiawassee Shores Golf Course.

Public Water

The city provides clean and safe drinking water to all its customers. Municipal water supply is provided through four production wells and a water treatment plant. The city's Public Works Department maintains approximately 20 miles of various sized water distribution mains within the city. There are also two water



Kimble-Sharp Gazebo & Park



towers within the city. The water distribution system includes 1,700 meters at 1,234 accounts throughout the water system. Recently (October 2022), the Linden City Council voted to connect to the Genesee County Water System. this connection will occur before the Spring of 2025.

Public Sewer

Public sewer service is provided through a joint effort of the City of Linden and the Genesee County Drain Commissioner Water & Waste Services. The city's Public Works Department maintains approximately 7 miles of various sized sewer mains and four sewer pumping stations. City sewer mains feed into the Genesee County system and treatment occurs at the Genesee County Wastewater Treatment facility, located just west of the city limits on Silver Lake Road.

This page is intentionally left blank.

Goals and Objectives

The guiding principles and objectives of the City of Linden Master Plan establish the desired character, quality, and pattern of development for the physical development of the city. They also embody the strategic direction the city will take to ensure a high quality of life, promote a strong economy with vibrant business districts, maintain a safe and efficient circulation system, and provide first-class public services. The goals and objectives contained in this section direct future decisions on land use regulations, actions, procedures, and programs that will further implement the intent and purpose of the overall plan.

In terms relevant to community planning, goals and objectives provide the master plan the philosophical guidance to address the current issues and advance plans into the future. In general, goals and objectives can be defined as follows:

- Goals are overall broad statements that provide a focus for future discussions. Goals are supported by the more specific objectives.
- Objectives are very specific, measurable, action-oriented statements that help achieve the goals.

The vision, goals, and objectives, presented, are organized by six major themes including:

- Exceptional Community Character
- Vibrant Residential Neighborhoods
- Thriving Economy and Business Districts
- Balanced Circulation Network



CITY OF LINDEN
MASTER PLAN UPDATE

- Community Sustainability
- First-Class Community Services

Exceptional Community Character

Goal

Maintain a sustainable, small-town character that makes Linden unique and a great place to live by encouraging quality development.

Objectives

1. Encourage the preservation of the city's historic character by preserving or restoring historically significant properties, and promoting new developments consistent with the existing character.
2. Enforce design standards for all improvement projects being undertaken within the City of Linden Historic District.
3. Enact zoning regulations that encourage high quality, mixed-use development within and adjacent to the downtown area.
4. Encourage the regular maintenance of residential and commercial buildings and sites.
5. Incorporate unique and functional community design components with all new developments, public spaces, and streetscapes.

Vibrant Residential Neighborhoods

Goal

While protecting the essential qualities of established neighborhoods, provide varied and high quality housing types needed by persons of all ages, incomes and household sizes.

Objectives

1. Foster the development of new residential neighborhoods and support existing neighborhoods based upon traditional neighborhood design principles of scale, density, and connectivity.
2. Protect the historic residential neighborhoods along Broad Street and Bridge Street from encroachment of commercial and office uses.



Telling Linden's Story The 30-second elevator pitch

Linden is a community that has managed to keep the best of its Victoria-era charm while maintaining a forward-facing focus on continuing to provide its residents with the elements they need to build a wonderful life. Generations of families continue to choose Linden and call it home. It is the purist definition of community - neighbors look out for each other, kids can safely run around and explore, and families gather to take a relaxing breath away from the hustle and bustle of life.

As a town of about 4,000 people in the southwest corner of Genesee County, downtown Linden is home to thriving shops, restaurants, and professional services. Among many others, Linden's points of pride include its well-maintained parks and waterways, excellent schools, local businesses, charming atmosphere, senior center, and the intangible assets like safety, care, cooperation, and community support.

Linden is where Yesterday Meets Today.

3. Enforce existing housing, rental and maintenance codes to ensure neighborhoods remain strong and vital.
4. Support affordable housing opportunities that are consistent with market conditions.
5. Support new lifestyle housing choices such as townhomes, rowhouses, stacked ranches, lofts and life-work units within downtown and adjacent mixed-use sites.

Thriving Economy and Business Districts

Goal

Retain existing businesses and promote the development of new businesses in defined locations that

provide needed employment, goods, and services for residents, visitors, and workers.

Objectives

1. Maintain and leverage a thriving downtown district, featuring a diverse mixture of land uses, community institutions and civic spaces.
2. As new commercial and mixed-use development occurs, consider upper floors for resident populations.
3. Support the goals and actions outlined in the City's Economic Development and Marketing Strategies.
4. Continue to expand and deepen relationships with local institutions, community groups, business development groups and the DDA to maximize the use of scarce time and money.
5. Work cooperatively with the development community to undertake inventive redevelopment concepts.
6. Discourage automobile-oriented businesses from locating within or adjacent to downtown.
7. Support the development of public parking in downtown, distributed to areas of demonstrated need to maximize use by customers.

4. Create a network of bike routes linking cultural resources, schools, parks, the river, and activity centers throughout the city.
5. Improve pedestrian safety and accessibility of crosswalks.
6. Continue to build a strong partnership of public and private entities and residents to support regional trail initiatives, including the LAFF Pathways and the Shiawassee River State and National Water Trail.

Community Sustainability

Goals

1. Strive for the protection of important natural resources and open spaces that contribute to the health of natural systems, wildlife habitats, community character, and quality of life.
2. Promote a healthy quality of life by capitalizing on the city's walkability, access to the Shiawassee River, and recreational opportunities.
3. Foster community collaboration and civic mindedness while partnering with fellow citizens to improve the city while safeguarding Linden's exceptional assets.

Balanced Circulation Network

Goal

Establish a multi-modal transportation network that effectively serves both the motorized and non-motorized needs of the city, provides accessibility and connectivity to destinations, is designed for people, and responds to advances in transportation technology.

Objectives

1. Maintain the city's network of streets to accommodate the safe and efficient movement of vehicles.
2. Create visually attractive gateways into downtown and the city on major roads.
3. Maintain an interconnected network of sidewalks, prioritizing improvements near schools, parks, and downtown.

Objectives

1. Ensure riverfront development emphasizes public access to the water and remains sensitive to visual and environmental development impacts.
2. Develop, expand and improve the city's system of parks, guided by the 5-year Parks and Recreation Master Plan.
3. Develop storm water best management practices to minimize the negative impacts development can have on runoff and water quality.
4. Protect and enhance the Shiawassee River and its riverfront habitat through measures such as the placement of land into conservation easements, shoreline stabilization, elimination of invasive species, and control of storm water runoff pollutants.
5. Link natural features and open space areas to create a system of natural corridors.

6. Promote the development of public spaces that are easy to access, are comfortable, offer activities, provide opportunities for public art, and that will continue to nurture social interaction.
7. Foster and expand community arts and culture through partnerships with regional and local organizations and support of arts and culture focused community events.
8. Create a community where local and regional cultural, social, civic, educational and fraternal organizations complement one another, share resources, information and coordinate activities.
9. Encourage and support community volunteerism by providing opportunities for citizens motivated to contribute to the community's well-being, and to satisfy one's personal need for fulfillment, sense of accomplishment, and self-esteem.

First-Class Community Services

Goal

Continue to offer efficient, first-class services and facilities to residents and businesses to preserve the city's high quality of life.

Objectives

1. Provide adequate public water and sewer services to residents and plan for future expansion, in coordination with Genesee County.
2. Connect to the Genesee County water system to alleviate long-standing pressure and water capacity issues.
3. Plan for the continued improvement of the city's public facilities and services through capital improvement programming, coordinated with adjoining jurisdictions, and other public agencies.
4. Continue to maintain and support the senior center and its programs to provide high quality, cost effective services to Linden residents.
5. Continue to prioritize good governance and leadership by operating in an open and financially stable manner, focusing on maintaining high levels of citizen involvement and achieving measurable results.



Smart Growth Principles

What is smart growth? Smart growth is development that supports economic growth, strong communities and environmental health. The following "principles" of smart growth are accepted by this Master Plan as an over-arching framework for growth and development within the City of Linden:

1. Mix land uses



2. Take advantage of compact building design



3. Create a Range of Housing Opportunities and Choices



4. Create Walkable Neighborhoods



5. Foster Distinctive, Attractive Communities with a Strong Sense of Place



6. Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas



7. Strengthen and Direct Development Towards Existing Communities



8. Provide a Variety of Transportation Choices



9. Make Development Decisions Predictable, Fair and Cost Effective



10. Encourage Community and Stakeholder Collaboration in Development Decisions



Circulation Plan

The City of Linden strives towards providing an equitable and sustainable transportation system that will serve its current and future residents into the middle of the 21st century and beyond. Towards that end, the city's leadership understands that a long-term plan is necessary to accomplish a balanced circulation system of vehicular and nonmotorized transportation that serves the needs of all users equally.

The purpose of this section is to outline a 5 to 20-year vision for a circulation system of "complete streets" and nonmotorized facilities that will provide a convenient and safe option to link people, schools, businesses, parks, natural resources, and cultural and historic landmarks to each other within the city as well as connect to adjacent communities and resources.

Why Complete Streets?

The ability of people and goods to efficiently flow without unexpected stops or unprecedented congestion is an important part of the quality of life in a community as well as a vital part to a community's economic well-being and growth. Yet, a circulation network that emphasizes efficient traffic flow primarily for a single mode of travel over other circulation goals and modes of travel leads to an unbalanced, unsafe and inefficient transportation system.



CITY OF LINDEN
MASTER PLAN UPDATE

Complete streets contribute to livable communities that make getting around easier for people with disabilities, older adults, and children. They also increase safety and contribute to better public health, while decreasing traffic demands. The following are key benefits of complete streets:

1. **Safety** - Safety is a key concern in designing transportation networks, both for motorists as well as pedestrians and bicyclists. According to a Federal Highway Administration publication, crashes involving pedestrians are twice as likely to occur in places without sidewalks. Complete streets design the streets with the pedestrian in mind and engage in comprehensive safety improvements. A study by the Transportation Research Board found that installing pedestrian and bicycle facilities can reduce the risk of crashes by 28 percent. In addition, the installation of some pedestrian features, such as medians and traffic-calming measures, can lead to speed reduction in motorists.
2. **Economic Development** - An increased level of pedestrian and bicycling activity can improve business and bring revenue to the surrounding area. Complete streets projects increase foot traffic and have been successful throughout the nation in attracting new businesses. The walkability of a neighborhood can also increase property values. A survey of 15 real estate markets across the country in 2009 found that a 1-point increase in the walkability of neighborhood (as measured by WalkScore.com) resulted in an increase of home values by \$700 to \$3,000. In addition, streetscaping projects, such as planting street trees in the right of way, can increase the selling prices of homes.
3. **Public Health** - Complete streets support active living habits. The walkability of a neighborhood is directly linked to the health of its residents. A study done by Social Science & Medicine found that people who live in walkable neighborhoods participated in 35 to 45 more minutes of physical activity per week and were less likely to be overweight than similar people living in neighborhoods that are less walkable.
4. **The Environment** - The transportation industry is one of the leading contributors to carbon dioxide emissions in the United States. Nonmotorized forms of transportation, such as walk-

ing and biking, can have the biggest impact on reducing emissions, but transit is also a lower emissions mode.

5. **Accessibility** - Many roads are designed to meet the needs of automobiles, however at least one-third of Americans do not drive and use other forms of transportation. These groups include children, adolescents, some older adults, individuals with disabilities, and low-income individuals. Complete streets aim to allow safe and comfortable travel for everyone, including people in these groups.

Circulation Plan

The Circulation Plan Map (**Map 8**) sets forth recommendations for the development of public rights-of-way in a manner consistent with and supportive of recommendations for future land use. The Circulation Plan Map does not anticipate any changes to the existing Public Act 51 designations (i.e., County Primary, City Major, City Minor) of streets within the city as shown on **Map 7** (Transportation Network). The recommendations on the Circulation Plan Map focus on safety enhancements, improvements for more complete streets with pedestrian and bicycle facilities, and the development of nonmotorized facilities. The future circulation network is designed to link Linden's most important community facilities and establish easy to navigate connections for people to walk and bike in their neighborhoods and around the city.

Below is a description of the circulation system types and strategies outlined on the Circulation Plan Map.

Multi-Modal Main Street (Bridge/Broad Streets)

Bridge and Broad Streets are designated on the Circulation Plan Map as multi-modal main streets. These two streets are the primary routes to and from the City of Linden. Downtown Linden is centered around the intersection of Bridge and Broad Streets. Given the primacy of these streets, it is essential that these streets are designed as complete streets to accomplish numerous goals, including:

- Maintain a high quality aesthetic as they key gateways into the city, contributing to the city's small-town character and appeal
- Support safe and convenient pedestrian and bicycle travel

- City Parks
- Open Space/Recreation
- Public/Semi-Public
- Linden City Limits

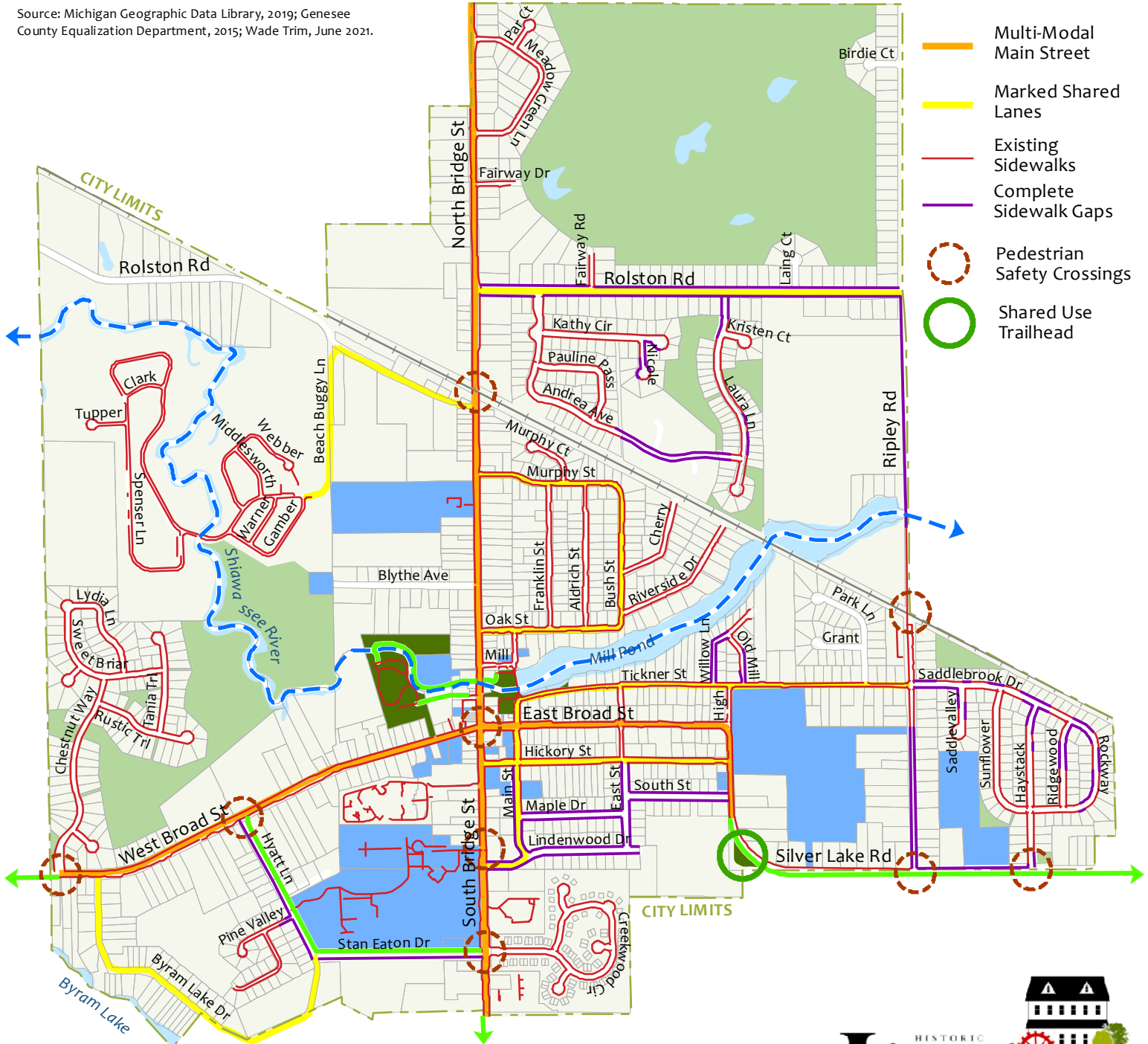
- Rivers and Streams
- Water Bodies
- Parcels
- Railroads

October 2022
0 500 1,000 Feet



Future Circulation Plan:

- Shared Use Paths
- Water Trail
- Multi-Modal Main Street
- Marked Shared Lanes
- Existing Sidewalks
- Complete Sidewalk Gaps
- Pedestrian Safety Crossings
- Shared Use Trailhead





What is a Complete Street?

Complete streets are designed and operated to enable safe access for all legal users. Pedestrians, bicyclists, motorists, and public transportation users of all ages and abilities can safely move along and across a complete street. The right-of-way is designed to enable safe access for all users as part of a complete street. There are no strict requirements to qualify as a complete street. The community context must be taken into consideration and therefore each complete street is unique. Some complete streets may include special bus lanes and accessible public transportation stops, while others may have wide paved shoulders with narrower travel lanes. The concept of complete streets is not to create the perfect street for every traveler, but rather to design a network of streets that emphasizes different modes of transportation and is accessible by everyone.



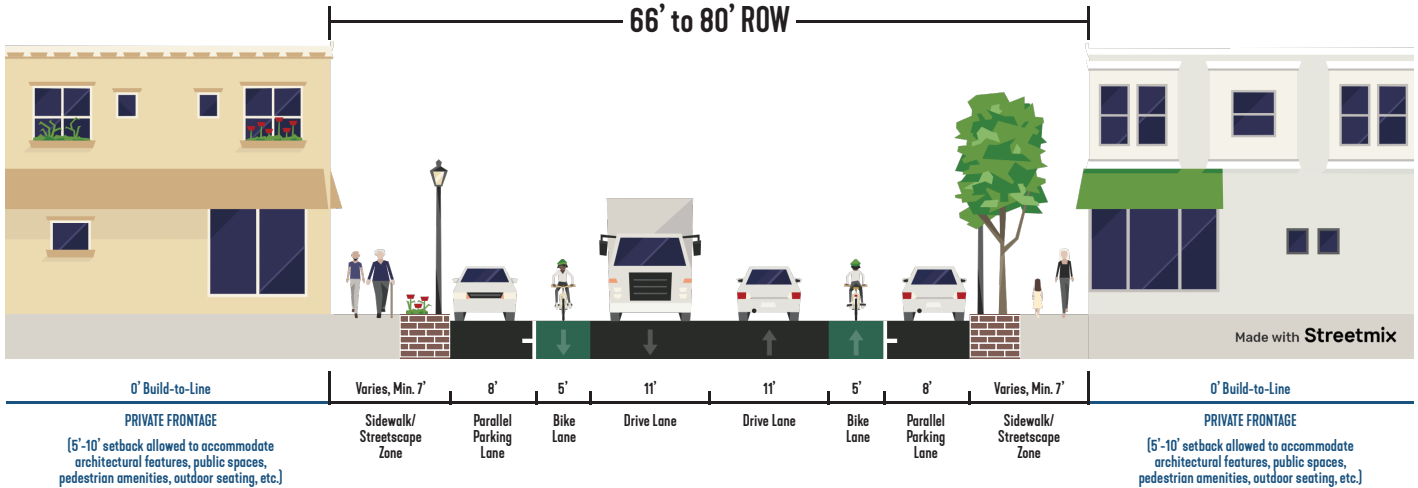
- Accommodate on-street parking within downtown
- Support “street life” within downtown, local business districts and the city’s neighborhoods, creating safe and comfortable spaces for social connections along the street
- Ensure safe and efficient vehicular travel of people and goods, but in a manner which does not compromise the other goals listed above

Recommended street cross-section designs for Bridge and Broad Streets are included in this section. Within the context of downtown, these multi-modal streets will accommodate vehicular travel, robust streetscape amenities, wide sidewalks to accommodate pedestrians and support business and entertainment activities, bicycle travel, and on-street parking. Outside of downtown, the multi-modal main streets must be designed to safely accommodate vehicular, pedestrian and bicycle travel in a residential environment.

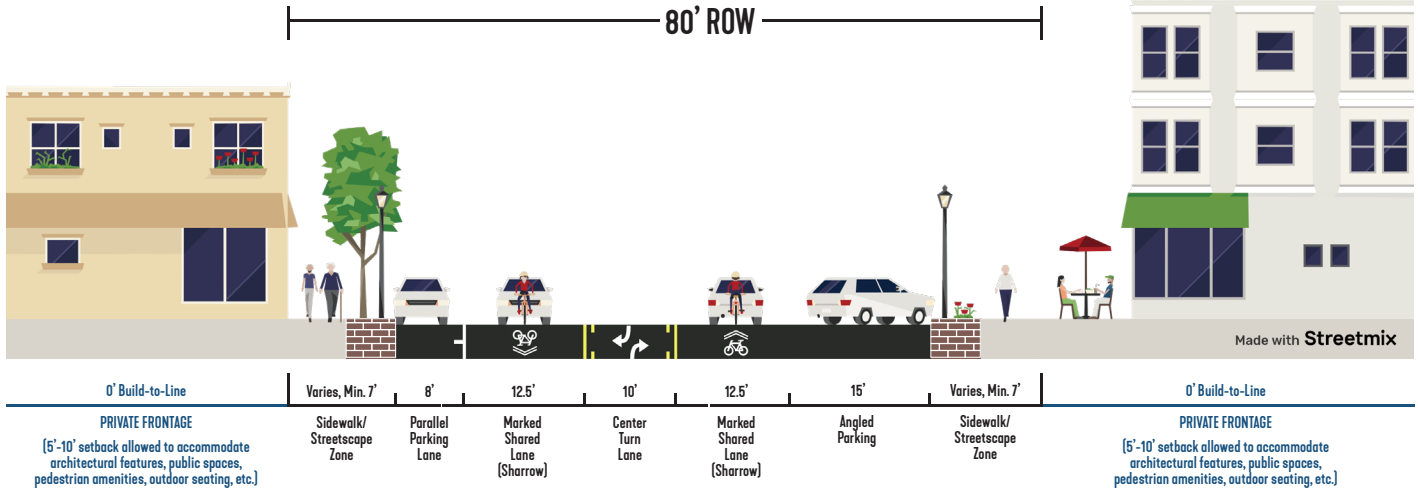
Bicycle Travel Options for Broad Street

Bike lanes already exist along much of Bridge Street within the city. However, Broad Street does not currently accommodate defined bicycle travel. As shown in the Circulation Plan Map, Broad Street is a critical nonmotorized travel route, as the regional LAFF Pathway system connects to Broad Street at both the eastern and western city limits. Broad Street can safely accommodate pedestrian travel, as a complete sidewalk system is provided on both sides of the street. However, bicycle infrastructure improvements are needed along Broad Street to support bicycle travel through the city.

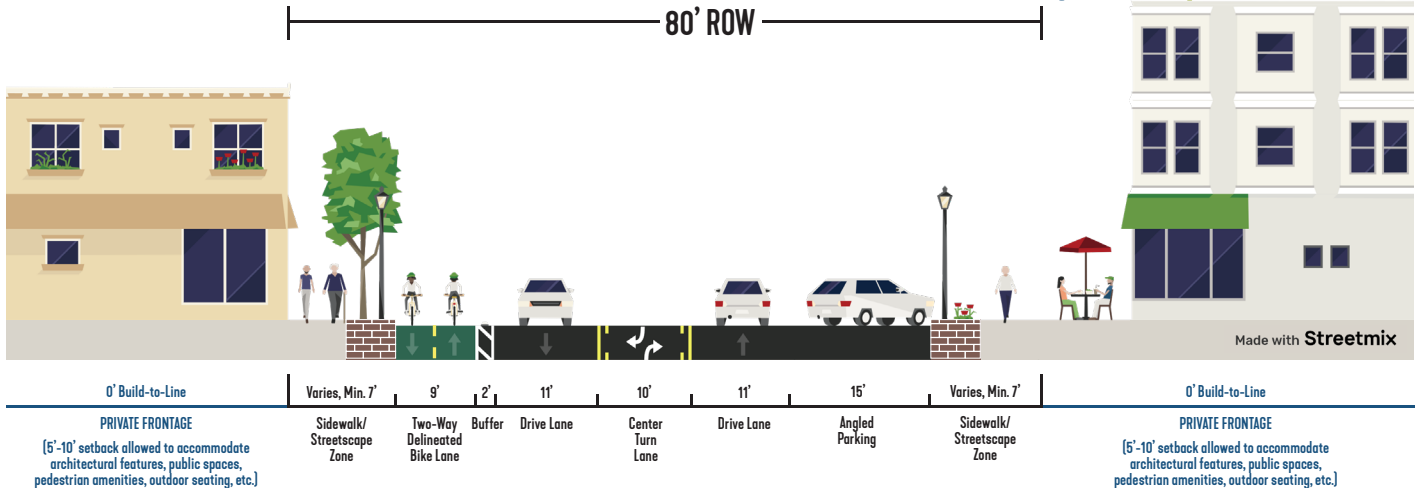
Multi-Modal Main Street: Bridge Street (Downtown typ.)



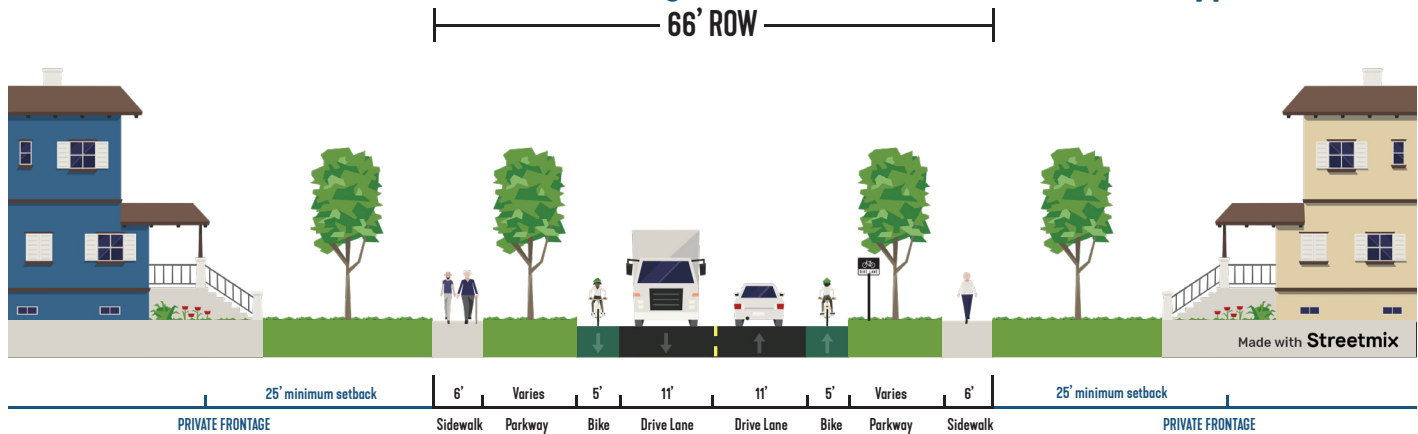
Multi-Modal Main Street: Broad Street (block east of Bridge St.) Option 1



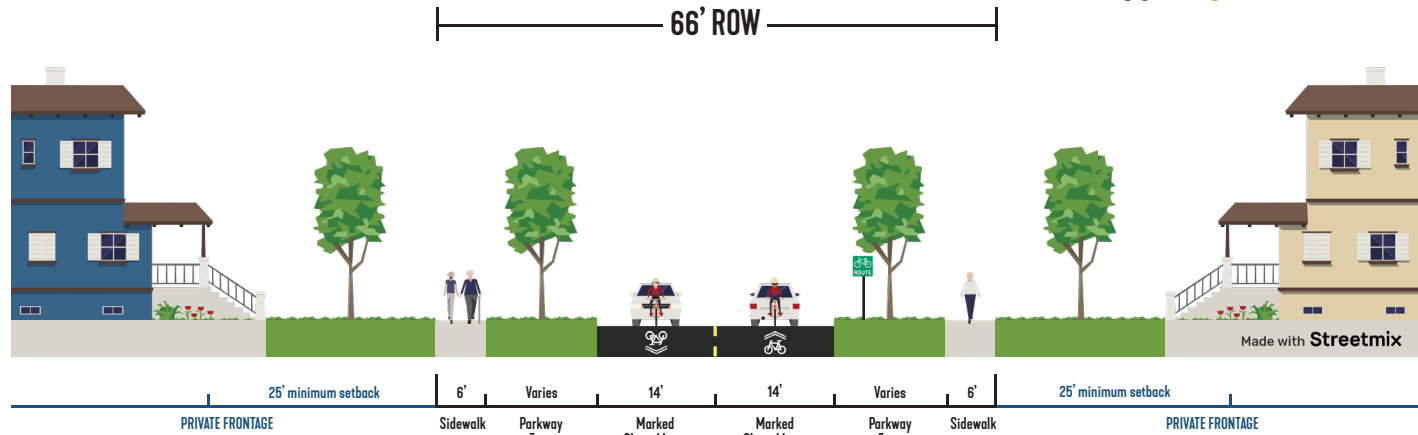
Multi-Modal Main Street: Broad Street (block east of Bridge St.) Option 2



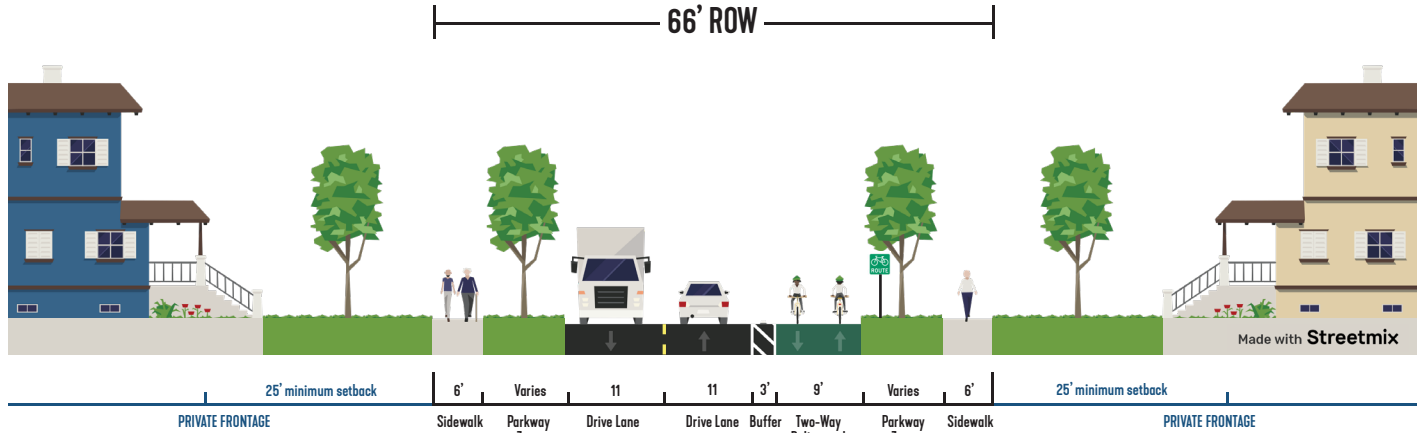
Multi-Modal Main Street: Bridge Street (outside of Downtown typ.)



Multi-Modal Main Street: Broad Street (outside of Downtown typ.) Option 1



Multi-Modal Main Street: Broad Street (outside of Downtown typ.) Option 2



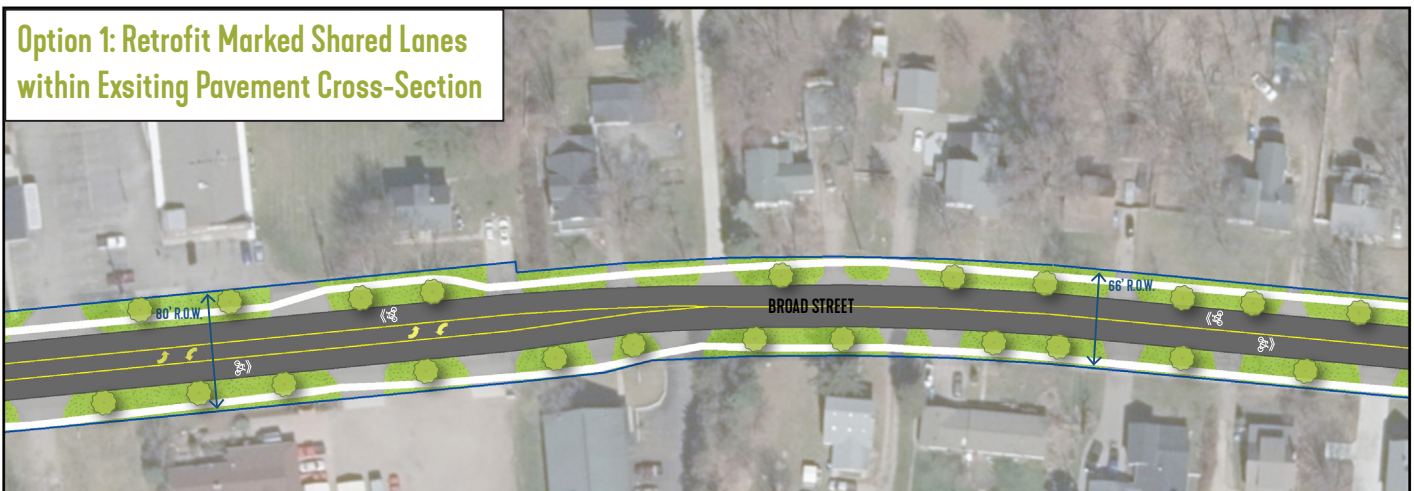
Two options to support bicycle travel along Broad Street are shown in the recommended street cross-section designs. The first option is a short-term and less costly recommendation to accommodate shared pavement markings (sharrows - see description later in this section). The second option is a longer-term recommendation to accommodate a two-way delineated bike lane within the street. A two-way delineated bike lane is a physically separated space that allows bicycle movement in both directions on one side of the road. A buffer space between vehicular and bicycle travel must be provided, which would include a physical separation device such as rumble strips. This second option for a two-way delineated bike lane is a longer-term and more cost intensive recommendation that will require widening of the street in certain locations. The plan-view drawings below illustrate how the two bicycle infrastructure options can be incorporated within Broad Street in the western portion of the city.



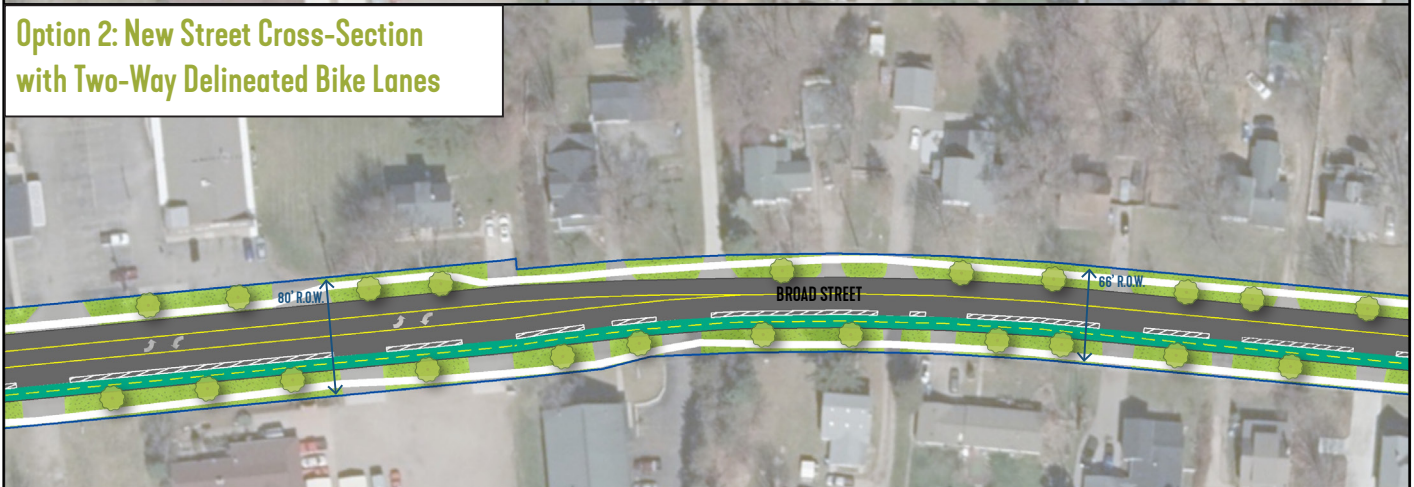
Two-way delineated bike lane example



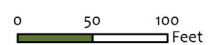
Option 1: Retrofit Marked Shared Lanes within Existing Pavement Cross-Section



Option 2: New Street Cross-Section with Two-Way Delineated Bike Lanes



Multi-Modal Main Street:
Broad Street (outside of Downtown typ.)



Marked Shared Lanes

The Circulation Plan Map recommends for selected streets within the city to be retrofitted with shared lane markings. These are streets that have a significant potential to accommodate bicycle travel, and include Rolston Road, Murphy/Bush/Oak Streets, Tickner Street, Hickory Street, Main Street and Byram Lake Drive.

Marked shared lanes (“sharrow lanes” or “sharrows”) are a newer alternative that are often incorporated into bike routes today. Sharrows are pavement markings that are to provide positional guidance to bike riders as to where they belong within the roadway and to alert motorists that bicyclists should be anticipated in the roadway and where they may be riding. These sharrow markings are used in areas where it is too narrow for bike lanes, has high incidences of wrong-way riding, and/or high parking turnover. The markings, generally placed every 200 feet and within 100 feet of every intersection, should also be used with “share the road” signs. Bicyclists should be positioning themselves to be crossing over the center of the sharrow’s chevron arrows.

Sidewalks

Presently, the majority of streets in the city are framed by sidewalks on both sides. However, there are numerous sidewalk gaps in the system. Completion of these gaps is a key recommendation shown on the Circulation Plan Map.

Sidewalks are the basis of any nonmotorized system. They are typically located adjacent to the road network and range between 48 to 60 inches wide. The American Association of State Highway Transportation Officials (AASHTO) permits 48 inch-wide sidewalks while the Federal Highway Administration (FHWA) recommends a minimum width of 60 inches. The landscaped buffer strip between the sidewalk and the street (“parkway zone”) should be a minimum of five feet wide, while narrower strips are permitted.

Shared Use Paths

The Circulation Plan Map recommends the development of several shared use paths connecting key destinations within and beyond the city.

Shared use paths are multi-use pathways that accommodate both pedestrians and wheeled users. Developed independent of roadways and designed to carry higher amounts of nonmotorized traffic, the shared use path is often the optimal solution; however, they are expensive to construct and maintain, often requiring the purchase of dedicated right-of-way. Separated from roadways by a parkway zone, shared use paths should be at least 10 feet wide to accommodate two way traffic. For paths with more than 300 users per hour, paths should be widened to at least 12 feet.

A shared use path “loop” route is proposed along both sides of the Shiawassee River, connecting downtown Linden with the city’s riverfront parks. This route would be an excellent option for visitors to downtown to experience the river and recreational opportunities. To provide safe passage for residents and children walking to the elementary schools, a shared use path route is proposed along Hyatt Lane and Stan Eaton Drive. The State Bank Trail, a shared use path slated for construction in 2023, is shown along the south side of Silver Lake Road. This shared use path will connect Linden with the City of Fenton.

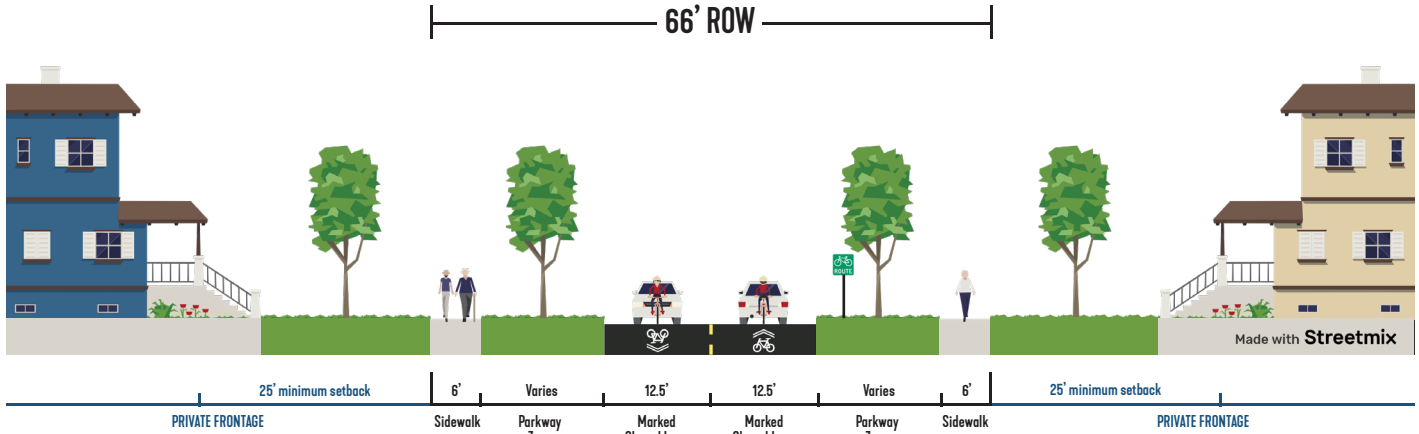
Shared Use Trailhead

The Circulation Plan Map shows a new trailhead at Triangle Park, where the State Bank Trail ends/begins. This will be completed as part of the 2023 construction of the State Bank Trail.

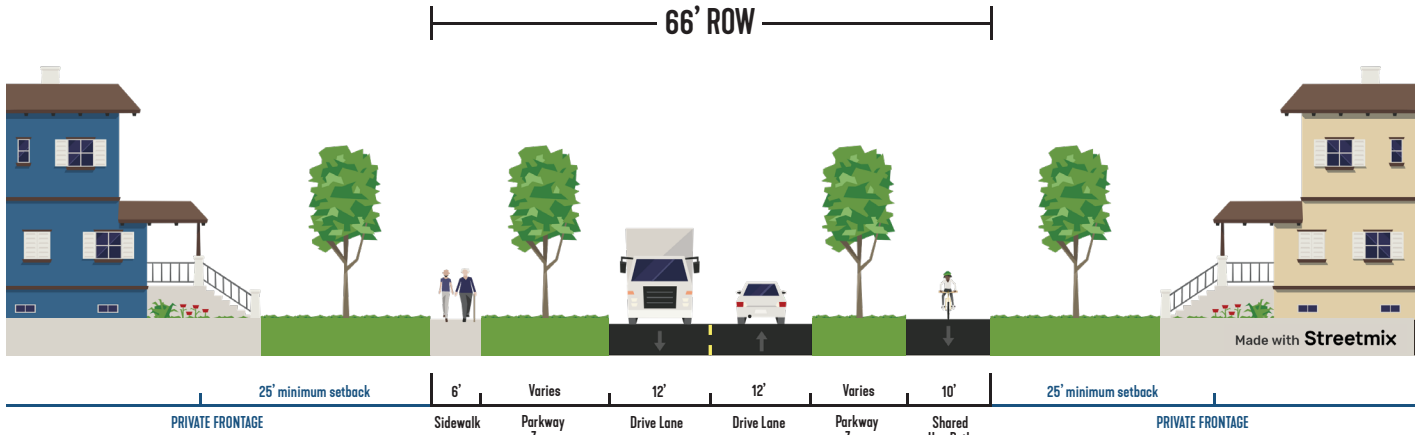
Water Trails

The Shiawassee River State and National Water Trail is shown on the Circulation Plan Map. This existing water trail route is a key component of the city’s overall circulation system and provides a unique opportunity for recreational travel and enjoyment of the river and its adjacent natural habitat. It is a regional water trail which extends from Holly to Chesaning. The City of Linden supports the efforts of the Shiawassee River Water Trail Coalition to expand and improve this key regional resource.

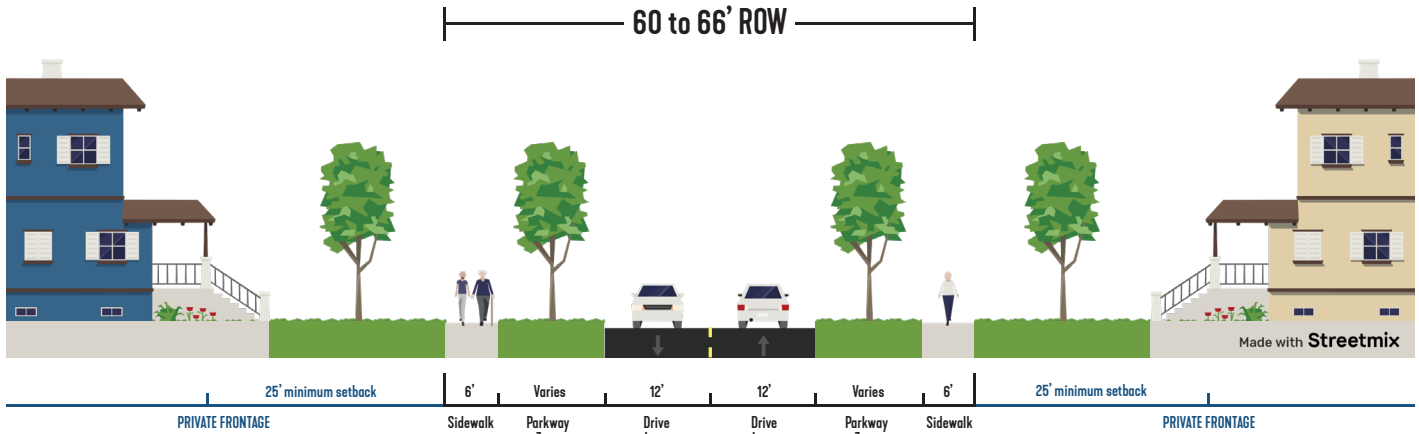
Residential Streets with Marked Shared Lanes (typ.)



Residential Streets with Shared Use Path (typ.)



Residential Streets (typ.)



Pedestrian Safety Crossings

Intersection and other pedestrian safety crossings improve the overall safety, walkability, and identity of Linden. The following strategies are recommended.

Intersection Crossings

The Circulation Plan Map shows pedestrian crossing improvements needed at key intersections. Although each intersection has unique needs with unique solutions, general intersection treatments such as curb extensions, textures, pavement markings, crosswalks, tightening corner curb radii, and installing pedestrian refuge islands are recommended to improve traffic management and safety. At a minimum, countdown pedestrian signals are recommended at all signalized crossings.

Mid-Block Crossings

Mid-block crossings should be strategically located to provide safe crossing of a road at locations where there is no street intersection, but where higher volumes of pedestrian and bicycle users have a need to cross the road. Design features should include signage (ranging from a standard pedestrian crossing sign to a HAWK pedestrian beacon signal), pavement markings, and refuge islands for wider road segments.

Railroad Crossings

Railroad crossings can present safety issues for pedestrians, particularly those using wheeled devices such as wheelchairs and scooters. There are a number of ways pedestrian safety can be improved at railroad crossings. Passive devices include signage, fencing, swing gates, and pavement markings. Active devices include flashers and audible active warning devices. The Circulation Plan Map shows needed improvements where North Bridge Street and Ripley Road cross the railroad. The North Bridge Street railroad crossing presently has no pedestrian safety devices. The Ripley Road crossing includes bollards along the sidewalk at the railroad, which force wheeled users to stop prior to crossing the railroad. Enhanced pedestrian safety measures should be explored at both crossings.



Mid-block crossing example safety treatments



Future Land Use Plan

The Future Land Use Plan is the physical result of the master plan development process. It is designed to serve as a guide for the future development of the city. In the creation of a Future Land Use Plan, it is critical that the current profile of the community is thoroughly understood to better predict future conditions. The preceding sections of this Master Plan provide the background or basis on which the Future Land Use Plan was developed. In particular, the Future Land Use Map was based upon:

- A review and analysis of existing land use conditions
- Infrastructure capabilities
- Analysis of demographic data
- Goals and objectives developed for the Master Plan
- Public participation gained through various opportunities during the planning process

While the city has carefully derived the Future Land Use Plan and Map based on the above factors, there may be conflicts between text in the Master Plan and the Future Land Use Map designation of a property. Where those instances have occurred, the designation on the map is most critical in reviewing a rezoning request.



CITY OF LINDEN
MASTER PLAN UPDATE

Future Land Use Map and Classifications

Eleven future land use classifications have been established and are shown on the Future Land Use Map (**Map 9**). Below is a narrative to explain the proposed development patterns illustrated on the Future Land Use Map.

Single Family Residential

This classification is intended to create a location for single family residential detached housing developed on lots that are between 80 and 100 feet in width and 9,600 square feet and 15,000 square feet in area. These lot sizes are typical for much of the single family residential properties in the community and should be maintained to continue the overall appearance of the classification. However, the creation of smaller sized (“clustered”) lots within a development may be allowed as a means to accomplish community benefits, such as the preservation of unique natural features on the property.

Lands designed on the Future Land Use Map in this category are generally found on the periphery of the city and embody suburban-style residential development. They are highly-desirable, safe and attractive neighborhoods whose character should be maintained and protected. Most properties are already developed; although there are some larger and/or undeveloped properties that could accommodate new residential development similar in character to existing development.

Historic/Core Residential

The intent of this classification is to protect and preserve the integrity of the traditional neighborhood character of the City of Linden. Most of the existing homes within this classification are older and many are historic. Over the years, owners have taken great care to improve and restore the historic architecture of their homes. This area is characterized by small lots ranging in size from 8,400 to 9,600 square feet and ranging in width between 70 and 80 feet. (Note: lands within this classification are located outside of Linden’s state registered historic district - the City of Linden Historic District encompasses downtown Linden.)

These neighborhoods are located immediately adjacent to and/or are within easy walking distance from downtown Linden. Nearly all of the properties in this classification are developed. Although the majority

of properties feature detached single-family homes, there are a small number of duplex dwellings scattered within these areas.

Mixed Residential

The intent of this future land use classification is to accommodate a mixture of residential use characterized predominantly by small lot detached single family development and attached single family development. This classification may also include housing developments catering to a senior population, including senior active living developments and residential care facilities. It is not intended for this category to accommodate conventional multiple-family apartment development or mobile/manufactured home park development.

Development within this category will be carefully designed to ensure the protection of the natural characteristics of the property, encourage high-quality architectural design standards and facilitate the construction of site amenities to serve the residents of the development and community as a whole. They will also be sufficiently screened where adjacent to lower density single-family neighborhoods.

Lands so classified include one existing residential development (Creekwood) which contains a mixture of detached and attached single-family homes. The remaining properties, several of which are large, are undeveloped and have the capacity to accommodate new mixed residential development. For new development, densities of up to 6 dwelling units per acre may be allowed. However, the granting of additional density may be considered by the city upon demonstration by the owner of exceptional public benefit that would not otherwise be achieved by a conventional development.

Multiple Family Residential

This land use classification is intended for multiple family developments between 8 and 12 dwelling units per acre. Developments may include attached residential, townhouses, and traditional garden apartments. Most of the properties included in this classification feature existing apartment development.

- Streets
- Parcels
- Rivers and Streams
- Water Bodies
- Linden City Limits

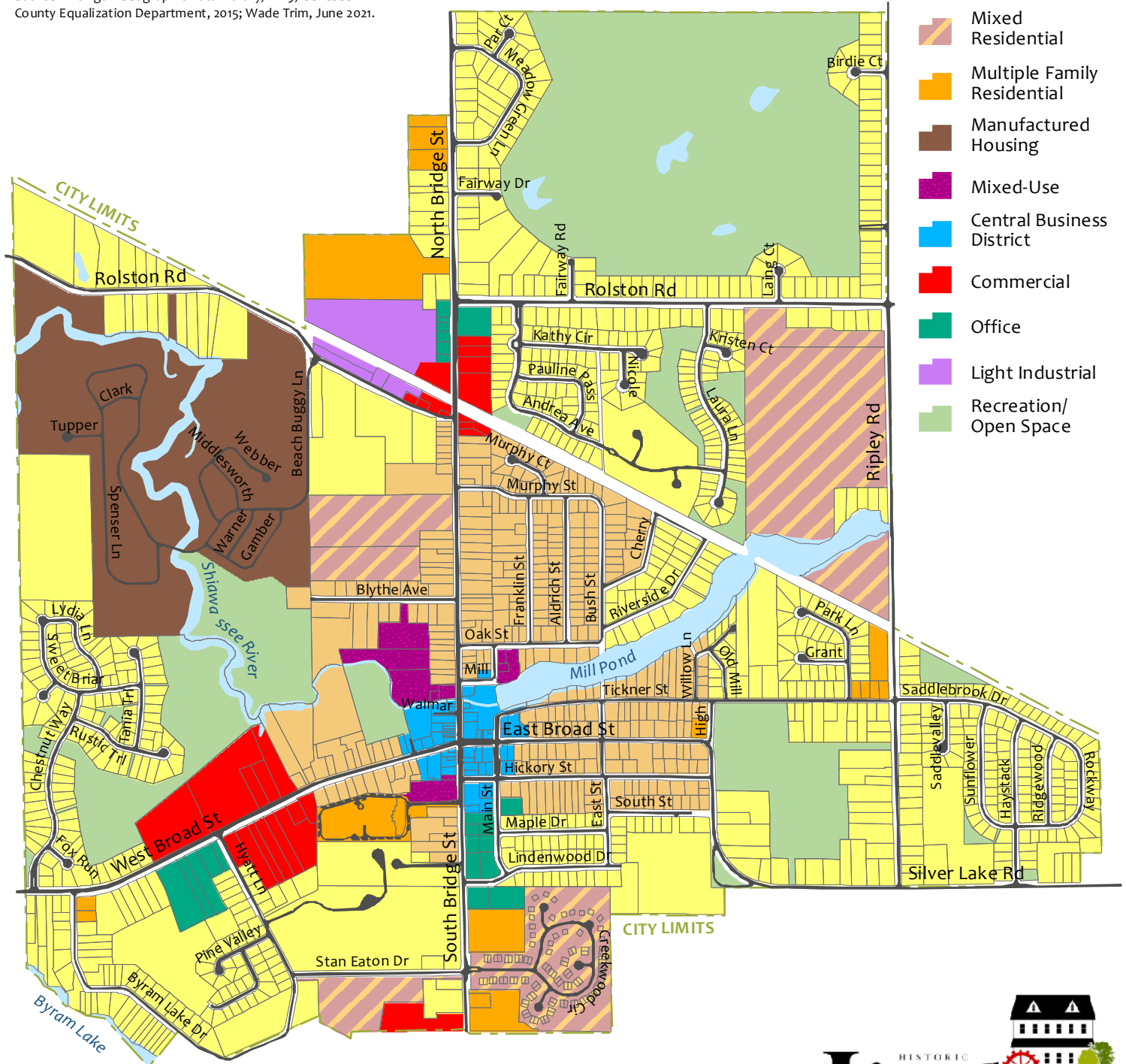
October 2022
0 500 1,000 Feet



Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; Wade Trim, June 2021.

Future Land Use:

- Single Family Residential
- Historic/Core Residential
- Mixed Residential
- Multiple Family Residential
- Manufactured Housing
- Mixed-Use
- Central Business District
- Commercial
- Office
- Light Industrial
- Recreation/Open Space



Manufactured Housing

The intent of the manufactured housing land use classification is to provide an additional means of affordable housing in the City of Linden. Currently, the only location in the city with this land use classification is the Shiawassee Shores retirement community located off of West Rolston Road.

Mixed-Use

This future land use classification is designed to accommodate a combination of uses either contained within an individual structure or among structures, generally housing a mix of residential, commercial, office, and quasi-public uses.

Three locations in the city are identified for mixed-use development, all of which are adjacent to downtown Linden. Given their proximity to downtown, they may include mixed-use buildings with street level retail and/or office use, with office and/or residential spaces on the floors above. Developments with a combination of commercial or mixed-use buildings on the same site with residential building types could also be appropriate.

Several of these properties have been designated as Priority Redevelopment Sites and are addressed more fully in the next section.

Central Business District

This future land use classification is intended for a mixture of retail, office and service establishments in a traditional downtown setting. The focus of the classification is entertainment, specialty retail, restaurants, personal service, small offices and institutional uses. Residential uses on the upper levels of buildings are also appropriate and encouraged within the Central Business District. The Central Business District boundary is very similar to City of Linden Historic District boundary which requires a level of protection to the character of the downtown.

Commercial

This classification is intended for the widest variety of retail and service businesses. Businesses could range from general retail, automobile service and restaurants to small commercial centers. The uses in this classification are not intended to compete with larger commercial development located outside of the city or those retail uses located in the Central Business District.

Properties designated as Commercial generally have a large enough property to accommodate parking and a stand-alone structure on the site.

Aside from a single property on the southern edge of the city, lands within this classification are either within the West Broad Street local business district or the North Bridge Street local business district.

Office

This land use classification is intended for low intensity, single story office uses. Specifically, it is envisioned that professional offices such as medical, dental, financial and personal services would be preferred uses.

Lands within this classification are found in three small concentrations within the city: immediately south of downtown along South Bridge Street; at the southwest corner of West Broad Street and Hyatt Lane; and, along North Bridge Street near East Rolston Road.

Light Industrial

This land use classification is intended to accommodate limited, small-scale light industrial developments, such as wholesale activities, warehouses, and light manufacturing, whose external, physical effects are restricted to the area of the districts and in no manner affect in a detrimental way any of the surrounding districts.

Linden has very limited light industrial development presently and there is no desire on the part of the city to accommodate widespread industrial development. Therefore, only one small area has been designated in this classification where existing industrial development already exists. This area is located north of West Rolston Road on either side of the railroad tracks.

Recreation/Open Space

This future land use classification includes public parks, private open space areas, and similar “open” institutional properties. They are intended to remain open/undeveloped or for recreational use.

Priority Redevelopment Sites

Communities must think strategically about the redevelopment of properties. Investments should be targeted in areas that have the potential for positive future development. Focusing on the redevelopment and reuse of a single property or a specific node can catalyze further development around it. To ensure lasting change, the following concepts identify a community-generated vision for “priority redevelopment sites” within the City of Linden . By engaging the public and formulating a framework of desired outcomes for priority sites, the city is creating a predictable environment for redevelopment projects.



CITY OF LINDEN
MASTER PLAN UPDATE

Priority Redevelopment Sites Identification

Listed below and shown on **Map 10**, four sites within the city have been identified and will be targeted as priority redevelopment sites:

1. Evan's Building
2. DPW Yard
3. Parkside
4. Old Theater

These sites came to the forefront during the various public engagement opportunities, including the citizen survey, focus group discussions and visioning workshop. They have significant potential for redevelopment and, if developed, would greatly contribute to the improvement of the community in line with the vision and recommendations of this Master Plan. This section of the Master Plan provides a detailed evaluation of challenges and opportunities for each of these sites, along with strategies to turn the redevelopment of these sites into reality.

However, these are not the only sites in the city with the potential for redevelopment. **Map 10** shows additional redevelopment sites which are not deemed “priority” sites but nonetheless were identified as potential sites for redevelopment during the course of the planning process. Conditions may change and new opportunities may arise that will result in the city focusing on different or new redevelopment sites. Over time, the city should continually identify priority redevelopment sites (in addition to those highlighted in this section) and package them for marketing and solicitation of developers.

Overcoming Redevelopment Challenges

Site redevelopment poses a variety of challenges which are generally not faced by a project involving new construction on an undeveloped site. The following is a listing of challenges that are commonly faced by site redevelopment projects, including Linden's four priority redevelopment sites:

- Small site size and/or the lack of control of the land
- High cost of rehabilitating existing buildings on site, which may be in poor condition
- Possible environmental contamination from prior uses, leading to site remediation costs

- Zoning designations/requirements which serve as barriers to “creative” redevelopment concepts
- Need for additional parking, but a lack of space on-site to accommodate parking

However, the city, with the support of private and public partners, has the ability and necessary tools to combat these challenges. The following strategies are recommended as means for the city to overcome the various redevelopment challenges.

1. Market redevelopment sites and solicit developers

- Clearly articulate and communicate the vision for each priority redevelopment site. The concept plans included in this section are a starting point, but additional site investigation may be necessary and the city may wish to prepare high quality concept sketches and illustrations as marketing tools.
- Post business information packets on the city's website, which contain demographics, available incentives and testimonials from successful business owners already in the city
- Work with local partners (DDA, County, MEDC, etc.) to promote the vision
- Promote sites on online databases such as Zoom Prospector, OppSites, and the MEDC Real Estate Database

2. Eliminate zoning barriers

- Proactively rezone priority redevelopment sites to a district that would support the proposed redevelopment
- Create and adopt a new mixed-use zoning district which allows for creative mixed-use redevelopment proposals

3. Incentivize redevelopment

- Establish and promote clear incentives to demonstrate the city is a willing partner in redevelopment for certain types of projects. City incentives may include tax abatements, DDA sign/facade improvement programs, and DDA funded capital improvements.

Streets

Parcels

Rivers and Streams

Water Bodies

Linden City Limits

Priority
Redevelopment Sites:

1. Evan's Building
2. DPW Yard
3. Parkside
4. Old Theater

Additional
Redevelopment Sites:

- A. City Hall Site
- B. 495 W. Broad
- C. 112 S. Bridge
- D. North end business district

October 2022

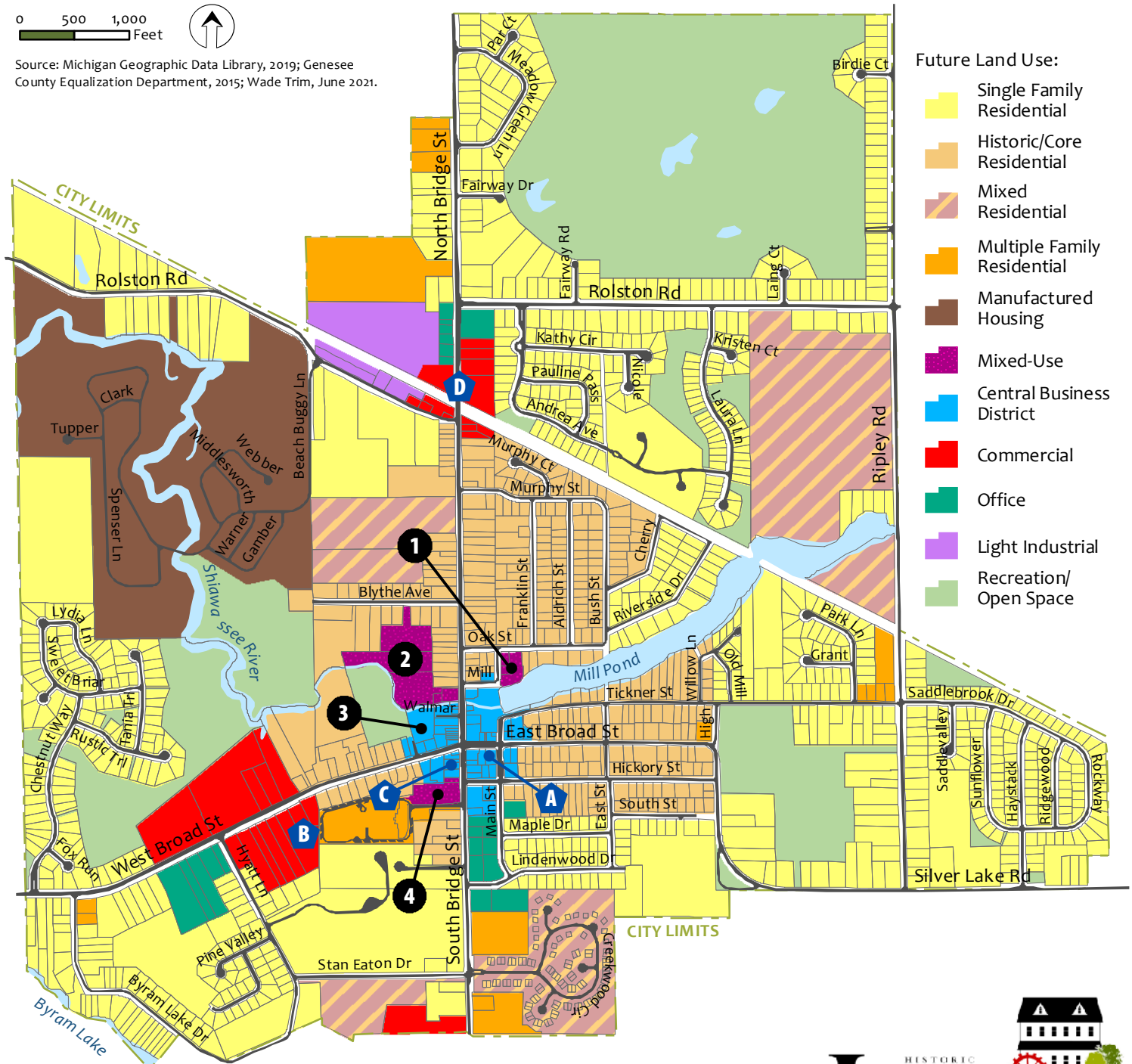
0 500 1,000
Feet



Source: Michigan Geographic Data Library, 2019; Genesee
County Equalization Department, 2015; Wade Trim, June 2021.

Future Land Use:

- Single Family Residential
- Historic/Core Residential
- Mixed Residential
- Multiple Family Residential
- Manufactured Housing
- Mixed-Use
- Central Business District
- Commercial
- Office
- Light Industrial
- Recreation/Open Space



- Consider a new DDA program to provide “gap financing” for impactful investment projects through the use of project specific tax increment financing
- Catalogue available outside funding resources and serve as a conduit between property owners and funding agencies, including the MEDC and MEGLE

Priority Redevelopment Site Recommendations

This section outlines recommendations for the redevelopment of each of the four priority redevelopment sites. Included are concept plans for each site that illustrate the overall character of redevelopment opportunities. The recommendations and concept sketches are not intended to be a prescription for what the city will allow or require at each site. Rather, they are intended to showcase potential redevelopment concepts that would be consistent with the overall goals and recommendations of this Master Plan. The city recognizes that some or portions of these sites are privately owned and does not intend to restrict the creativity of property owners or developers to propose different designs and concepts that would also be complementary with the city’s future vision.

Evan’s Building

This site is located northeast of and adjacent to downtown Linden. It is approximately 1.2 acres in size and has water frontage along the Mill Pond. The site consists of two separate properties, both of which are privately owned. The larger of the two properties features a large warehouse building (locally known as the “Evan’s” building) and the smaller of the two properties contains a single-family dwelling. Existing challenges at this site include the presence of an adjacent electric substation, the cost of needed warehouse building improvements, lack of parking, and the potential for environmental contamination from prior uses.

Two concept drawings have been prepared to illustrate opportunities for the redevelopment of this site. One concept considers how the existing warehouse building could be reused or re-purposed, while the second concept considers site redevelopment if the existing warehouse building was demolished. Both concepts envision mixed-use development capitalizing on the site’s waterfront setting.

DPW Yard

This priority redevelopment site is located on the north side of the Shiawassee River, east of North Bridge Street. It is located across the river from downtown Linden and Eagle’s Wooden Park. The site is approximately 9.1 acres in size and is entirely owned by the City of Linden. Much of the site is undeveloped, but a small dwelling (unoccupied) is located near Bridge Street and the central portion of the site is utilized as the city DPW yard, with one existing DPW building. Several water wells are located at the site which currently supply the city’s municipal water system. Two key challenges exist at this location: 1) the need to relocate the city DPW facility; and, (2) having to work around the existing municipal water wells. However, the City Council’s recent decision to connect to the Genesee County water system means that the water wells at this property would no longer be a significant barrier to site redevelopment. This connection is estimated to occur by the Spring of 2025. Smaller challenges include the need to demolish the existing dwelling structure and the lack of connections to downtown, with the river separating the site from downtown.

A concept drawing has been prepared to illustrate opportunities for the redevelopment of this site. Given the size of the site, an opportunity exists to establish multiple uses at the site, including commercial (near North Bridge Street), residential (central and northern portion of the site) and public (along the riverfront).

Parkside

This 2.1 acre site is located immediately adjacent to downtown Linden to the west. The site consists of two small privately-owned properties along West Broad Street and a larger city-owned property with frontage on the Shiawassee River. One existing and occupied commercial building is located on the property, which is anticipated to remain. One challenge to redevelopment is potential contamination at the property along West Broad Street, which was formerly occupied by a gas station.

A concept drawing has been prepared to illustrate opportunities for the redevelopment of this site. Commercial and/or mixed-use development is envisioned along West Broad Street, while the central portion of the site could be utilized for public parking to serve the larger downtown area. The river-fronting portion of the site is anticipated as recreational space.

Evan's Building Redevelopment Concept: Building Reuse Alternative

Precedent Imagery



Dockside Dining



Adaptive Reuse of Industrial Buildings



Pop Up Shops

Entice New Business Uses:

- Restaurants with waterfront seating
- Microbrewery
- Food truck park
- Banquet/events facility
- Unique shops/pop-up shops
- Office/maker-space

New Public Amenities:

- On-site parking (north end)
- Community meeting space
- Kayak/canoe docks (customer use)
- Bike racks

Demolish northern portion of building for off-street parking. Possible option for podium parking with building above.



Upper Story Development:

- Potential 2-3 story building height
- 3rd story would require step-back from water and streets
- Upper story uses may include residential, office, maker-space or live/work units

Evan's Building Redevelopment Concept: Building Demolition Alternative

Precedent Imagery



Active dock/boardwalk space



Residential with ground floor commercial



Attached residential development

Demolition of Existing Building and New Construction:

- 2 to 3 stories
- Attached residential townhouses
- Ground floor commercial and office
- Upper story office, live/work and maker-space



DPW Yard Redevelopment Concept

Potential Public Amenities Along the Shiawassee:

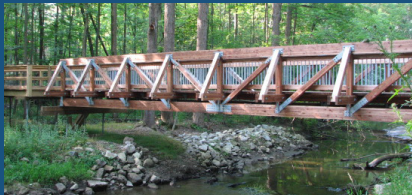
- Bridge to Eagles Wooden Park
- Canoe/kayak livery
- Paddlers campground
- Passive outdoor recreation space (picnic area, grills)
- Enhance nature opportunities (i.e., birding)
- Access point to launch kayaks portaging from east
- Farmers market and other outdoor events
- Restroom

Entice New Mixed-Use Development:

- Restaurant uses along the river with outdoor seating
- Retail uses
- Unique shops/pop-up shops
- Mixed residential development, to include attached and detached dwellings



Precedent Imagery



Pathway, bridge and recreational amenities



Farmers' market
Mixed-residential housing -->



Parkside Redevelopment Concept



Precedent Imagery



Riverfront recreational space



Riverfront-oriented mixed-use



Public parking



Civic multi-purpose space



Mixed-use/unique commercial

Old Theater

This approximately 2-acre site is located just south of downtown Linden along the west side of South Bridge Street. The site consists of two properties, both of which are privately owned (Symphony of Linden). Only the northeast corner of the site is occupied by a two-story, former theater building. The remainder of the site is undeveloped - this portion of the site has previously been designated as a possible future phase of the Symphony of Linden senior care facility. Challenges for the redevelopment of the site include the poor condition of the existing theater building and potential contamination from prior uses.

A concept drawing has been prepared to illustrate opportunities for the redevelopment of this site. Following its historic use as a theater, the concept suggests that the site be re-established as a theater for the performing arts. Given the building condition, this will require building rehabilitation or demolition and new construction. Space for new mixed-use development along South Bridge Street is available, along with space for the expansion of the senior care facility.

Additional Redevelopment Sites

Although not deemed “priority” sites, **Map 10** shows additional redevelopment sites which were identified during the planning process as having the potential to accommodate redevelopment activity. These sites include:

- City Hall Site
- 495 W. Broad
- 112 S. Bridge
- North end business district

City Hall Site

Linden City Hall, located at 132 East Broad Street, is a two-story building that houses the city administrative office, police department and fire department. Because it is a historic building located in downtown, there exists the potential for the building to be rehabilitated and re-occupied as a mixed-use building, which would be a stronger contributor to the vibrancy of downtown. To enable this transformation, the city municipal functions would first need to be relocated elsewhere within the city.

495 West Broad

Located on the south side of West Broad Street, this 2.7 acre property is presently utilized as a landscape materials yard. Located on the edge of the West Broad Street business district, it has the potential to be redeveloped for commercial and/or office use and better connected to the larger business district.

112 South Bridge

This small site on the west side of South Bridge Street is currently a gravel parking lot located between historic commercial buildings along the street. The lack of development at this site results in a “gap” in the historic street wall, which could be filled through new building construction of a character similar to the existing buildings to the north and south.

North End Business District

As part of the citizen survey, respondents were asked to indicate locations in the city where redevelopment should occur. Numerous respondents indicated the north end business district (North Bridge Street) as a general location where redevelopment is needed. This business district contains a mixture of uses including industrial, office and commercial. Some sites within the business district are either underutilized or are undeveloped. The city desires to attract new business investments to generate additional tax revenue and commerce in line with the existing character of this local business district.

Old Theater Redevelopment Concept



Precedent Imagery



Theater exterior improvements



Supportive living expansion



New mixed-use construction

Implementation Strategy

This Master Plan serves as the policy guide for moving Linden forward, guiding decisions about future land use, development and redevelopment, circulation and overall quality of life. Transforming the Master Plan's goals into reality will require a long-term commitment and political consensus. Implementation will require the ongoing efforts of elected officials, appointed officials, city staff, neighboring agencies and citizens. The effectiveness of the Master Plan relies upon the diligence with which its provisions are implemented.

The plan is designed to be a road map for action, incorporating strategies, specific projects, and programs that will achieve the desired results. This section identifies the actions needed to transform the plan's vision into reality.

Tenets of Successful Implementation

The input received through the planning process provided a foundation to help achieve the city's vision. Community support, commitment, and involvement must continue.

Commitment

Successful plan implementation will be directly related to a committed city leadership. While elected and appointed officials will have a strong leadership role, many others, including city staff and leaders from the community's many institutions and organizations, will also be instrumental in supporting the plan. However, commitment reaches beyond just these individuals and includes the array of stakeholders. Citizens, landown-



CITY OF LINDEN
MASTER PLAN UPDATE

ers, developers, and business owners interested in how Linden develops must unite toward the plan's common vision.

Guidance for Development Decisions

This plan is designed for routine use and should be consistently employed during any process affecting the community's future. Private investment decisions by developers, corporations, and land owners should consider the plan's direction as it is the guide for future growth and stability of the community.

Role of the Planning Commission

A role of the Planning Commission is to provide recommendations to the City Council and city administration. This planning function is a continuous process which does not terminate with the completion of the Master Plan. Planning is an ongoing process of identification, adjustment, and response to problems or opportunities that arise. In order to sustain the planning process, generate positive results, maintain momentum, and respond to change, the plan should be reviewed and updated every five years, at a minimum (refer to the Planning Enabling Act). In addition, the Planning Commission or other designated committees, can prepare sub-area or topic-based plans for specific issues or areas of concern as specified in the Master Plan.

The Planning Commission's work does not end with the adoption of this plan. Every year, the Planning Commission should establish/update its annual work plan based upon this plan's recommendations.

Coordination between Boards and Commissions

In no certain order, the Planning Commission, City Council, Zoning Board of Appeals, Parks and Recreation Commission and other groups are essential for the implementation of the plan. To that end, there should be a regularly scheduled coordination session between these groups to discuss work plans and priorities for the year. Resources can be allocated and schedules developed to minimize the duplication of effort and conflicting interests.

Downtown Development Authority's Role

The DDA should be viewed as the development arm of city government, as opposed to just a funding source for public improvements. The DDA can leverage private investment using its ability to capture tax increment, both current and future, and direct it

toward specific development projects. Without this investment, many projects would not be feasible, ensuring they would not be built and the city loses new tax revenue moving forward.

Capital Improvement Program

The city has and will continue to maintain an updated and effective Capital Improvement Plan (CIP). A CIP is used to evaluate, prioritize and structure financing of public improvement projects. The CIP provides a basis for systematic review of proposed improvements related to the Master Plan by the City Council, and creates an opportunity to coordinate timing, location and financing of those projects.

The role of the Planning Commission in the CIP process is primarily to identify potential projects as related to the Master Plan, coordinate material submitted by others, and work with financial officials in assembling facts for decision by the City Council.

Public Understanding and Support

The necessity of citizen participation and understanding of the planning process and the plan cannot be over-emphasized. A carefully organized public education program is needed to organize and identify public support in any community development plan. The lack of citizen understanding and support can seriously limit implementation of the planning proposals. The failure to support needed bond issues, failure to elect progressive officials, and litigation concerning taxation, special assessments, zoning, and public improvements are some of the results of public misunderstanding of long-range plans.

In order to organize public support most effectively, the city must emphasize the reasons for the planning program and encourage citizen participation in the adoption of the plan and the continued planning process. Public education can be achieved through informational presentations at various local functions, newspaper articles, and preparation of simple summary statements on plans for distribution. Participation by residents in various civic groups is evidence of community involvement.

Programs and Funding

Successful implementation of projects will depend on the ability of the city to secure the necessary financing. Besides the general fund, millage proposals and other traditional funding mechanisms, there are several sources of funding available to the city. In many cases, the city has in the past, or currently benefits from such funding.

Zoning Plan

According to section 2(d) of the Michigan Planning Enabling Act, PA 33 of 2008, the Master Plan shall include a “Zoning Plan” - depicting the various zoning districts and their use, as well as standards for height, bulk, location, and use of building and premises. The zoning plan serves as the link between the Master Plan and the Zoning Ordinance, and to ensure consistency between the two documents, it guides the Planning Commission in what to consider updating in the Zoning Ordinance.

The City of Linden Master Plan has established a total of eleven future land use classifications (see the Future Land Use Plan section and **Map 9**).

The presently adopted City of Linden Zoning Ordinance has established a total of nine zoning district designations, as follows:

- R-1, Single Family Residential
- R-2, Single Family Residential
- R-3, Single Family Residential
- R-4, Multiple Family Residential
- R-5, Mobile Home Park
- LS, Local Service
- GC, General Commercial
- CBD, Central Business District
- LI, Limited Industrial

The City Zoning Ordinance also has established a development option, Planned Unit Development, which allows for regulatory flexibility for unique projects that meet certain qualifications.

Table 21 highlights how each of the eleven future land use classifications is intended to be accomplished through zoning district designations.

Table 21: Zoning Plan

Relationship Between the Future Land Use Classifications and Zoning Districts		
Future Land Use Classification	Current Zoning District(s)	Notes
Single Family Residential	R-1 Single-Family Residential; R-2, Single-Family Residential	The R-1 and R-2 Districts work together to accomplish the intent of the Single Family Residential future land use classification
Historic/Core Residential	R-3, Single-Family Residential	
Mixed Residential	n/a	Most likely to be accomplished through the Planned Unit Development option which offers regulatory flexibility
Multiple Family Residential	R-4, Multiple Family Residential	
Manufactured Housing	R-5, Mobile Home Park	
Mixed-Use	n/a	The city should explore creating a new Mixed-Use Zoning District; At present, the Planned Unit Development option offers regulatory flexibility to accommodate mixed-uses
Central Business District	CBD, Central Business District	
Commercial	GC, General Commercial	
Office	LS, Local Service	
Light Industrial	LI, Limited Industrial	
Recreation/Open Space	n/a	Public and semi-public uses are allowed in a variety of districts, including the single family residential districts (R-1, R-2 and R-3)

Items for Consideration in Future Zoning Ordinance Updates

Not meant to be an exhaustive list, the following issues/items/topics have been identified within this Master Plan and should be evaluated by the Planning Commission for consideration as potential zoning amendments:

1. Create and adopt a new zoning district classification that meets the intent of the mixed-use future land use classification described within this Master Plan, which includes flexibility to allow a variety of mixed-use buildings and mixed-uses within a single site
2. Identify and consider changes to the Zoning Districts Map to ensure consistency with the Future Land Use Map
3. Review permitted and special land uses and incorporate additional modern uses
4. Consider establishing site and architectural design guidelines for commercial buildings outside of the Historic District
5. Review and consider amendments to the Zoning Ordinance based on the Redevelopment Ready Communities (RRC) Best Practices for Zoning, which include:
 - Ensuring that the Zoning Ordinance is properly aligned with the Master Plan
 - Improving Zoning Ordinance accessibility and user-friendliness
 - Ensuring that the Zoning Ordinance allows areas for context-sensitive concentrated development, such as build-to-lines, minimum ground floor transparency and walk-up windows
 - Reviewing and amending the Zoning Ordinance to ensure that it allows for a diverse range of housing types in appropriate locations, such as triplexes, quadplexes and stacked flats
 - Amending the zoning ordinance to increase flexibility in the provision of off-street parking
 - Ensuring that green infrastructure and low-impact site design techniques are allowed and encouraged

Implementation Matrix

In order for the Master Plan to be implemented, the City and community partners must carry out the actions needed to achieve the goals and the community's vision for Linden's future. To aide the City in implementation of the plan's recommendations, an Implementation Matrix has been prepared (**Table 22**).

The Implementation Matrix is organized around the six major themes established in the Goals and Objectives section of the Master Plan. These six themes are as follows:

1. Exceptional Community Character
2. Vibrant Residential Neighborhoods
3. Thriving Economy and Business Districts
4. Balanced Circulation Network
5. Community Sustainability
6. First-Class Community Services

Under each theme, various "actions" are presented. Each action includes a time frame in which the action should be carried out and the task leader(s) most likely to carry out the action. The task leader listed first should be the primary lead on the action item; others listed are recommended collaborators.

Timeframe Key
<p>Now: Begin work immediately upon plan adoption.</p> <p>Near: Begin work within 1 to 2 years. Inform the task leader(s) and initiate a committee if necessary. The committee should meet at least (1) time per year starting now until the time of implementation to ensure any further work and study on the action is completed and implementation begins on time.</p> <p>Next: Begin work within 3 to 5 years. The Planning Commission should monitor the progress of the near-term action items and be ready to continue progress with these next action items.</p> <p>Ongoing: Actions that require continuous monitoring or effort.</p>

Responsibility Key
BC: Business Community (Grow Linden, Chamber of Commerce, etc.)
CA: City Administration/Staff
CC: City Council
DDA: Downtown Development Authority
HDC: Historic District Commission
GC: Genesee County
PC: Planning Commission
PR: Parks and Recreation Commission

Funding Key
P: Public - Includes public funds from the City general operating budget, Genesee County, and State funding. Public funds may also include local government bonds.
TIF: Tax Increment Finance - Revenues through the City's Downtown Development Authority as authorized by City Council.
O: Private/Other - Includes funds from private sources, such as grant monies, foundations, corporations, or personal property owners.

Table 22: Implementation Matrix

Theme: Exceptional Community Character			
Action	Timeframe	Responsibility	Funding
1. Regularly review and update this Master Plan.	Ongoing	PC, CA	P
2. Update the City of Linden Zoning Ordinance per the recommendations of the Zoning Plan	Now	PC, CA	P
3. Consider establishing site and architectural design guidelines for commercial buildings outside of the Historic District.	Near	PC, CA, HDC	P
4. Continue to provide assistance to businesses to improve and restore the facades and signage of buildings in the downtown area.	Now	DDA	TIF
5. Promote the history of the City in public and semi-public spaces through placemaking strategies like public art, historical landmarks, and signage.	Next	CC, CA, DDA, HDC	P, TIF
6. Enhance City gateways by implementing placemaking strategies like signage, wayfinding, and streetscape upgrades.	Next	CC, CA, DDA, HDC	P, TIF
7. Establish a committee to identify and foster partnerships with local and regional organizations in support of community arts and culture programs and initiatives.	Near	PC, CA	P
8. Update the City website to catalogue the various cultural, social, civic, educational and fraternal organizations operating within Linden, while advertising their respective purposes and opportunities for residents to get involved or provide support.	Near	CA	P

Table 22: Implementation Matrix (cont.)

Theme: Vibrant Residential Neighborhoods			
Action	Timeframe	Responsibility	Funding
1. Develop marketing materials for the benefit of existing and potential residents documenting Linden's many desirable attributes, including its safe and unique neighborhoods, neighborhood amenities, and other quality of life elements.	Near	CA	P
2. Create a common vision and a communication plan to generate support for affordable housing initiatives and developments.	Near	PC, CA	P
3. Explore measures to integrate more affordable housing within Linden.	Now	PC, CA	P
4. Explore measures to integrate more housing options within downtown Linden.	Now	PC, CA	P
5. Review the current residential neighborhood code compliance and enforcement program and consider options to increase its effectiveness.	Near	CA	P
Theme: Thriving Economy and Business Districts			
Action	Timeframe	Responsibility	Funding
1. Establish a task force with responsibility for working to implement the recommendations of the City of Linden Economic Development and Marketing Strategy.	Now	DDA, CA	TIF
2. Regularly review and update the City of Linden Economic Development and Marketing Strategy.	Ongoing	DDA, CA	TIF
3. Update the DDA's 2014 parking study to determine current and future parking needs within and near Downtown.	Near	DDA, CA	TIF
4. Establish a task force with responsibility for championing the redevelopment of the City's Priority Redevelopment Sites. Tasks will include marketing, coordinating with property owners, identifying funding resources, etc.	Now	PC, DDA, CA	P, TIF

Table 22: Implementation Matrix (cont.)

Theme: Balanced Circulation Network			
Action	Timeframe	Responsibility	Funding
1. Establish a committee to work toward implementation of the road design and non-motorized facility recommendations of the Future Circulation Plan.	Now	CC, PC, PR, CA	P
2. Ensure that the pedestrian, bicycle and non-motorized amenity recommendations of this plan are completed in conjunction with scheduled road improvement projects.	Ongoing	CC, CA	P
3. Engage with local and regional organizations and advocacy groups such as LAFF pathways, bicycle users, seniors, and schools to promote non-motorized travel and improvements within Linden, including Safe Routes to School improvements.	Ongoing	CA	P
4. Identify and seek outside funding in support of road enhancements and non-motorized improvements.	Ongoing	CC, PC, PR, CA	O
Theme: Community Sustainability			
Action	Timeframe	Responsibility	Funding
1. Work toward implementation of the City of Linden Parks and Recreation Plan.	Ongoing	PR, CC, CA	P, O
2. Regularly review and update the City of Parks and Recreation Plan.	Ongoing	PR, CA	P
3. Create a public art program for parks and public spaces.	Next	PR, CC, CA	P
4. Consider zoning changes to allow for sustainable energy production.	Near	PC, CA	P
5. Consider zoning changes that encourage rain gardens, permeable paving materials, LEED certification, and other sustainable development goals.	Near	PC, CA	P

Table 22: Implementation Matrix (cont.)

Theme: First-Class Community Services			
Action	Timeframe	Responsibility	Funding
1. Develop a 6 year Capital Improvement Plan (CIP) and update it annually.	Ongoing	CC, CA	P
2. Connect to the Genesee County water system to alleviate long-standing pressure and water capacity issues.	Now	CC, CA	P
3. Create promotional materials for residents and businesses describing the various sustainable practices that can be deployed in the city.	Now	CA	P
4. Improve the user experience of the City's website to be an efficient resource for information, transparency, and basic functions.	Ongoing	CA	P
5. Establish a public participation strategy.	Now	CA	P
6. Develop a documented policy to guide the internal review process including tasks, times, responsible parties, etc.	Now	CA	P
7. Create a tracking system for development projects.	Now	CA	P
8. Create an orientation packet for development-related boards and commissions.	Now	CA	P
9. Hold an annual joint meeting with City Council, Planning Commission and DDA.	Ongoing	CC, PC, DDA	P

Appendix

- A. Citizen Survey Results Summary
- B. Focus Group Discussions Results Summary
- C. Visioning Workshop Slide Presentation



CITY OF LINDEN **MASTER PLAN UPDATE**

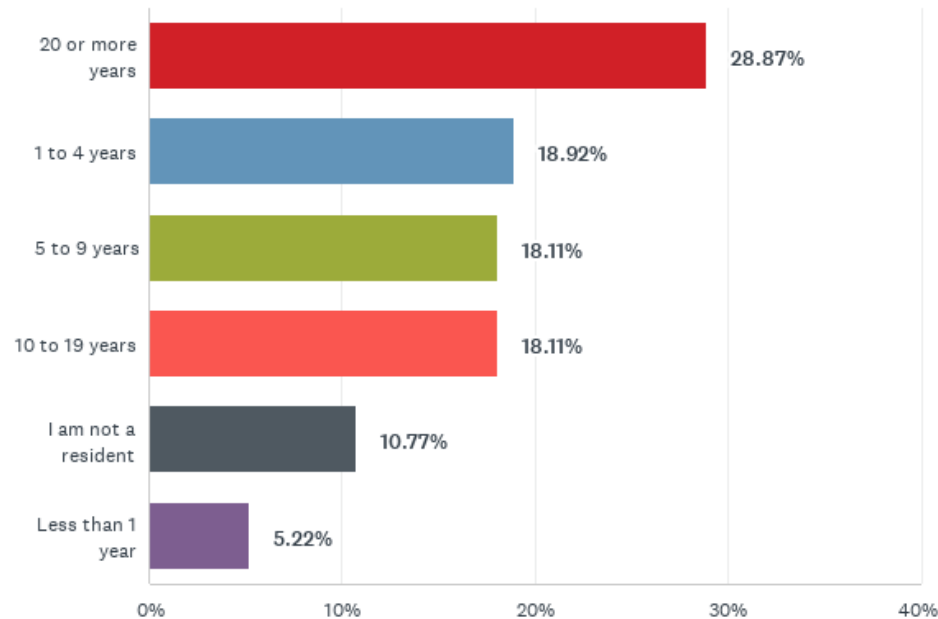
Citizen Survey Results Summary

Prepared by Wade Trim, April 26, 2022

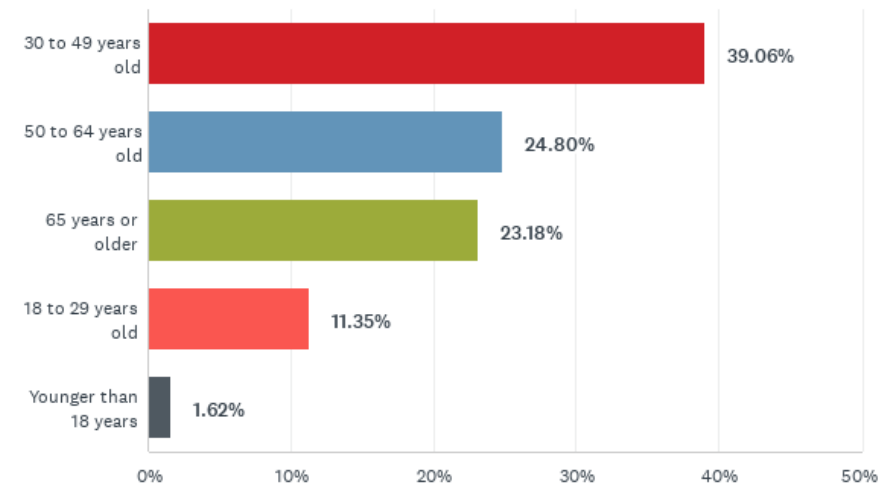
Survey Response & Respondent Profile

- 624 total responses
- Nov. '21 – Jan. '22

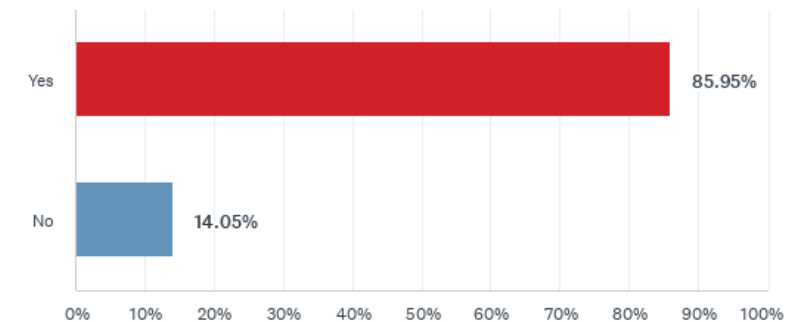
Length of Residency in Linden



Age Range



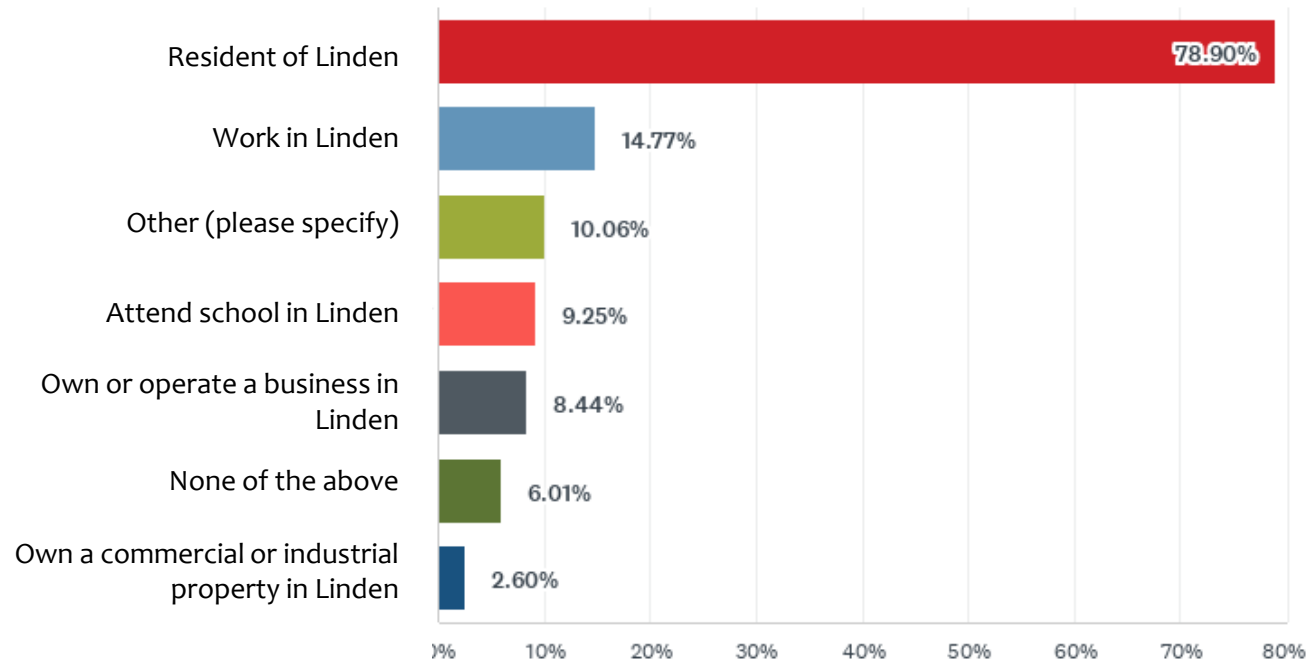
Citizen Status



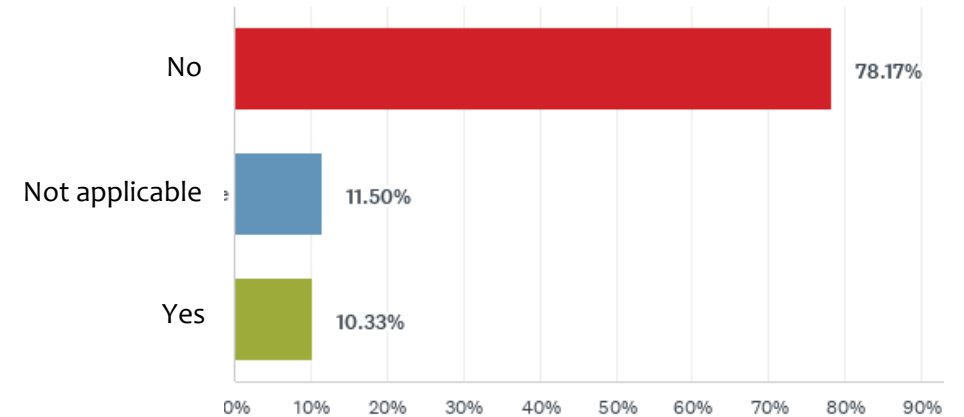
Where relevant, notes have been added to this summary to indicate differences in opinions between resident and non-resident respondents, and younger (<29 years) and older (>65 year) respondents.

Respondent Profile (cont.)

Relationship to Linden





Do you plan on moving out of Linden in the next 5 to 10 years?



Most Positive Aspects of Linden

- Top 10 Most Positive Aspects

1. Small-town atmosphere (74%)
2. Safe neighborhoods and community (65%)
3. Friendly people or atmosphere (44%)
4. Historic character of the community (44%)  Ranked #3 for non-residents
5. No or limited congestion (31%)
6. Quality of the school district (30%)  Ranked #4 for 29 years and under
7. Proximity to family or friends (29%)
8. Community spirit or civic mindedness (28%)
9. Access to non-motorized transportation (bike paths, sidewalks, etc.) (27%)
10. Recreation options (23%)

Conclusions: There was broad consensus about the small-town character of the community being Linden's most positive aspect. Several other aspects in the top 10, such as no or limited congestion, are related to small-town character.

Least Favorable Aspects of Linden

- Top 10 Least Favorable Aspects

1. Lack of dining options (60%)
2. Lack of shopping, retail and service options (41%)
3. Lack of entertainment options (37%)
4. Downtown district is not vibrant enough (35%) ← Ranked #2 for 65 years and over
5. Other (please specify) (18%)
6. Congestion (17%)
7. Lack of youth activities (16%) ← Ranked #5 for non-residents
8. Housing costs (12%) ← Ranked #6 for 29 years and under
9. Lack of recreation options (12%)
10. Loss of small-town atmosphere (12%)

Conclusions: “Lack of dining options” was the clear choice for survey respondents. “Lack of shopping, retail and service options,” “lack of entertainment options,” and “downtown district is not vibrant enough” were also commonly noted as least favorable.

What is the one thing you would change?

- Common Responses (375 total):

(As compiled by Wade Trim and listed in no particular order)

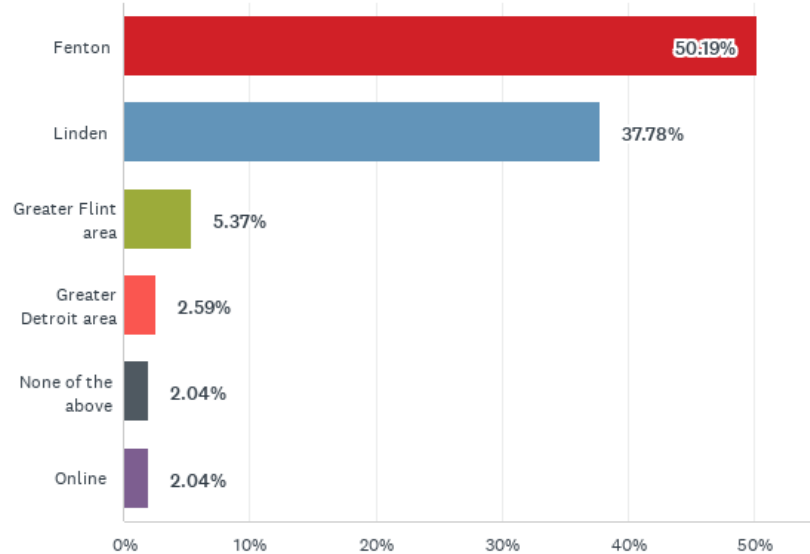
- More retail, dining and entertainment options
- Maintain small-town character
- Add businesses/more vibrant downtown
- Improve roads
- Increase parking downtown
- Need for youth facilities/activities
- Sidewalk improvements/connections
- Mill Building improvements
- Reduce congestion/traffic
- Blight/improvements to older buildings



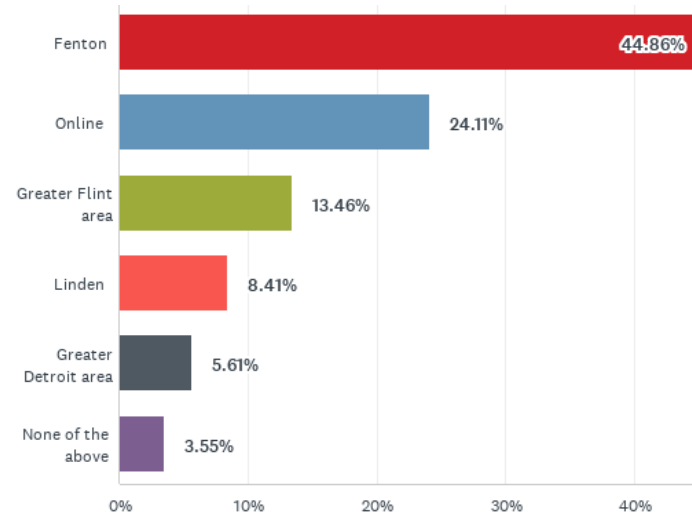
Conclusions: A great variety of responses were received. Common sentiments and themes are listed above.

Shopping Habits

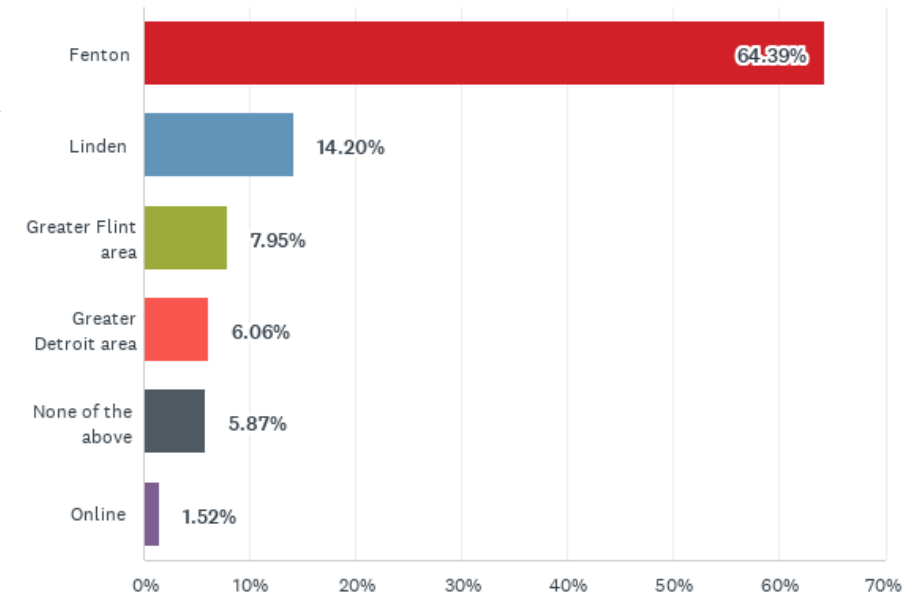
Most Common Location for Convenience Shopping and Service Needs



Most Common Location for Comparison Shopping and Service Needs



Most Common Location for Dining and Entertainment Needs



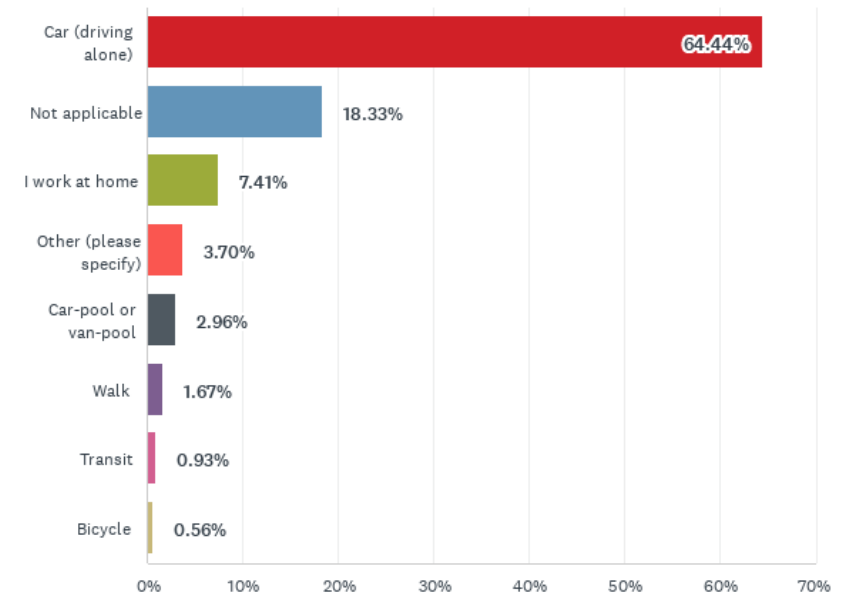
Conclusions: Most respondents go outside of the Linden to fulfill their shopping needs, mostly to Fenton. Even for convenience shopping and service, such as groceries, drugs, salons and hardware, respondents most commonly left the City.

Transportation Habits

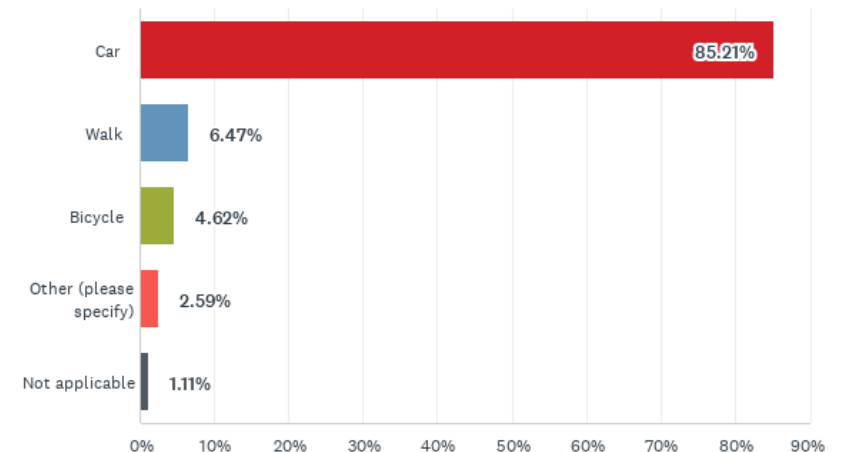
- What barriers exist that prevent you from using your preferred mode of transportation or a different mode of transportation?
 - Common responses (266 total):
(As compiled by Wade Trim and listed in no particular order)
 - None
 - No other options
 - Sidewalk conditions/gaps
 - No bike paths
 - Poor road conditions
 - Traffic congestion

Conclusions: Survey respondents rely heavily on their car as their primary mode of travel to work and between destinations within Linden. When asked about transportation barriers, many respondents indicated that there are none. For those who did, common sentiments and themes are listed above.

Primary Mode of Transportation to Work

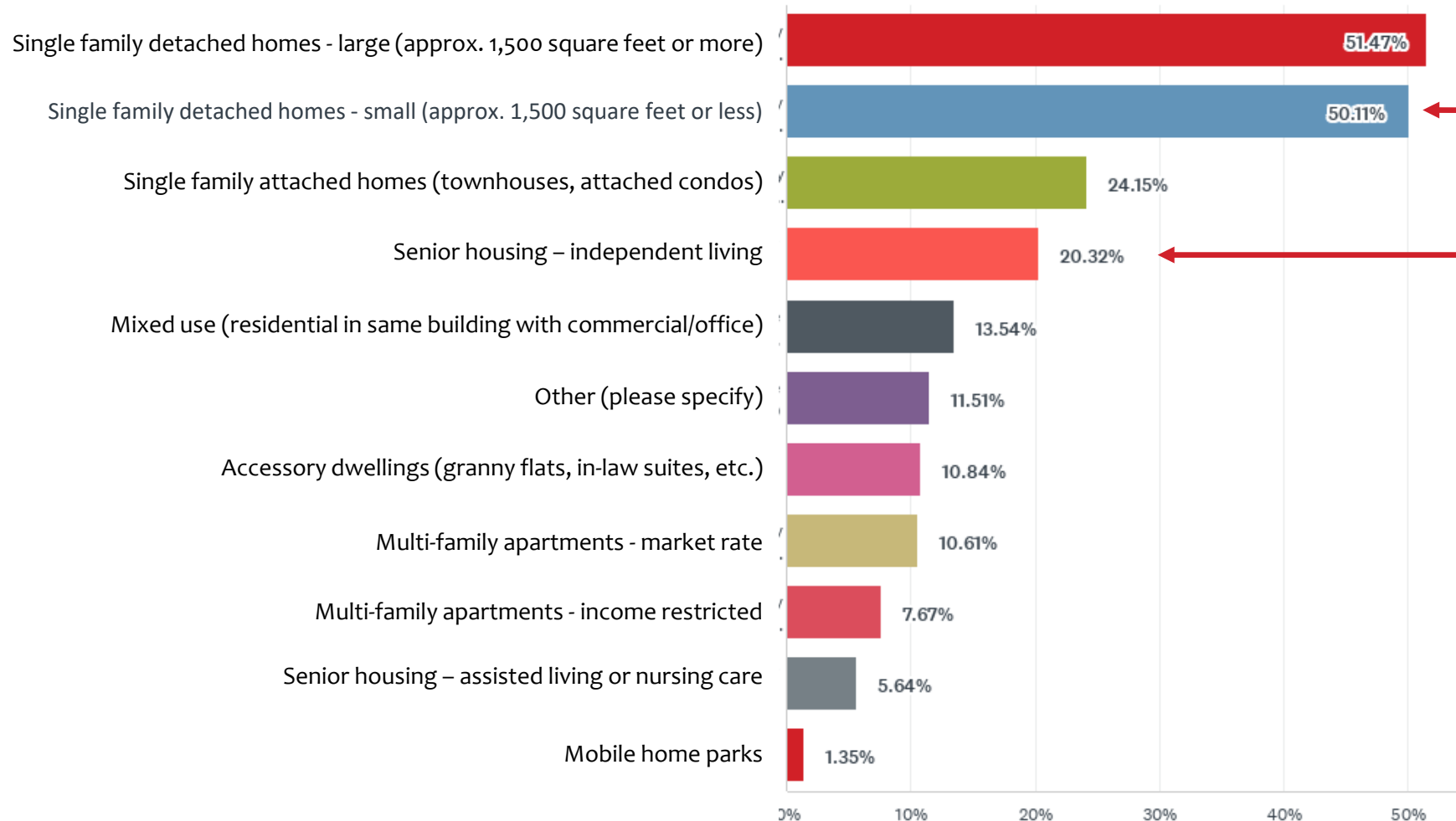


Primary Mode of Transportation between Destinations within Linden



Future Housing Development

In the next 5 to 20 years, what type of housing should be developed in Linden?



Ranked #1 for non-residents and for 65 years and over

Ranked #2 for 65 years and over

Conclusions: Single-family detached homes, whether large or small, is the clear preference for the type of housing that should be developed in Linden in the future. Beyond single-family, a fair number of residents saw the need for attached homes and senior independent living.

Land Use Strategy Prioritization

- The following is a list of potential land use development strategies that Linden could employ over the next 5 to 20 years. In your opinion, what is the level of importance of each of these potential strategies?

Land Use Strategy	Weighted Average	
Preserve natural features (floodplains, wetlands, woodlands, etc.)	3.27	
Enhance and direct new development to Downtown Linden	3.09	
Improve/expand the motorized transportation network (roads, bridges, etc.)	3.07	← Ranked #1 for 65 years and over
Improve/expand community services and infrastructure	3.02	
Improve the appearance of existing homes and neighborhoods	2.98	
Improve/expand the non-motorized transportation network (bike paths, sidewalks, etc.)	2.95	
Capitalize on or maximize access to the Shiawassee River/Mill Pond	2.94	
Improve/expand recreational facilities and programming	2.9	← Ranked #3 for non-residents
Encourage additional commercial development outside of Downtown	2.69	← Ranked #2 for 29 years and under
Encourage additional housing development	2.28	
Encourage additional industrial development	1.86	

Conclusions: The highest priority strategies at listed at the top (table is sorted by weighted average).

Targeted Redevelopment Sites

- Please list up to 3 sites/locations in Linden that should be targeted for redevelopment. These could be vacant sites or sites which are currently underutilized.
 - Common responses (238 total):
(As compiled by Wade Trim and listed in no particular order)
 - Downtown (in general)
 - Mill Pond area (in general)
 - North end business district (in general)
 - City DPW building/property
 - Site in front of Eagle's Park
 - 122 S. Bridge
 - 117 W. Broad
 - Evan's building
 - City hall building
 - N. Bridge vacant site (n. of RR tracks)
 - Surrounding Price's Airport
 - Linden Mills Building
 - Ripley/Rolston property (SW corner)
 - 495 W. Broad

Conclusions: A great variety of responses were received. Common locations, either site-specific or generalized, are listed above.

Branding

- What are three words or phrases that come to mind when describing Linden?

- Common responses (334 total):

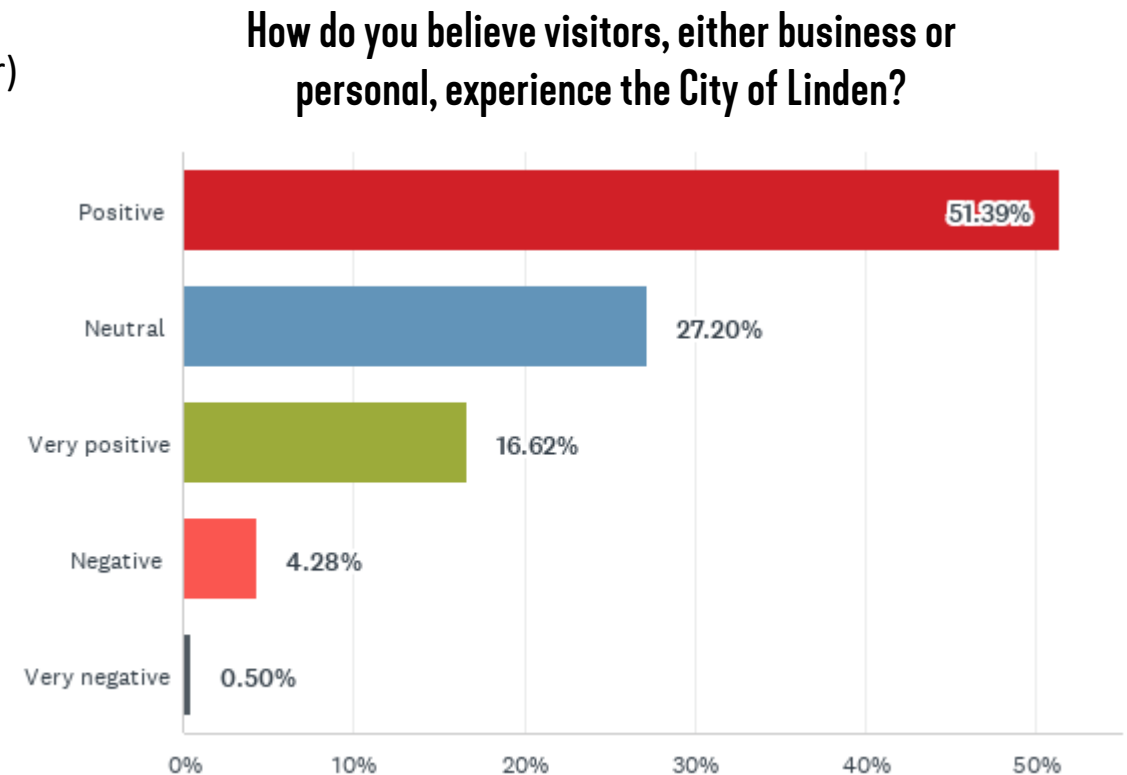
(As compiled by Wade Trim and listed in no particular order)

- Quaint
 - Beautiful
 - Small
 - Quiet
 - Peaceful
 - Cute
 - Home/hometown
 - Community
 - Charming
 - Sweet
 - Safe
 - Cozy
 - Family
 - Small town/small town feel
 - Great
 - Historic
 - Friendly
 - Living
 - Good
 - People
 - River
 - Clean
 - Growing
 - Charm

Conclusions: A great variety of responses were received. Common sentiments and themes are listed above.

Visitor Experience and Appeal

- Pretend your job is to explain and convince someone who is not familiar with Linden to relocate their residence and/or business here. What do you say to encourage them to move to Linden?
 - Common responses (256 total):
(As compiled by Wade Trim and listed in no particular order)
 - Friendly community
 - Close to everything you need
 - Good schools
 - Safe community
 - Historic character
 - Small town feel
 - Reasonably affordable
 - Quiet, less congestion
 - Don't come, we're full



Conclusions: Most respondents believe that visitors have positive experiences in Linden. Only a very small number perceived a negative visitor experience.

Economic Development

- Top 5 Challenges to Jobs and Economic Growth (weighted average)
 1. Keeping young, skilled workers (2.75)
 2. Competition from nearby business districts and employment centers (2.61)
 3. Availability of jobs (2.46)
 4. High costs (business and living) (2.25)
 5. Inadequate transportation infrastructure (2.13)
- Bottom 3 Challenges to Jobs and Economic Growth (weighted average)
 1. Lack of industrial facilities (1.65)
 2. School systems (1.75)
 3. Collaborative mindset (2.01)
- What does economic development mean to you? (Top 3 by weighted average)
 1. Expanding the growth of existing businesses in the city (5.50)
 2. Launching new businesses in the city (5.49)
 3. Attracting businesses to locate to the city (5.25)

Conclusions: Respondents felt that the greatest economic development challenges included “keeping young, skilled workers” and “competition from nearby business districts and employment centers.” Respondents largely felt that economic development means supporting business growth and development, for both existing and new businesses.

Future Aspirations

- What would you like to see in Linden that doesn't currently exist?

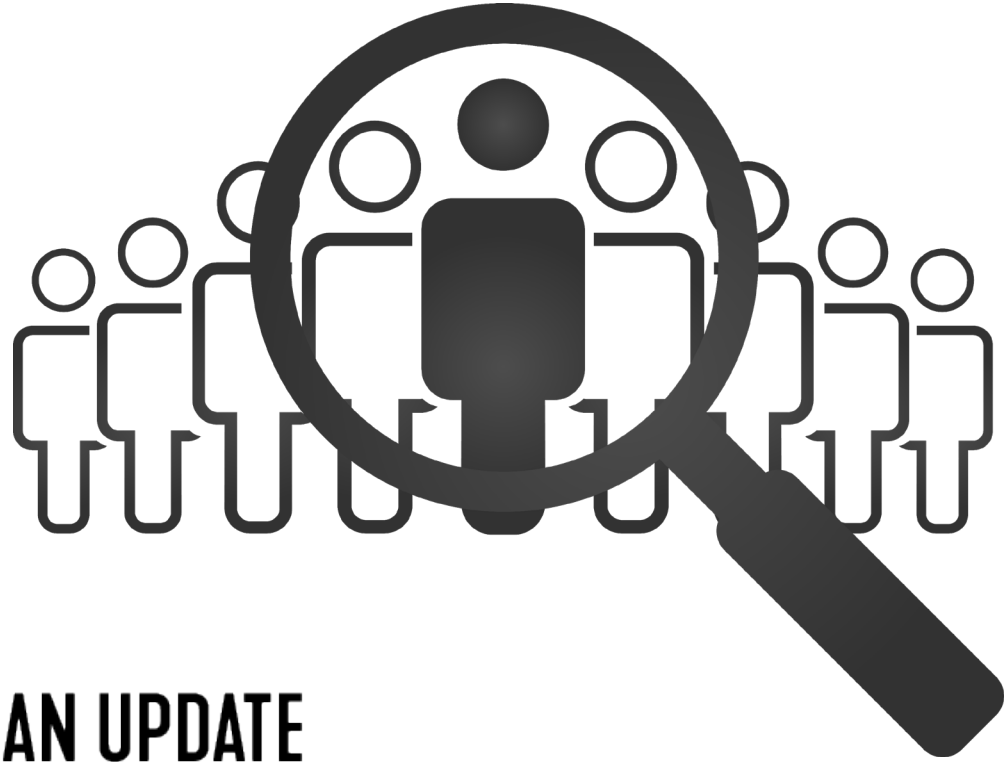
- Common responses (274 total):

(As compiled by Wade Trim and listed in no particular order)

- More grocery options
 - Pedestrian/bicycle connections
 - New/more businesses (in general)
 - More/better restaurants
 - Improved roads
 - More recreational facilities/recreation center
 - Entertainment establishments
 - Youth amenities & activities
 - Public art
 - Keep it the way it is

area Quality restaurants street fast food ONE Mill pond see connected buildings alone events
nice things gym center bar new beautiful another industrial river recreational bakery
water Good restaurant Aldi dining options used town small town
roads farmers market community evening Linden place
Better full downtown theater restaurants want
city Nothing park feel businesses food options shop go
store public walk teens dining trails nice restaurant make Look bigger
family great Decent around options chain need Leave kids way opportunities bike paths
expanding youth activities Old gas station sidewalks maybe

Conclusions: A great variety of responses were received. Common sentiments and themes are listed above.



CITY OF LINDEN
MASTER PLAN UPDATE

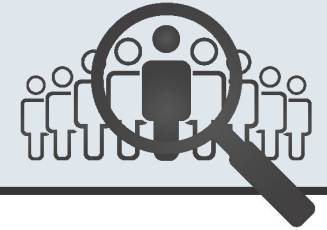
Focus Group Discussions Summary

April 14, 2022

Focus Group Discussions

- Held on Thursday, April 14, 2022
- Three “topics” (see image at right)
- Attended by 15 community stakeholders representing different elements of the community, including:
 - Citizens
 - Business owners
 - Property owners
 - Real estate professionals
 - Schools
 - Public service organizations
 - Religious organizations
 - City government

Focus Group Discussions



Thursday, April 14th, 2022

Location: VFW Hall

(VFW Post 4642, located on Mill Street, just north of Linden Mills Park)

Focus Group Topics / Schedule

8:15am - 9:30am	Land Use, Redevelopment & Economic Development
9:45am - 11:00am	Community Life
11:15am - Noon	Youth

Refreshments will be provided.



CITY OF LINDEN
MASTER PLAN UPDATE

Topic: Land Use, Redevelopment & Economic Development

The following slides provide a summary of comments received relating to the topic of Land Use, Redevelopment & Economic Development.



Neighborhoods

- What are the most valued features of Linden's neighborhoods?
 - Pedestrian circulation and connectivity provided by sidewalks and trails and the close proximity of most neighborhoods to downtown.
 - Small-town feel
 - A little further from the highway, but less hustle and bustle
 - Big enough to provide amenities, yet small enough to maintain small town character
 - Safe feeling
- What is lacking in Linden's neighborhoods?
 - Needed road improvements
 - Enhanced code enforcement to improve aesthetics

Housing

- What are future needs related to housing?
 - Limited housing inventory currently
 - Need housing for young families
 - Need greater housing affordability (current gap in the \$150k - \$250k range)
 - However, Linden doesn't have to provide everything for everybody

Business Districts

- What are the most valued features of Linden’s business districts?
 - New development in Downtown – recent momentum in highly visible locations
 - The “vibe” is more positive, in contrast to negative voices in the past
 - Opportunity to build on the momentum – more people equals more businesses
 - Strong and active Downtown Development Authority, including improved collaboration and communication
 - Significant traffic volumes
- What are the areas for improvement?
 - Need for clear marketing and advertising what’s good
 - Establish a business recruitment packet, noting incentives and funding opportunities
 - More financial assistance for businesses
 - Need to attract a well-established, reputable restaurateur
 - Revisit site development restrictions, such as signage, to ensure that businesses can advertise
 - Need to re-frame the narrative on the “we need more parking” perception
 - Having a parking problem is a good sign for a healthy district
 - Be a part of the solution by parking further away and walking

Targeted Business Types/Locations

- What targeted business types are in greatest need and could be successful in Linden?
 - Family-oriented businesses (toddler play spot, etc.)
 - Fitness establishment
 - Sit-down restaurant
 - Businesses selling retail “experience”
 - Water/river-oriented service (kayak rentals, etc.)
 - Event center / banquet hall
 - Business incubator / “maker-space”
- What are the locations that should be targeted for redevelopment?
 - Evan’s building site
 - City Hall site
 - City DPW site

Topic: Community Life

The following slides provide a summary of comments received relating to the topic of Community Life.



Community Life

- What aspects of social/community life in Linden are most important to you?
 - Small town feel, “one-stoplight town”
 - Close knit community, with the ability to meet people you know at the grocery store
 - Care and concern for the wellbeing of our neighbors
 - Safety – not concerned about crime, and feel comfortable allowing our kids to explore and enjoy the town
 - Active and involved community groups – not something that is seen in larger communities
 - Our great schools are a community focal point
- What are the points of pride in Linden?
 - Safety
 - Hometown
 - River
 - Caring
 - Family
 - Local businesses
 - Schools
 - Cooperation

Future Needs

- What can the City do to better facilitate community life?
 - Enter into discussions with outside groups to invite them in
 - Continue to facilitate and support community events
 - Evaluate and ensure that community events contribute to the City’s mission and values. However, the City should not be an event “micro-manager.”
 - Event sponsors should be sensitive to weekend availability of City/DPW staff to assist at events
 - Advertise and encourage citizens to join the community service organizations – they are losing members and under pressure to survive. If this would happen, it may cause a void in community services.
 - Provide information on service groups and the needs they serve
 - There are a variety of lesser-known non-profits and service groups who serve specific special needs
 - Fenton Area Resource & Referral (FARR) has a website listing area groups and resources

Civic Mindedness

- How can we increase civic-mindedness?
 - Starts with the youth
 - Coordinate with the schools to get them involved at a young age
 - City and service groups should reach out to junior/senior high school students to help in community events
 - Opportunity to connect the youth with the senior populations – youth service activities at the Senior Center
 - Service organizations need to be more creative in their advertising, programs and events
 - Actively invite people to participate
 - An active invitation to participate is more often met with a “yes” as opposed to a passive invitation
 - Better collaboration
 - Consider facilitating a “community leadership round-up” meeting once or twice a year which engages all community groups and service organizations
 - Eliminate “silos” across the various community service groups

City Services

- What are current issues and/or future needs related to infrastructure (water, sewer, internet) and community services (police, fire, etc.)?
 - Water pressure concerns
 - Provide more efficient and cost-effective services through better intergovernmental cooperation and shared services
 - City, including the Fire Department, is seeing challenges in finding staff and volunteers
 - Opportunity to coordinate with the schools to hold a “fire academy” and a career day related to police, fire, DPW, etc.
 - Need for a community center in Linden
 - VFW Hall serves as a defacto community center
 - Possibility of creating a new civic complex at the Linden Schools property to include City municipal services

Environment & Sustainability

- What steps can the City take to be more sustainable?
 - Enhance the City recycling program
 - Facilitate and promote Earth Day in Linden
 - Idea to provide free samplings to plant new trees around town
 - Coordinate with DTE Energy to construct electric vehicle charging stations in strategic locations
 - Better advertise the County's hazardous waste program to citizens
 - Construct a bicycle rental/sharing station
 - Share information and remain transparent regarding recent environmental contamination and clean-up efforts
 - Need for clean-up and redevelopment of the old Marathon station site
 - Increase awareness of steps to improve water quality
 - Install signage by catch basins that drain directly to the river

Recreation

- What are the City's most pressing needs related to recreational facilities and programming?
 - LAFF pathway connection to Fenton is a highly utilized asset
 - Need to take the pathway into and through Linden, through sharrows markings and bike lanes
 - Increase awareness (signage, apps) to make LAFF pathway users aware of Linden destinations
 - LAFF is currently working to implement consistent wayfinding signage
 - Don't try to do everything – focus on a few things and do them well
 - Continue to coordinate with outside recreation providers such as the County and Southern Lakes Parks & Recreation
 - Recreation Commission is doing a “Thursdays in the Park” series of events
 - New kayak launch at the Mill Pond Park is coming soon

Topic: Youth

The following slides provide a summary of comments received relating to the topic of Youth.



CITY OF LINDEN
MASTER PLAN UPDATE

Deficiencies

- From the perspective of youth, what are Linden's most significant drawbacks?
What is lacking?
 - Nothing to do – lacking entertainment
 - Options for sports and activities is limited largely to school-related programs
 - Special events often lack an element that is of interest to youth
 - Many amenities and programs for the senior population, but not much for the youth

Opportunities

- What opportunities exist to retain and attract the youth population in Linden?
 - Promote community assets that the younger population may be drawn to:
 - Downtown living
 - Natural Resources: Mill Pond/Shiawassee River
 - Recreation: LAFF pathway
 - Hometown feel
 - Often the kids who grow up here want to settle down in a place that has a similar small-town character
 - There are great examples of young people who came back to their hometown and have made a difference
 - Provide in-demand amenities for the youth population:
 - Skate park
 - Gaming/family entertainment centers
 - Camping
 - Splash pad
 - Basketball courts
 - Disc golf
 - Theater/arts programs



CITY OF LINDEN

MASTER PLAN UPDATE



Community Visioning Workshop

July 14, 2022

Agenda

1. Welcome, Introductions & Project Overview
2. Public Engagement Results Presentation
3. Strategic Opportunities Presentation
4. Small Group Exercises
5. Close & Next Steps



CITY OF LINDEN
MASTER PLAN UPDATE

Welcome, Introductions & Project Overview

Community Visioning Workshop



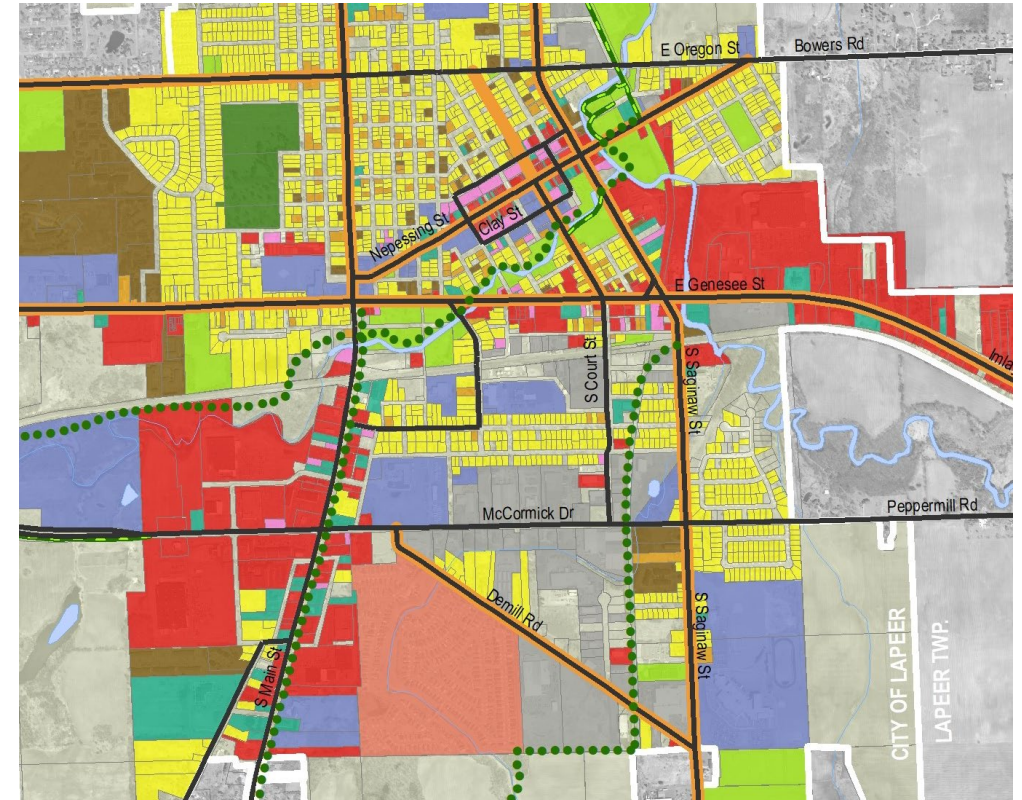
Welcome & Introductions

- City of Linden
 - Danielle Cusson, Mayor
 - Ellen Glass, City Manager
- Consultant Team
 - Wade Trim
 - CIB Planning



What is a Master Plan?

- A comprehensive, long-range plan which provides a framework for growth, development, and the community vision
- A master plan describes...
 - Where the community has been
 - Where the community wants to go
 - How the community plans to get there



Why Plan?

“If you fail to plan, you are planning to fail” – Benjamin Franklin

- Set the community's vision for the future
- Protect and enhance community character, the environment, and quality of life
- Establish a blueprint for development and redevelopment
- Promote collaboration within and between communities



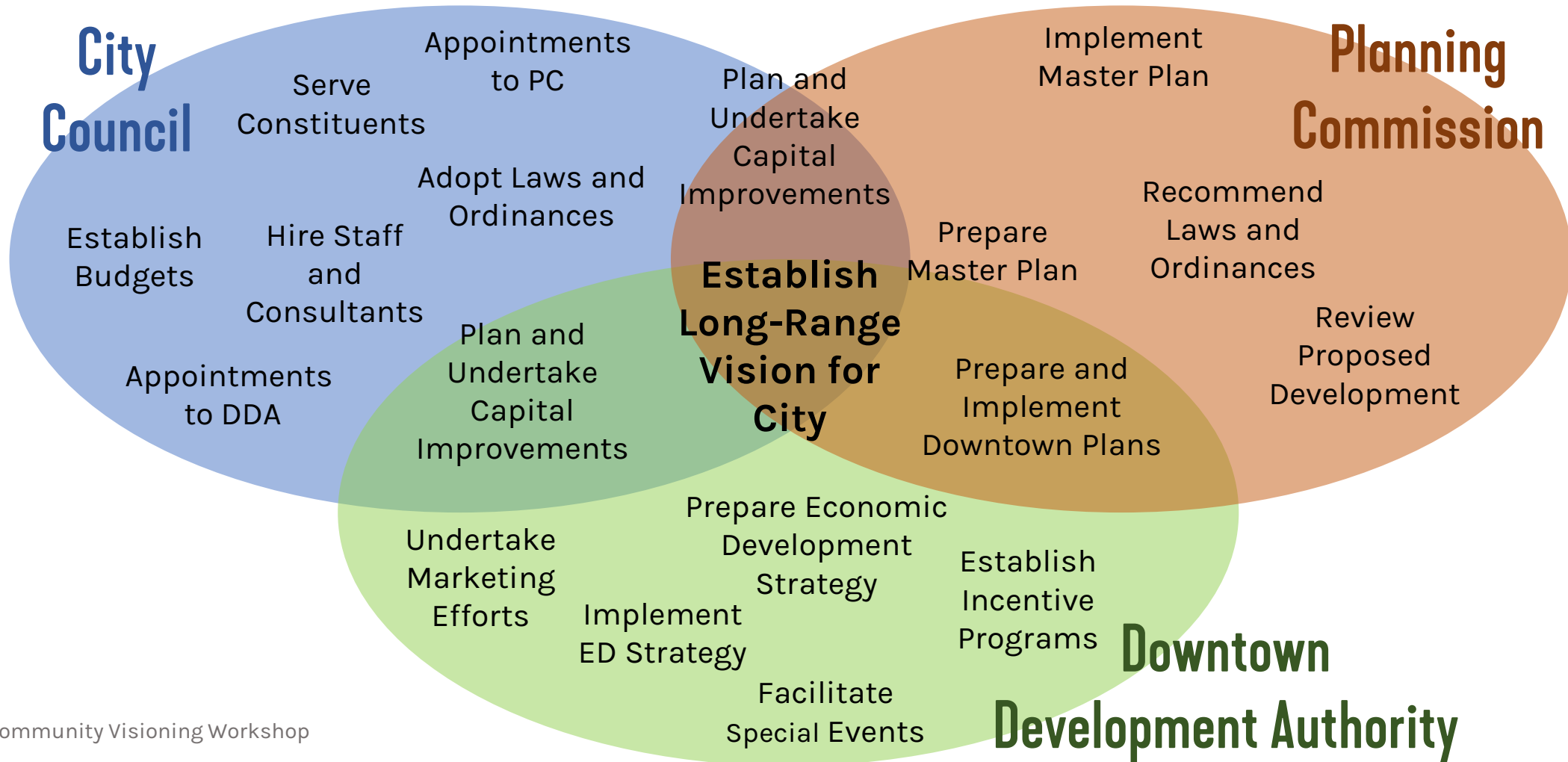
The Value of a Master Plan

- With competing and limited resources, communities must plan in order to determine the wisest use of their resources to reach established goals
- Provides support/increases likelihood of funding
- A word of warning...
 - The value of the master plan is directly related to the community's willingness to follow it and its diligence in keeping the plan current by anticipating changing conditions
 - A plan that is ignored has no value

Economic Development & Marketing Strategy

- Being undertaken concurrently with the Master Plan
- Strategy supporting business growth and investments and providing economic opportunity
- Framework for a coordinated telling of Linden's unique story

Roles and Responsibilities



Scope of Work

- Where are we now?
 - Background studies/existing conditions
- Where do we want to go?
 - Public engagement
 - Goals and objectives
- How will we get there?
 - Redevelopment ready sites
 - Circulation plan
 - Future land use plan
 - Zoning and implementation plan



Project Schedule

- Background studies – complete
- Public engagement – largely complete after tonight's meeting
- Future planning recommendations – late Summer 2022
- Draft plan review – Fall 2022
- Adoption – late 2022



CITY OF LINDEN
MASTER PLAN UPDATE

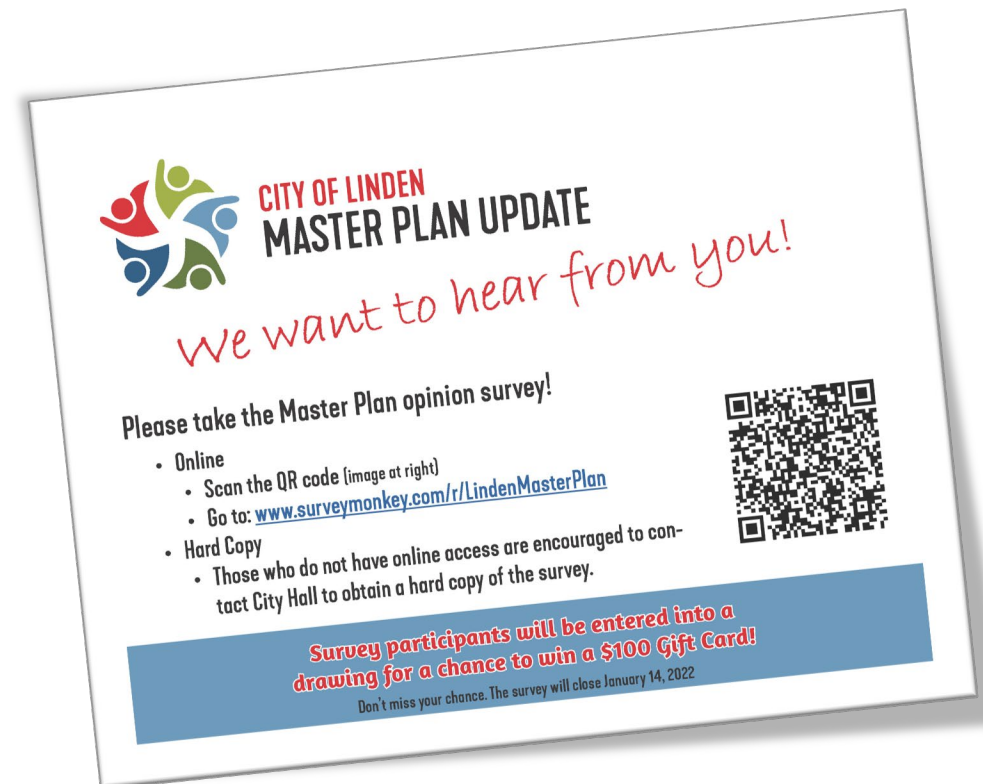
Public Engagement Results

Community Visioning Workshop



Public Engagement Results

- Two key methods used to gain citizen and stakeholder feedback to-date:
 - Citizen Survey
 - Focus Group Discussions
- Others:
 - Steering committee work sessions
 - Booth & comment card at City events



Citizen Survey Summary

- Nov. '21 – Jan. '22
- 624 total responses
 - 86% Linden citizens
 - 13% under 29 years old / 23% over 65 years old
- More detailed summary found on City website:
 - <https://www.lindenmi.us/master-plan-2021>

Most Positive Aspects of Linden

■ Top 10 Most Positive Aspects

1. Small-town atmosphere (74%)
2. Safe neighborhoods and community (65%)
3. Friendly people or atmosphere (44%)
4. Historic character of the community (44%) ← Ranked #3 for non-residents
5. No or limited congestion (31%)
6. Quality of the school district (30%) ← Ranked #4 for 29 years and under
7. Proximity to family or friends (29%)
8. Community spirit or civic mindedness (28%)
9. Access to non-motorized transportation (bike paths, sidewalks, etc.) (27%)
10. Recreation options (23%)

Conclusions: There was broad consensus about the small-town character of the community being Linden's most positive aspect. Several other aspects in the top 10, such as no or limited congestion, are related to small-town character.

Least Favorable Aspects of Linden

■ Top 10 Least Favorable Aspects

1. Lack of dining options (60%)
2. Lack of shopping, retail and service options (41%)
3. Lack of entertainment options (37%)
4. Downtown district is not vibrant enough (35%) ← Ranked #2 for 65 years and over
5. Other (please specify) (18%)
6. Congestion (17%)
7. Lack of youth activities (16%) ← Ranked #5 for non-residents
8. Housing costs (12%) ← Ranked #6 for 29 years and under
9. Lack of recreation options (12%)
10. Loss of small-town atmosphere (12%)

Conclusions: “Lack of dining options” was the clear choice for survey respondents. “Lack of shopping, retail and service options,” “lack of entertainment options,” and “downtown district is not vibrant enough” were also commonly noted as least favorable.

What is the one thing you would change?

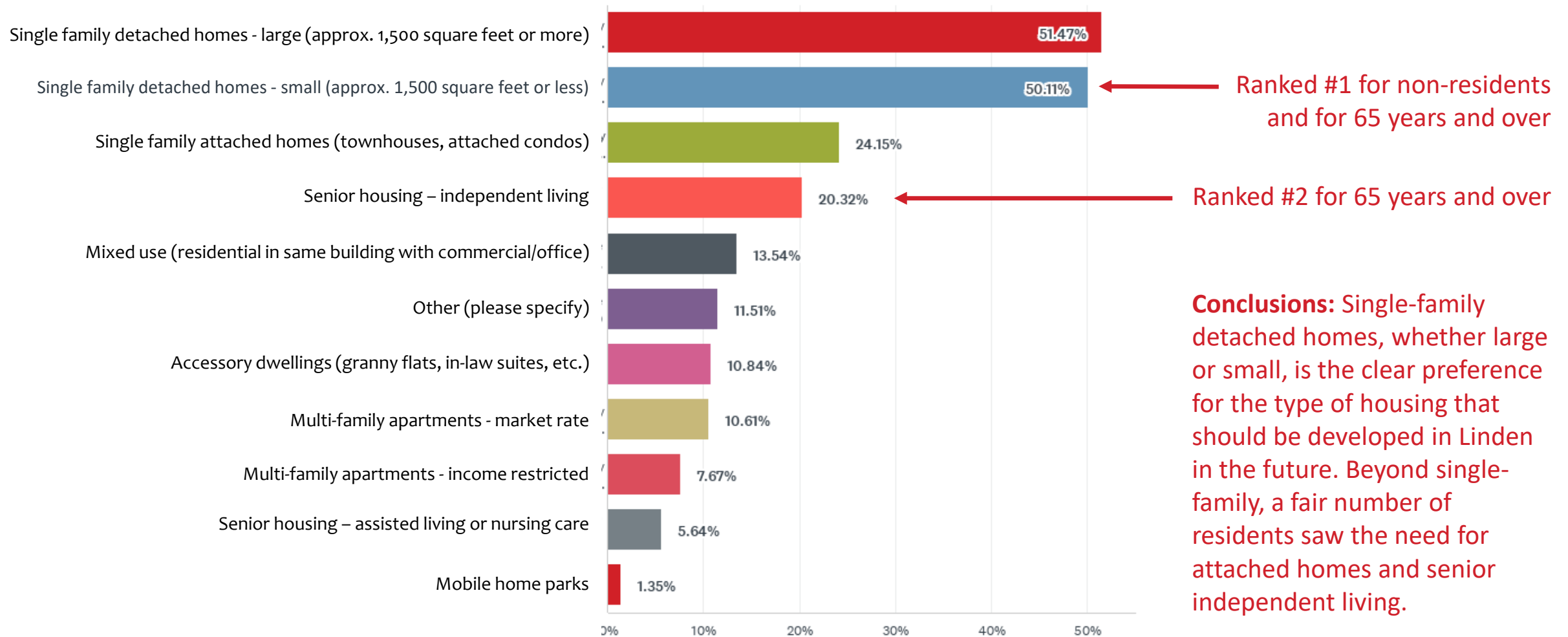
■ Common Responses (375 total):

(As compiled by Wade Trim and listed in no particular order)

- More retail, dining and entertainment options
- Maintain small-town character
- Add businesses/more vibrant downtown
- Improve roads
- Increase parking downtown
- Need for youth facilities/activities
- Sidewalk improvements/connections
- Mill Building improvements
- Reduce congestion/traffic
- Blight/improvements to older buildings

Future Housing Development

In the next 5 to 20 years, what type of housing should be developed in Linden?



Land Use Strategy Prioritization

Which potential strategies are most important?

Land Use Strategy	Weighted Average	
Preserve natural features (floodplains, wetlands, woodlands, etc.)	3.27	
Enhance and direct new development to Downtown Linden	3.09	
Improve/expand the motorized transportation network (roads, bridges, etc.)	3.07	← Ranked #1 for 65 years and over
Improve/expand community services and infrastructure	3.02	
Improve the appearance of existing homes and neighborhoods	2.98	
Improve/expand the non-motorized transportation network (bike paths, sidewalks, etc.)	2.95	
Capitalize on or maximize access to the Shiawassee River/Mill Pond	2.94	
Improve/expand recreational facilities and programming	2.9	← Ranked #3 for non-residents
Encourage additional commercial development outside of Downtown	2.69	← Ranked #2 for 29 years and under
Encourage additional housing development	2.28	
Encourage additional industrial development	1.86	

Conclusions: The highest priority strategies are listed at the top (table is sorted by weighted average).

Targeted Redevelopment Sites

■ Common Responses (238 total):

(As compiled by Wade Trim and listed in no particular order)

- Downtown (in general)
- Mill Pond area (in general)
- North end business district (in general)
- City DPW building/property
- Site in front of Eagle's Park
- 122 S. Bridge
- 117 W. Broad
- Evan's building
- City hall building
- N. Bridge vacant site (n. of RR tracks)
- Surrounding Price's Airport
- Linden Mills Building
- Ripley/Rolston property (SW corner)
- 495 W. Broad

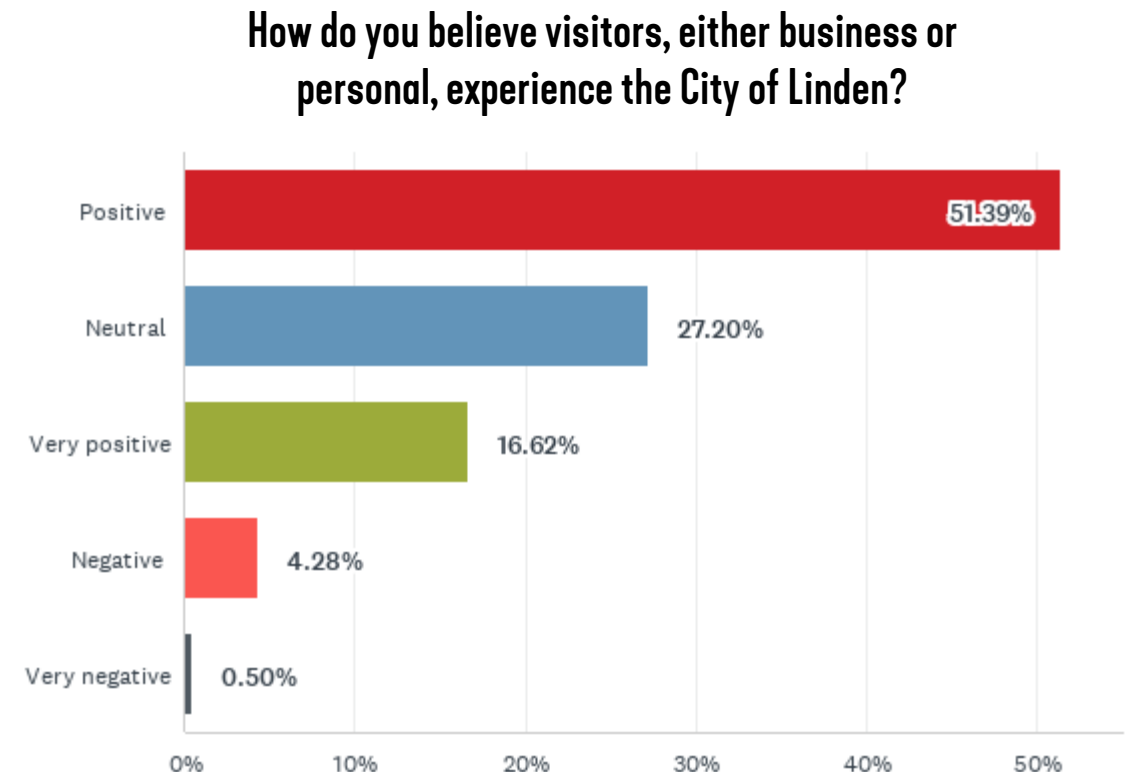
Visitor Experience and Appeal

What would you say to someone to encourage them to move to Linden?

■ Common Responses (256 total):

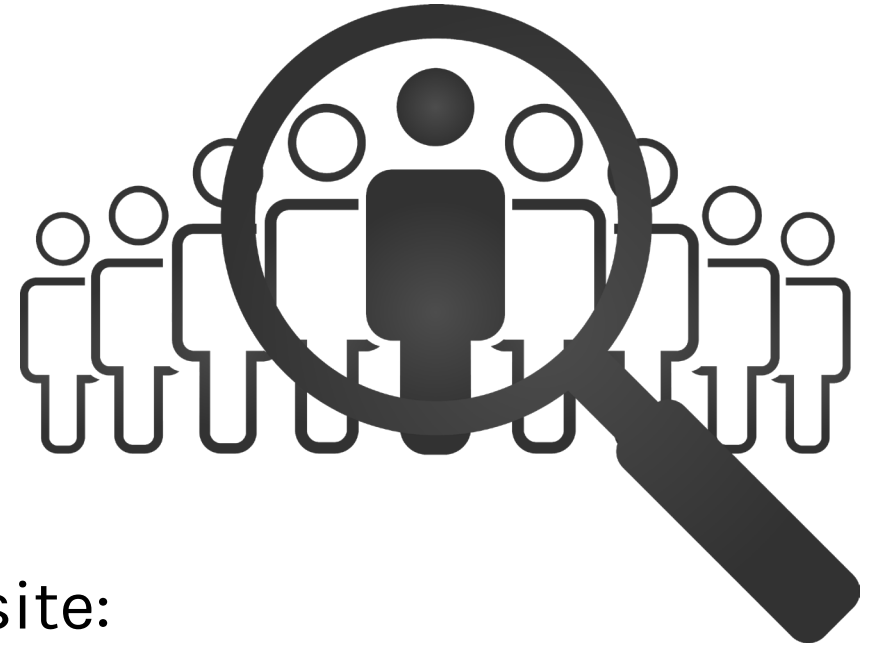
(As compiled by Wade Trim and listed in no particular order)

- Friendly community
- Close to everything you need
- Good schools
- Safe community
- Historic character
- Small town feel
- Reasonably affordable
- Quiet, less congestion
- Don't come, we're full



Focus Group Discussions Summary

- Held on Thursday, April 14, 2022
- Attended by community stakeholders, including:
 - Citizens
 - Business owners
 - Property owners
 - Real estate professionals
 - Schools
 - Public service organizations
 - Religious organizations
 - City government
- More detailed summary found on City website:
 - <https://www.lindenmi.us/master-plan-2021>



Neighborhoods

- What are the most valued features of Linden's neighborhoods?
 - Pedestrian circulation and connectivity to downtown
 - A little further from the highway, but less hustle and bustle
 - Big enough to provide amenities, yet small enough to maintain small town character
 - Safe feeling
- What is lacking in Linden's neighborhoods?
 - Needed road improvements
 - Enhanced code enforcement to improve aesthetics

Housing

- What are future needs related to housing?
 - Limited housing inventory currently
 - Need housing for young families
 - Need greater housing affordability (current gap in the \$150k - \$250k range)
 - However, Linden doesn't have to provide everything for everybody

Business Districts

- What are the most valued features of Linden's business districts?
 - New development in Downtown – recent momentum in highly visible locations
 - The “vibe” is more positive, in contrast to negative voices in the past
 - Opportunity to build on the momentum – more people equals more businesses
 - Strong and active Downtown Development Authority, including improved collaboration and communication
 - Significant traffic volumes

Business Districts (cont.)

- What are the areas for improvement?
 - Need for clear marketing and advertising what's good
 - Establish a business recruitment packet, noting incentives and funding opportunities
 - More financial assistance for businesses
 - Need to attract a well-established, reputable restaurateur
 - Revisit site development restrictions, such as signage, to ensure that businesses can advertise
 - Need to re-frame the narrative on the “we need more parking” perception
 - Having a parking problem is a good sign for a healthy district
 - Be a part of the solution by parking further away and walking

Targeted Business Types/Locations

- What targeted business types are in greatest need and could be successful in Linden?
 - Family-oriented businesses (toddler play spot, etc.)
 - Fitness establishment
 - Sit-down restaurant
 - Businesses selling retail “experience”
 - Water/river-oriented service (kayak rentals, etc.)
 - Event center / banquet hall
 - Business incubator / “maker-space”
- What are the locations that should be targeted for redevelopment?
 - Evan’s building site
 - City Hall site
 - City DPW site

Community Life

- What aspects of social/community life in Linden are most important to you?
 - Small town feel, “one-stoplight town”
 - Close knit community, with the ability to meet people you know at the grocery store
 - Care and concern for the wellbeing of our neighbors
 - Safety – not concerned about crime, and feel comfortable allowing our kids to explore and enjoy the town
 - Active and involved community groups – not something that is seen in larger communities
 - Our great schools are a community focal point

Environment & Sustainability

- What steps can the City take to be more sustainable?
 - Enhance the City recycling program
 - Facilitate and promote Earth Day in Linden
 - Idea to provide free samplings to plant new trees around town
 - Coordinate with DTE Energy to construct electric vehicle charging stations in strategic locations
 - Better advertise the County's hazardous waste program to citizens
 - Construct a bicycle rental/sharing station
 - Share information and remain transparent regarding recent environmental contamination and clean-up efforts
 - Need for clean-up and redevelopment of the old Marathon station site
 - Increase awareness of steps to improve water quality

Opportunities to Retain/Attract the Youth Population

- Promote community assets that the younger population may be drawn to:
 - Downtown living
 - Natural Resources: Mill Pond/Shiawassee River
 - Recreation: LAFF pathway
 - Provide in-demand amenities
 - Hometown feel
 - Often the kids who grow up here want to settle down in a place that has a similar small-town character
 - There are great examples of young people who came back to their hometown and have made a difference



CITY OF LINDEN
MASTER PLAN UPDATE

Strategic Opportunities

Community Visioning Workshop



Strategic Opportunities

- Strategic opportunities based on findings and insights gained from:
 - Existing conditions analysis (natural, physical, etc.)
 - Demographic analysis
 - Economic development strengths
 - “Smart Growth” planning principles



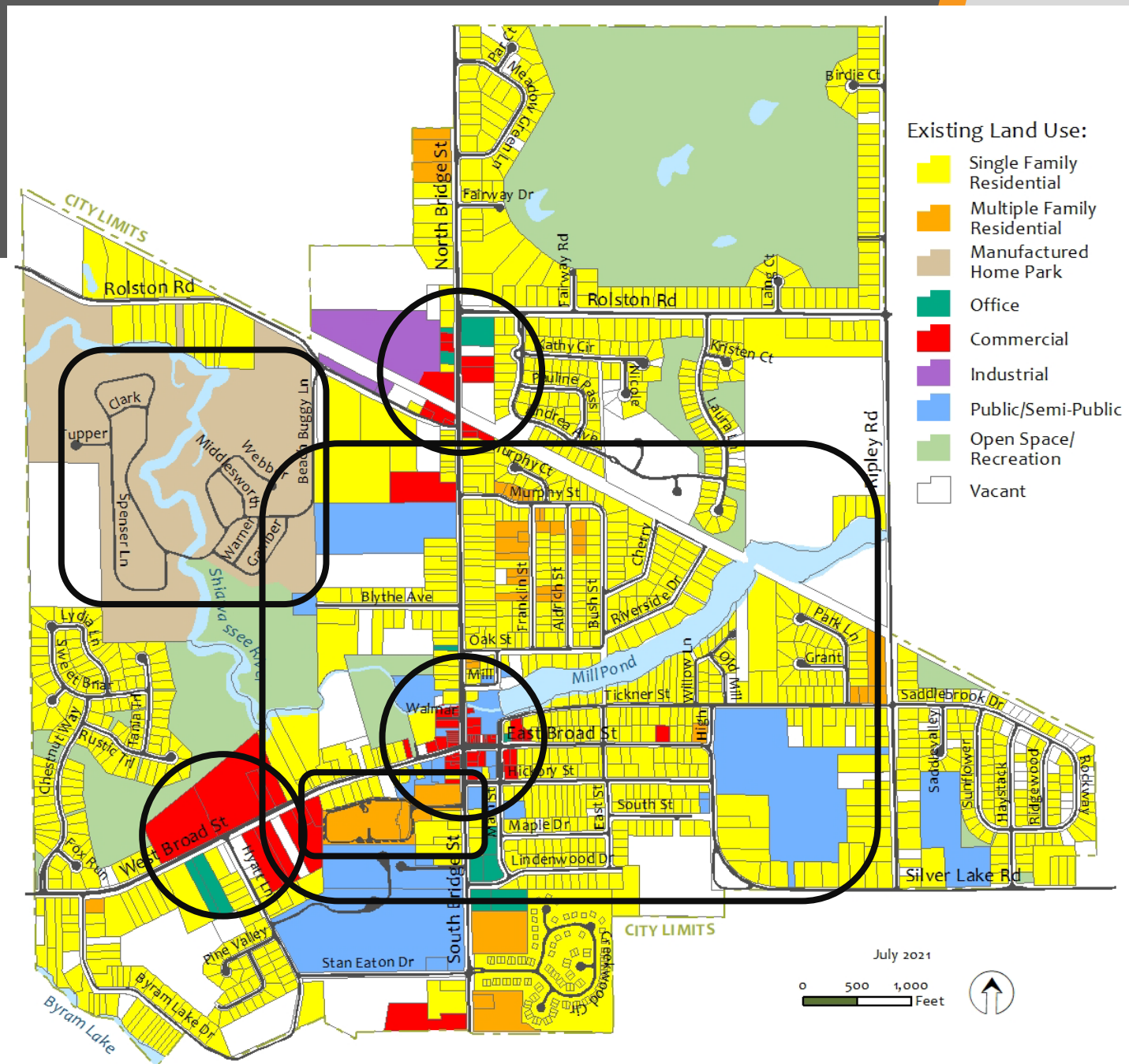
Natural Assets

- Shiawassee River & Mill Pond
 - Driver of city's history & culture
 - Environmentally significant habitats
 - Recreational opportunities
 - Shiawassee River Water Trail
 - Eagle's Wooden Park/Mill Pond Park
 - Water & recreation-driven business growth
- 180+ acres of woodlands/wetlands/floodplains in west-central portion of city



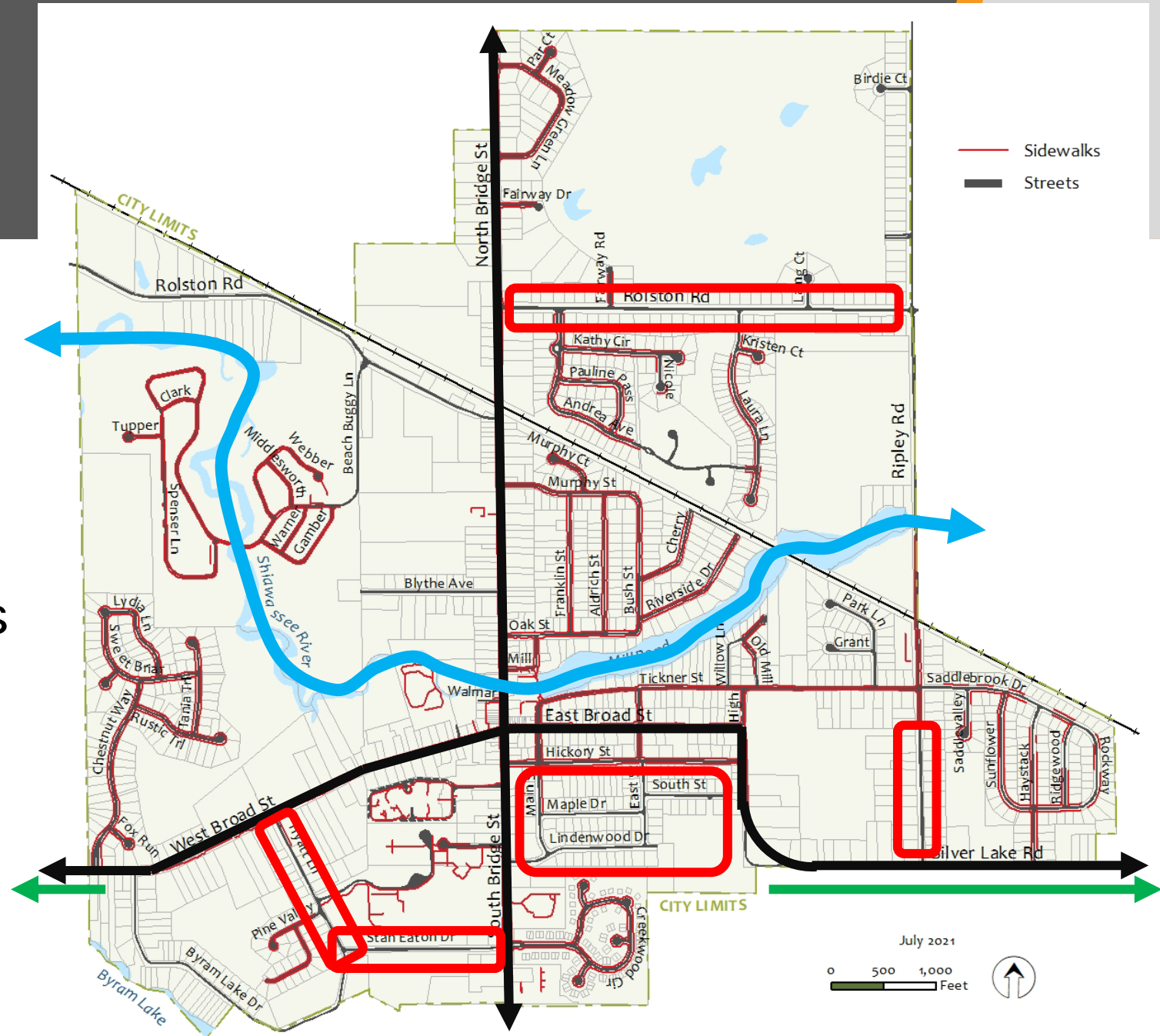
Existing Land Use

- Downtown mixed-use district
- Core residential neighborhoods
- Senior housing
- Local business districts



Circulation Network

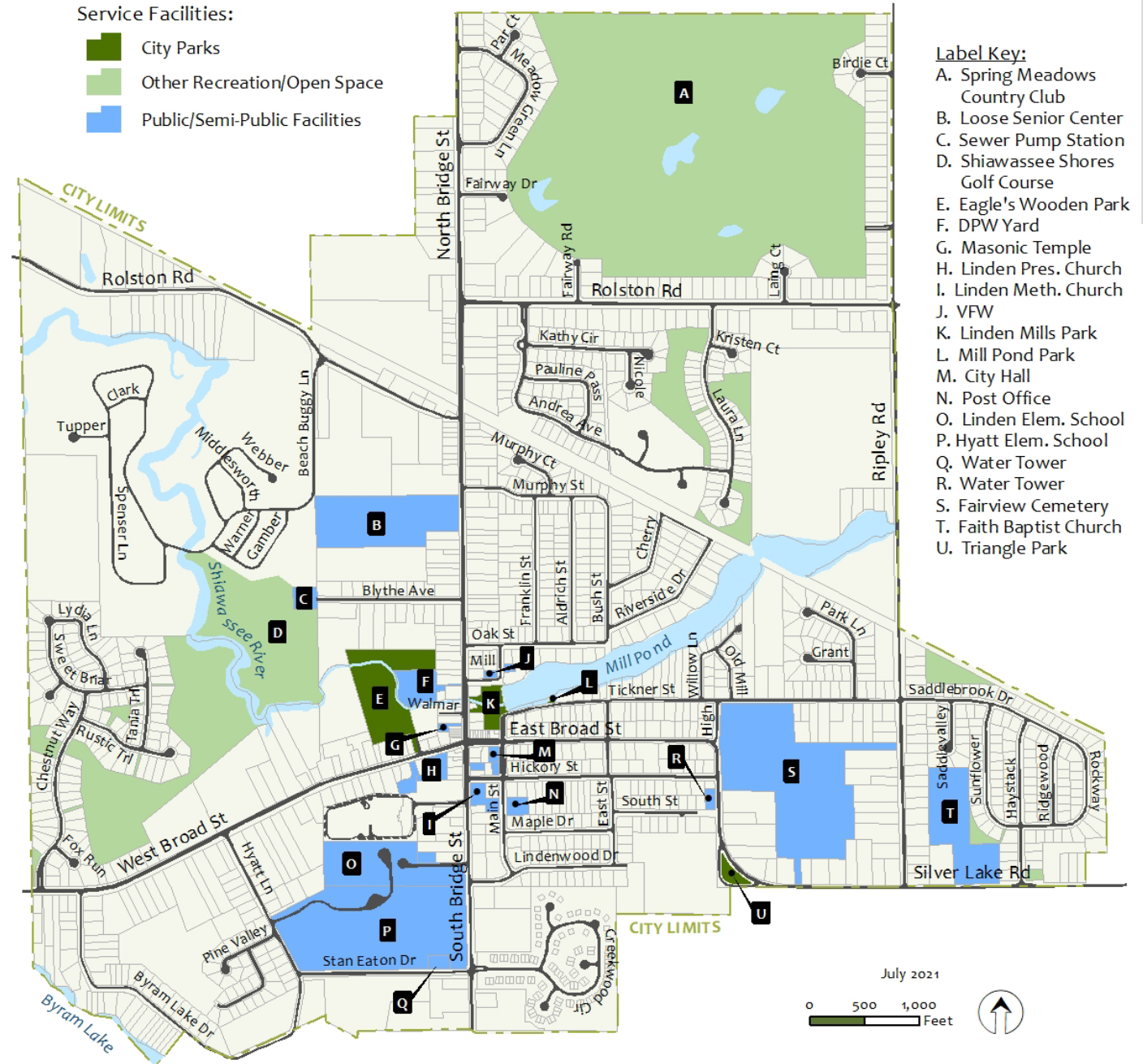
- Broad/Bridge Streets
 - 12,918 ADT W. Broad near Hyatt
 - 11,512 ADT N. Bridge near RR tracks
- Sidewalk network gaps
- Shiawassee river trail
- LAFF Pathway
- Bike lanes/amenities



Community Facilities & Services



Community Visioning Workshop



Demographic Change

- Population trends & projections
 - 1,146 persons in 1960 to 4,142 in 2020 (+261%)
 - Projected increase to 4,514 by 2040 (+9%)
- Aging population
 - 21.8% 65+ years old in 2026 (19.9% in 2010)
 - Largest decrease in the 20 to 44 years age group 2010-2026
 - Median age – 39.4 years in 2010; 41.1 years in 2026
- Changing household make-up
 - Married couple families – 64% in 2010; 53% in 2019
 - Households with children under 18 – 36% in 2010; 34% in 2019
 - Households with persons 65+ years – 29% in 2010; 38% in 2019

Housing

- Population growth driving need/opportunity for more housing
 - 1,695 housing units in 2010; projected 1,769 by 2026 (+4.4%)
 - 4.4% housing unit vacancy rate (2021)
- Current housing stock (2019):
 - 75% one family detached; 4% one family attached; 12% manufactured home; 9% multi-family
- Housing affordability (2019)
 - 17% of households with a mortgage and 36% of renters in Linden paid more than 30% of their household income on housing costs
 - Nationally (and locally), home prices continue to rise, outpacing incomes

Demographic Change: Challenges/Opportunities

- Serve an aging population
 - Senior services/programming/health care
 - ADA improvements
 - Housing
 - Senior living/care facilities
 - Housing “downsizing”
- Keep/attract families and younger population
 - Provide unique places (“placemaking”)
 - Diversify housing stock – affordable housing, rental units
 - Quality of life improvements (recreation, safety, walkability, etc.)
 - Quality educational system

Capitalize on Economic Development Strengths

- Natural resources/river
- History & historic structures
- Recent momentum of new development
- Active DDA
- Significant traffic volumes
- Businesses well connected to the community
- Small town character, but close to big city amenities
- Resident pride – shop local
- Available waterfront properties
- Niche market opportunity
- LAFF Pathway/walkability
- Relatively affordable housing in comparison to nearby communities
- Safe, connected community
- Active and involved community groups
- Quality schools
- Available infrastructure & services (water, sewer, broadband, etc.)

Follow Smart Growth Principles

- What is “smart growth”?
 - Smart growth is development that supports economic growth, strong communities and environmental health
 - Smart growth covers a range of development and conservation strategies that help protect our health and natural environment and make our communities more attractive, economically stronger, and more socially diverse
- 10 smart growth principles
 - Based on the experience of communities around the nation that have used smart growth approaches to create and maintain great communities
 - www.smartgrowth.org

Smart Growth Principles

1. Mix land uses



2. Take advantage of compact building design



Smart Growth Principles

3. Create a Range of Housing Opportunities and Choices



Community Visioning Workshop

4. Create Walkable Neighborhoods



Smart Growth Principles

5. Foster Distinctive, Attractive Communities with a Strong Sense of Place



6. Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas



Smart Growth Principles

7. Strengthen and Direct Development Towards Existing Communities



Community Visioning Workshop

8. Provide a Variety of Transportation Choices



Smart Growth Principles

9. Make Development Decisions Predictable, Fair and Cost Effective



Community Visioning Workshop

10. Encourage Community and Stakeholder Collaboration in Development Decisions





CITY OF LINDEN
MASTER PLAN UPDATE

Small Group Exercise #1

Application of Smart Growth Principles



Application of Smart Growth Principles

Small Group Exercise #1

- Refer to instructions sheet
- Working together, rank the 10 principles by importance
 - 1 = not important 2 = some importance;
 - 3 = moderate importance 4 = great importance
- Working together, brainstorm at least 1 specific action of how each principle can be applied within Linden
- Time permitting, a group spokesperson may be asked to share results



CITY OF LINDEN
MASTER PLAN UPDATE

Small Group Exercise #2

Redevelopment Ready Sites



Redevelopment Ready Sites

Small Group Exercise #2

- Refer to instructions sheet
- Working together, choose 3 sites that are most “ready” for development and would provide the greatest benefit, if redeveloped
- For at least 1 site (or all 3, time permitting), work together to flesh out future redevelopment options/opportunities
- Time permitting, a group spokesperson may be asked to share results



CITY OF LINDEN
MASTER PLAN UPDATE

Close & Next Steps

Community Visioning Workshop



Master Plan Website

<https://www.lindenmi.us/master-plan-2021>



CITY OF LINDEN MASTER PLAN UPDATE



City of Linden
Genesee County, Michigan
132 E. Broad Street
Linden, MI 48451
www.lindenmi.us



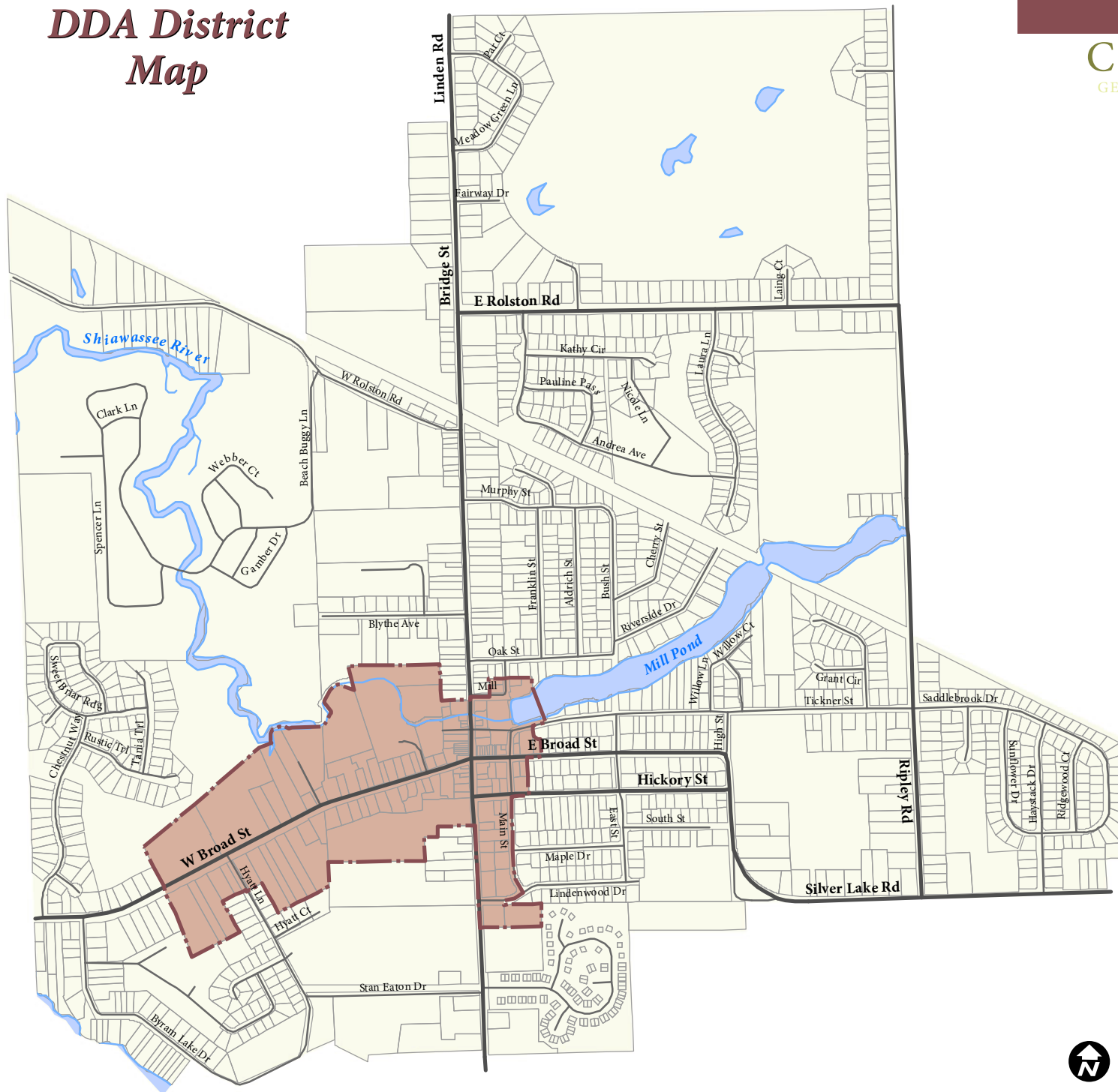
500 Griswold, Suite 2500
Detroit, MI 48226
www.wadetrim.com



17195 Silver Parkway #309
Fenton, MI 48430
www.cibplanning.com

DDA District Map

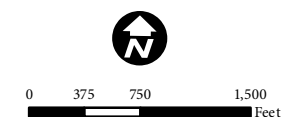
City of Linden
GENESEE COUNTY, MICHIGAN



- DDA District
- Major Roads
- Other Roads
- Rivers and Streams
- Water Bodies
- Parcels
- City of Linden

Source: City of Linden Downtown Development
Authority Development Plan, September 2008.

May 2012



WADETRIM

555 South Saginaw Street, Suite 201
Flint, Michigan 48502
810.235.2555
www.WadeTrim.com



Façade Grant Program Application

Applicant Name: _____

Applicant Address: _____

Applicant Phone Number: _____

Email: _____ Fax: _____

Building Address where Façade Improvement will be Completed:

Names of all Owners on Title of Property: *(All owners must sign application)*

Property Tax Parcel ID Number: _____ Estimated Project Cost: _____

Proposed Project Start Date: _____ Proposed Project Completion Date: _____

Business(es) Currently Housed in Building: _____

Along with this completed application form, the applicant shall include the following:

- 1) Proof of property ownership or lease hold interest
- 2) Written summary of proposed improvements
- 3) Photos of the existing building conditions and a sketch of the proposed improvements

After review of your application by the City Planner, the applicant shall provide the following:

- 4) Design/construction drawings (must be signed and sealed if project is valued at more than \$15,000)
- 5) Detailed cost estimate from at least 3 bidders
- 6) Other information which may assist the DDA in making their selection

The undersigned affirms that the information provided in this application is true and complete to the best of their knowledge. The applicant further affirms their understanding of the façade grant program and agrees to abide by the terms and conditions outlined in the application packet.

Signature of Applicant: _____

Date: _____

Signature of Property Owner(s): _____

Date: _____

State of Michigan, County of Genesee

On this ____ day of ____, A.D., 20__, before me personally appeared the above named person, who being duly sworn, stated that he/she has read the foregoing application for Façade Grant Program, by him/her signed, and know the contents thereof, and that the same is true of his/her own knowledge, except as to the matters therein stated to be upon information and belief and so as to those matters he/she believes it to be true.

Notary Public, Genesee County, Michigan
My Commission Expires:

Please Note: Only completed applications with all required documentation will be considered for possible grant funding.

All other forms and documents for this grant project may be signed by the applicant and will not require additional owners' signature(s).

City of Linden Downtown Development Authority

Façade Improvement Program

Program Parameters, April 13, 2015

DDA Funding Commitment

- Proposed FY 2015-2016 budget allocation of \$5,000
- A minimum of one grant will be given in FY 2015-2016
- All grants are reimbursement style. Reimbursement payments will be made to the applicant upon completion of the grant project.
- The program provides 50% matching grant funds for qualified activities. The applicant must spend at least \$1 for each \$1 dollar awarded.
- A minimum of \$1,000 grant request (with at least \$1,000 matched investment) is required.
- A maximum of \$5,000 grant request (with at least \$5,000 matched investment) is required.

Eligible Applicants

- Commercial property owners or leaseholders of commercial property within the DDA. If lease, permission from the property owner is required.
- All existing commercial or mixed-use buildings are eligible. Residential buildings, private club buildings, and governmental/tax-exempt buildings are not eligible.
- Large national franchises will not be considered. However, the DDA Board may allow certain Midwest or Michigan regional franchisers and franchisees to be eligible (i.e., Biggby, Jet's Pizza).

General Eligibility Requirements

- The façade must front a street, alley, parking lot or other public space
- All grant funded improvements must be permanent and fixed in type or nature
- All improvements must meet City and State code requirements, including zoning, building, public safety codes
- All improvements must meet historic district guidelines and obtain a certificate of appropriateness from the Historic District Commission
- The applicant/contractor must obtain all necessary building permits and pay all accompanying fees
- All grant funded improvements must comply with the approved grant applications. Non-compliance with approved plans will result in grant disqualification.

Eligible Grant Activities, shall include, but are not limited to:

- Façade rehabilitation, including demolition of inappropriate façade "slip covers"
- Storefront system rehabilitation or repair
- Door and window repair and replacement
- Exterior painting (to eliminate inappropriate color or scheme only)
- Masonry (repair only)
- Awnings, shed style canvas
- Building lighting
- Hardscape services
- Roof repair (architectural element or visible from street only)
- Permanent sign installation, including removal of non-conforming signs

Ineligible Grant Activities

- Vinyl awnings, barrel, bubble, or signage style
- Any temporary or non-permanent improvement
- Maintenance improvements, such as painting or roofing
- Landscaping
- Structural building foundations
- Billboards
- Security systems, security bars or razor/barbed wire
- Fencing (non-decorative)
- Paving
- Residential property

DDA Grant Application Evaluation Criteria, shall be based on the following:

1. Available grant funds.
2. Overall merits of the proposed project.
3. The support the project provides to the general beautification of downtown Linden.
4. Appropriateness related to the original façade of the building.
5. Significant improvement of the visual appearance of the building and surrounding area.
6. The level of investment being made in the property.
7. If applicable, collective participation of adjacent property owners.
8. Additional consideration will be given to applicants who elect to improve both the front and rear façades, or the comprehensiveness of the proposed project.
9. The DDA will not consider any applications for work already completed.

Procedural Steps/Schedule

- Advertisement of Program – August 2015
- Pre-Submission Informational Meeting – TBD
- Application Deadline – Ongoing
- DDA Subcommittee Review – Starting Fall 2015
- Grant Award(s) by DDA – Ongoing

Submission Requirements

- Grant application form
- Proof of property ownership or lease hold interest
- Detailed written summary of proposed façade improvements
- Full set of before photos for the proposed project and a sketch of the proposed improvements

After review by the City Planner, the applicant shall submit

- Complete set of scaled and sealed design drawings for projects valued at \$15,000 or more
- Color rendering of the proposed building façade improvements
- Sample materials, including brick, stone, windows, and color swatches
- Proof of non-delinquent status for all City accounts, including taxes, water bills, special assessments, and loans
- A detailed cost estimate for all eligible project costs, including quotes from at least three licensed contractors or suppliers, and a signed non-collusion clause

Grant Approval Process

- Applications are received and reviewed by the City Planner and then the DDA Subcommittee
 - The City Planner and/or the DDA Subcommittee may request additional information from applicants for further review
 - The DDA Subcommittee will forward to the full DDA Board a recommendation(s) for approval
- When the grant is awarded by the DDA Board, the approval will be tied to the scope of work, project costs, materials, and plans identified in the application package
- Any changes to the approved application package must be approved in writing by the DDA Board prior to any construction

Grant Reimbursement Process

- The approved grant work must be completed within one year of approval by the DDA Board
- Upon completion of the grant project, and prior to disbursement of funds, the applicant must schedule an on-site inspection with the City Building Inspector and DDA Director to verify the project has been completed in accordance with the approved application package.
- Prior to the disbursement of grant funds, the applicant shall submit:
 - Verification that all building, safety, and zoning inspections have been conducted and approved
 - A written reimbursement request certifying that work has been completed in accordance with the approved application package and that expenses have been incurred
 - A signed affidavit verifying that all payments to contractors, laborers, and suppliers have been made
 - Original invoices along with signed waivers of lien by all contractors, laborers, and suppliers
- Upon confirmation of the above documentation, the DDA will pay the grantee the approved grant award amount within 45 days* from the date of final verification, however, the grant reimbursement amount shall be the lesser of \$5,000 or 50% of the total project cost.

**For applications that involve signage improvements, the portion of the project costs attributable to the signage improvements will be reimbursed no earlier than 1 year from the date of final verification. This provision is intended to prevent an applicant from using DDA funds for signage improvements, only to move the sign to a location outside of the DDA soon afterwards.*