



# **DDA ACTION PLAN**

## **CITY OF LINDEN, MICHIGAN**

**PREPARED BY:**  
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**PREPARED FOR:**  
**City of Linden DDA**  
**Linden, Michigan**

**Adopted March 20, 2014**



# TABLE OF CONTENTS

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## 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



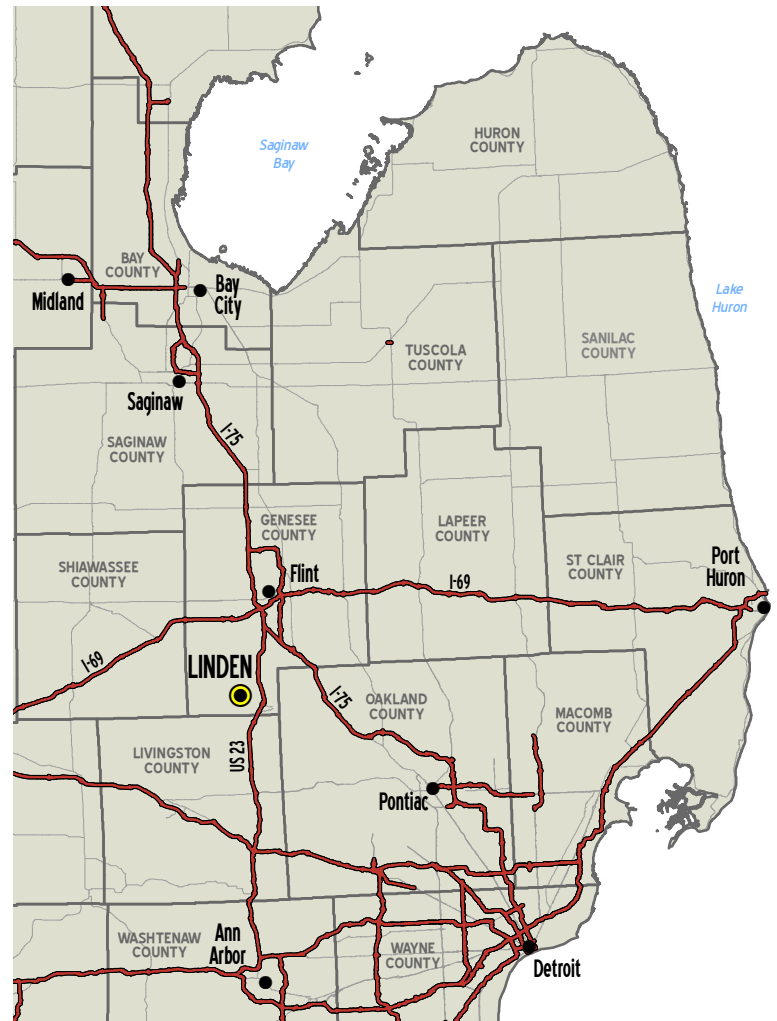


## SITE CONTEXT

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.



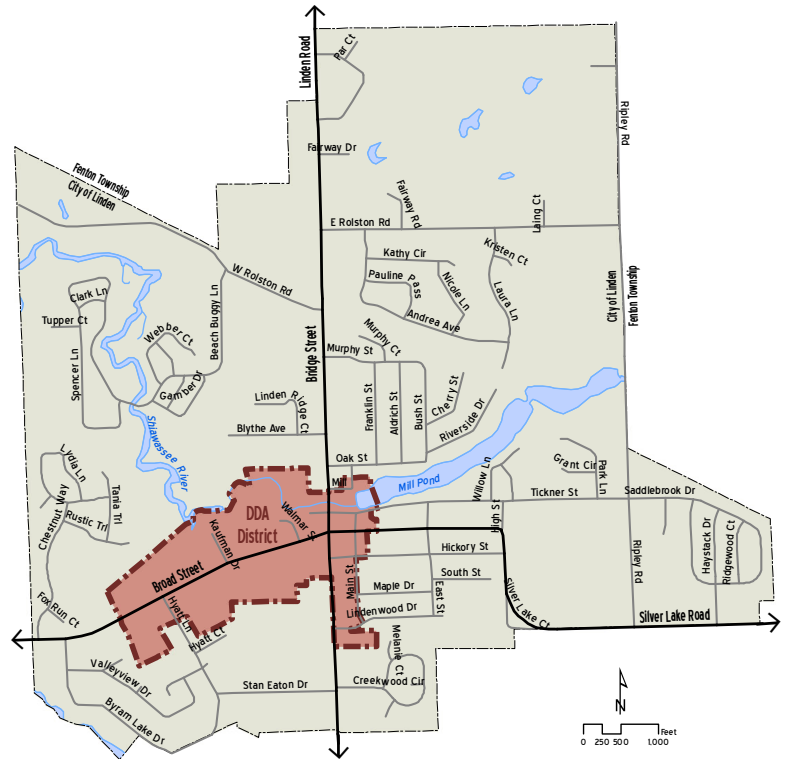
Site Context Map



# 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 Caretel 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.

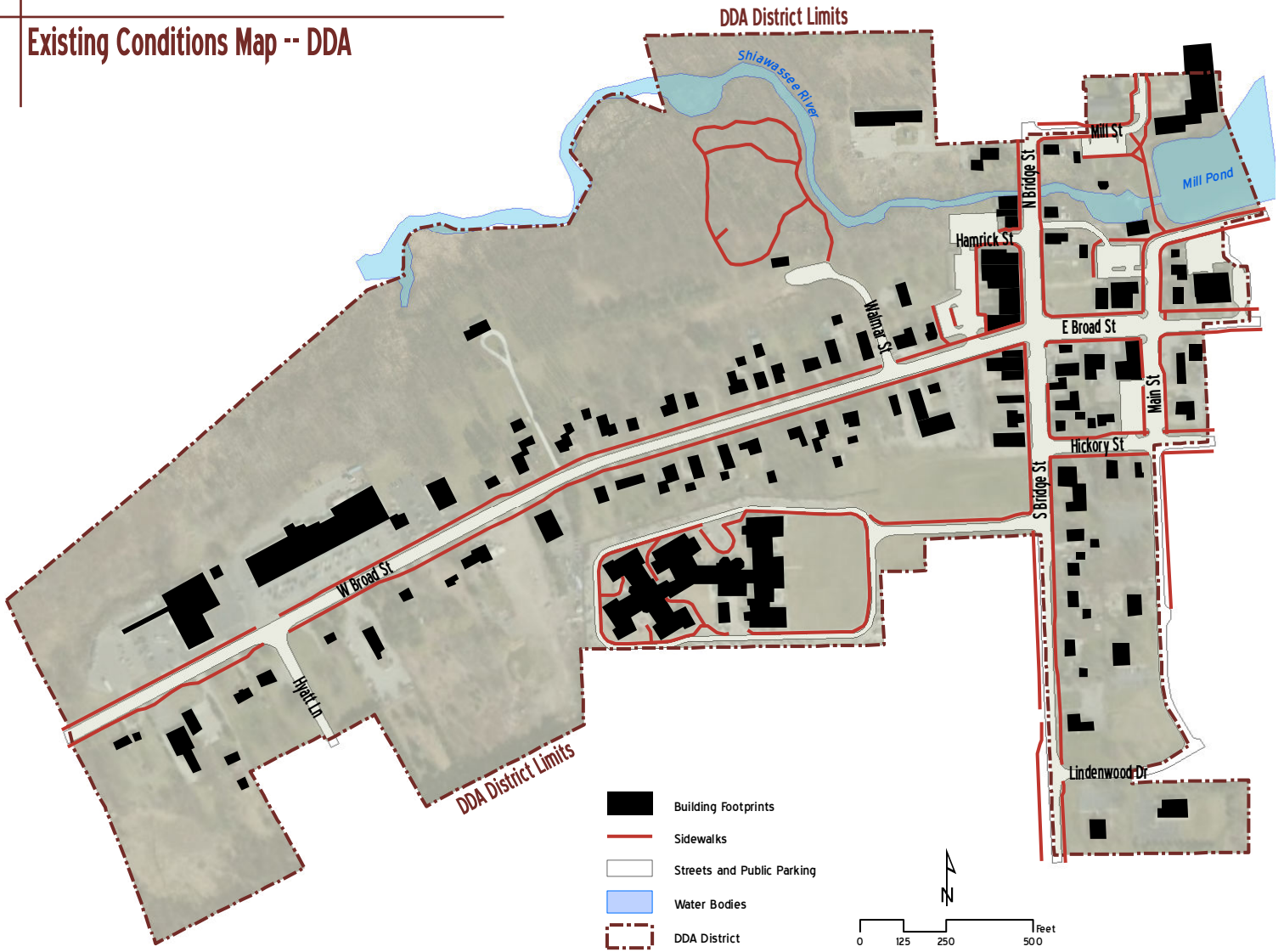
The majority of buildings within this downtown core are historic, having been built between 1830 and 1925. This includes the fairly continuous wall of commercial buildings on the west side of Bridge Street, which were constructed between 1900 and 1925. The Linden Mills Building, Linden Presbyterian Church,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

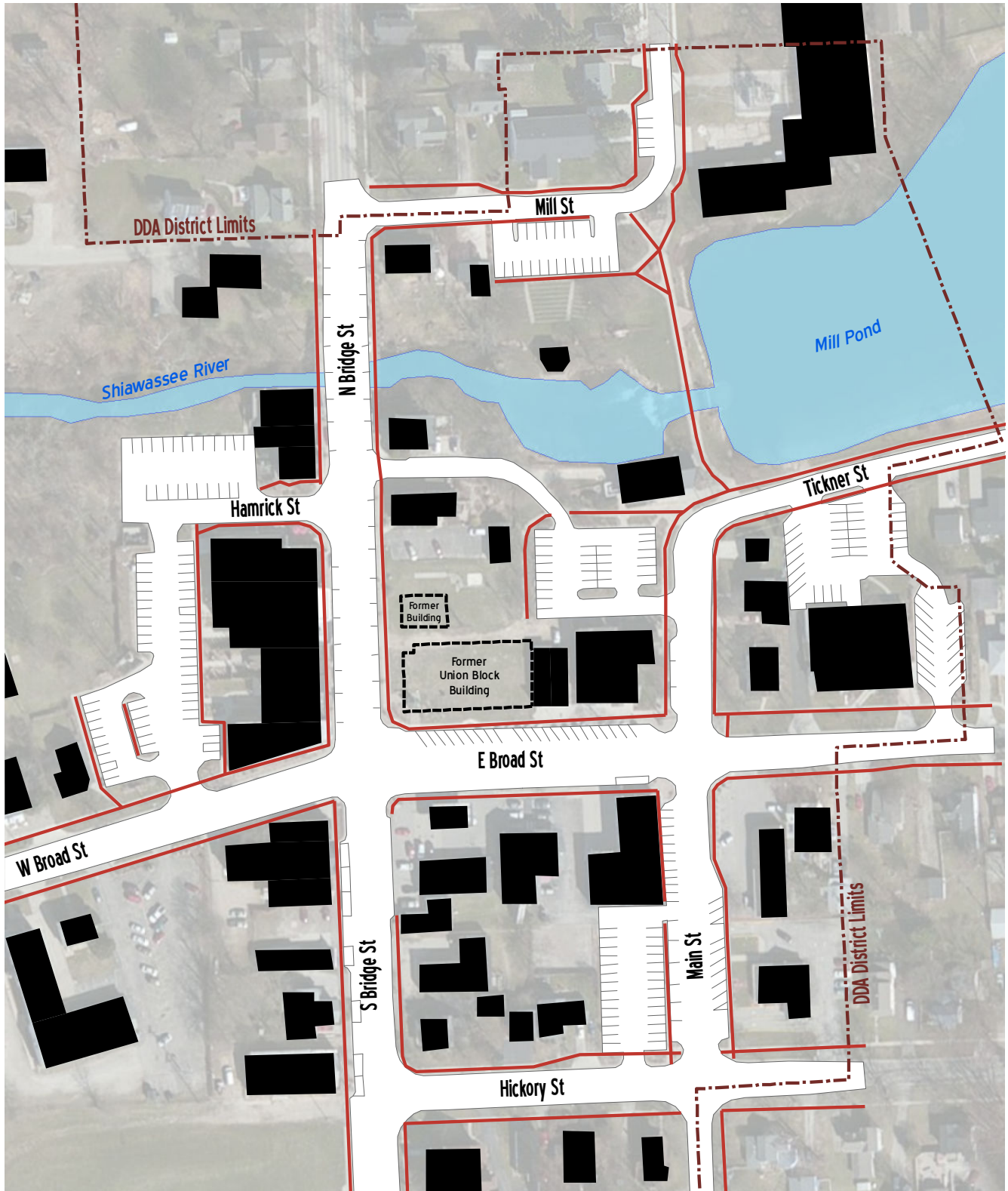
In terms of height, the majority of buildings in the central core of Downtown are two-story; however, many one-story commercial structures are also found. The Linden Mills Building is the only three-story structure in the central core (see Building Height Map on page 11).

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-

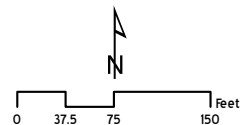


Existing Conditions Map -- DDA





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



Existing Conditions Map -- Downtown Core

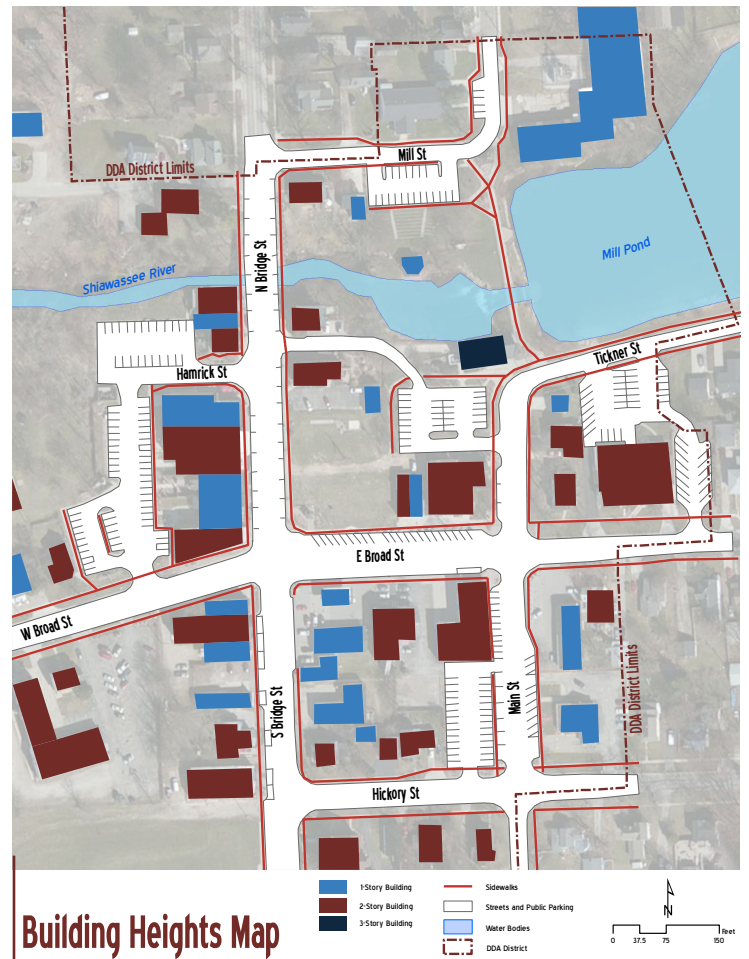
ings are found. The largest building within the DDA District in terms of footprint is the Caretel Inns senior living facility, located west of South Bridge Street.

## 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.

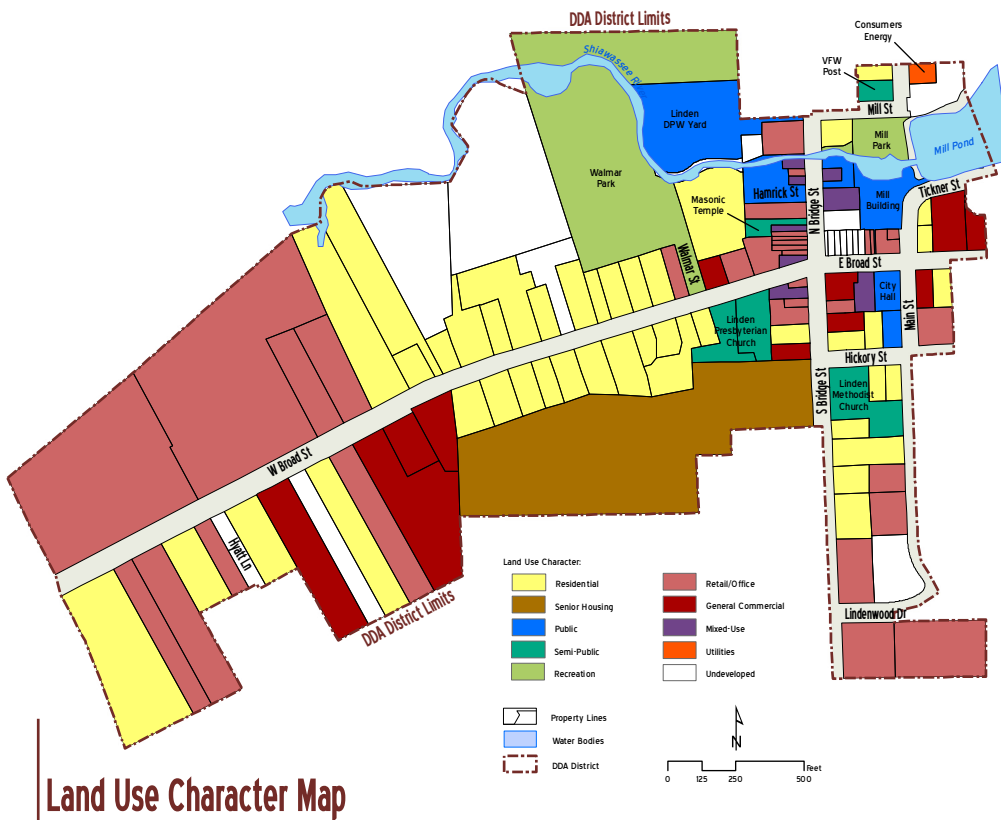
## LAND USE

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

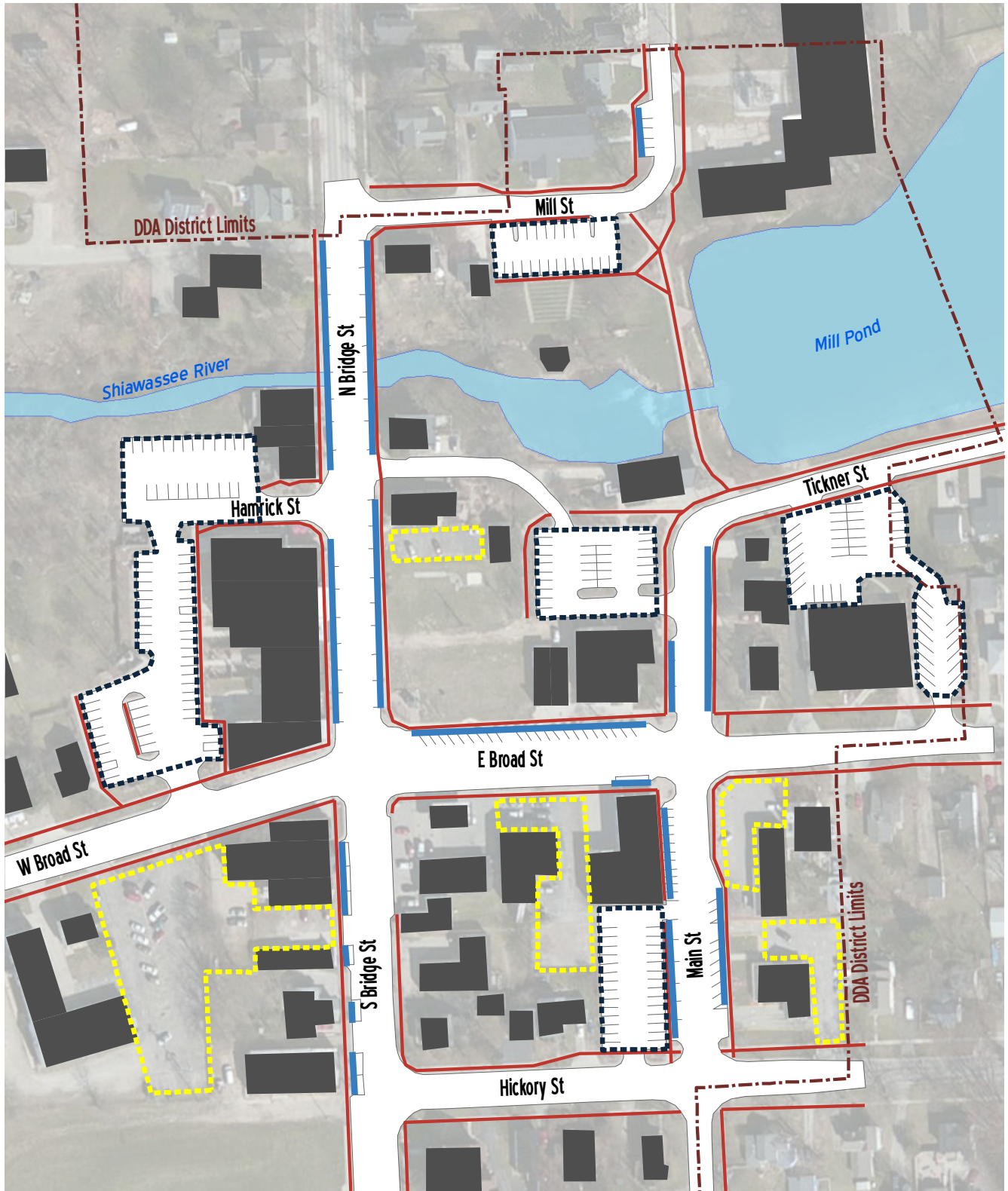
The location of existing on-street parking zones, public off-street parking lots, and the larger private off-street parking lots within the central core of Downtown is shown on the Existing Parking Map on the next page. Presently, several City streets provide on-street parking locations. These include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

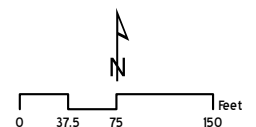
Presently, the City owns (or leases) and operates several public parking lots within the central core. Constructed over the course of the last several decades, these lots are critical to the success of Downtown Linden and take the burden of providing customer parking away from the business owners. In 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 .

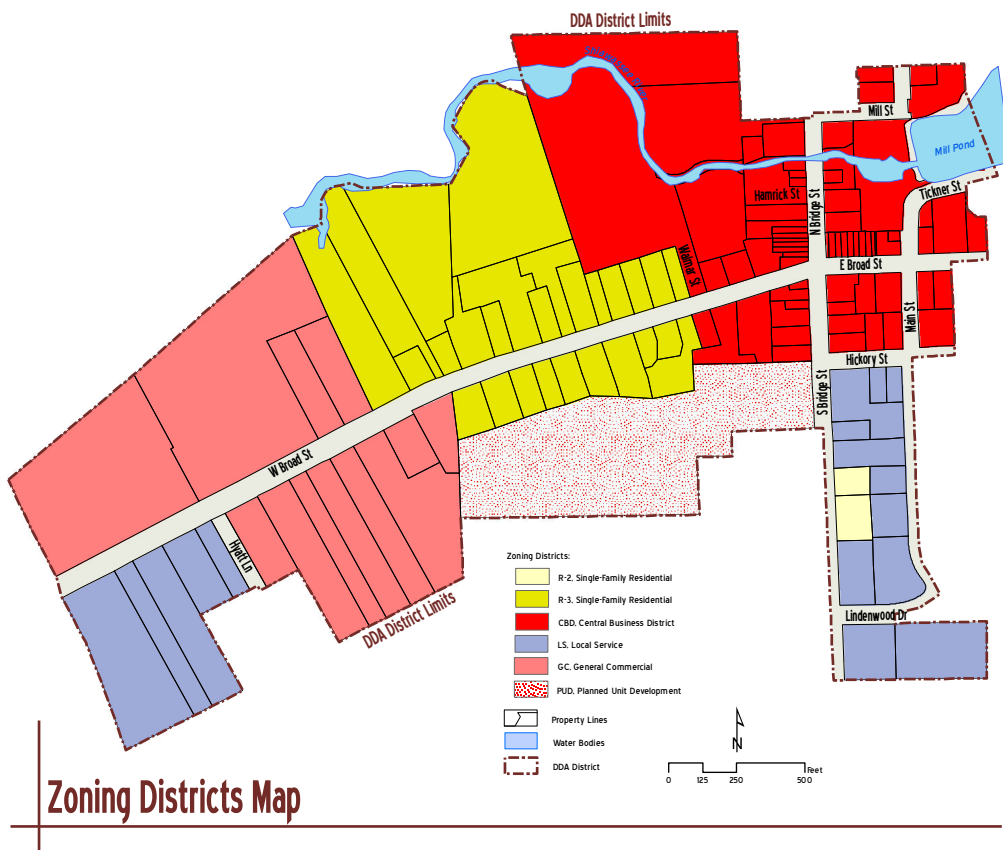


The City of Linden DDA is a unique and exceptional place. Therefore, it is critical to ensure that the City's Zoning Ordinance is a tool that promotes community vibrancy and does not hinder the character that its citizens cherish. Common weaknesses in zoning codes is that they: are more complex than 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.

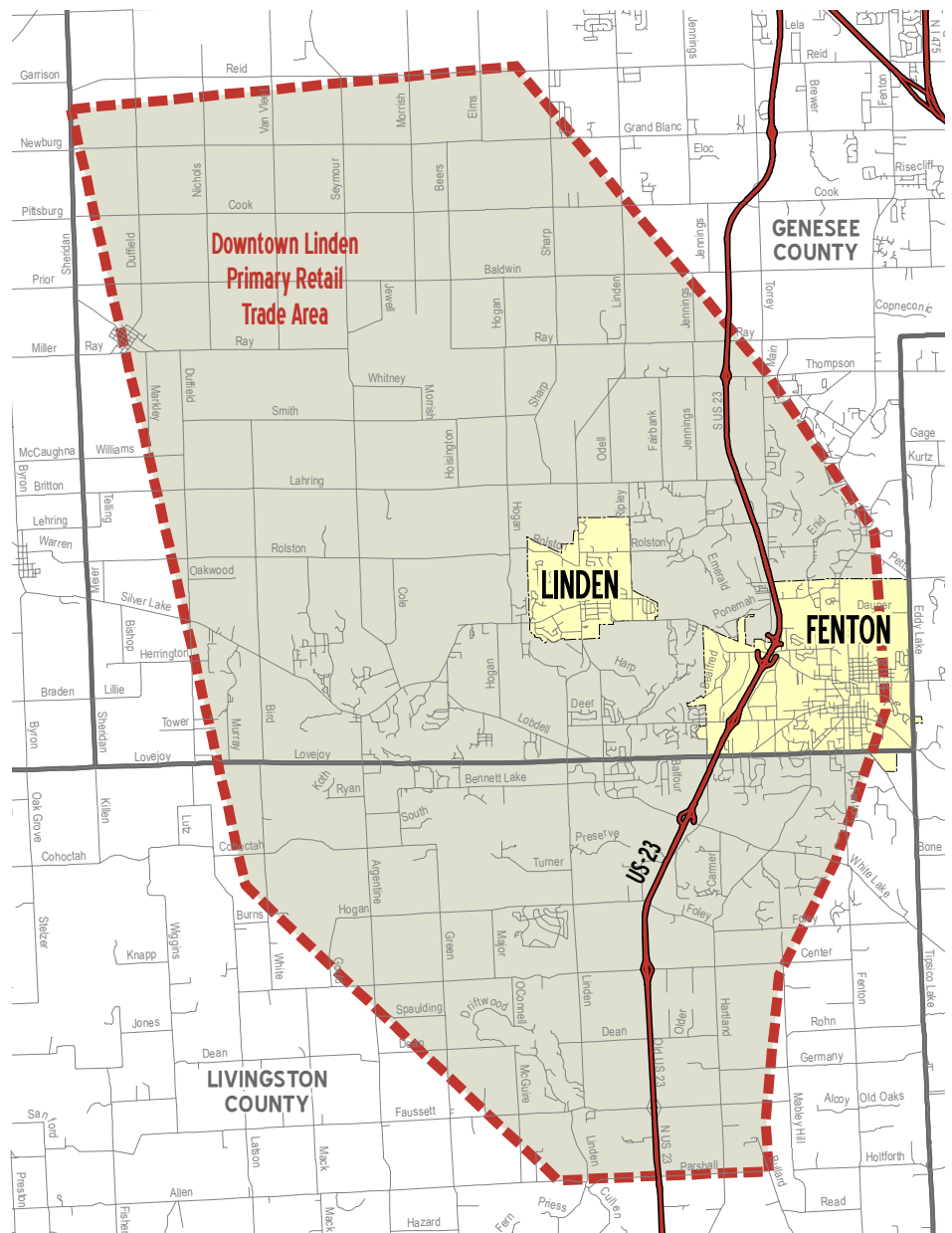
According to Esri, the 2010 population of the Linden Primary Retail Trade Area is 47,635 citizens. As of 2011, the population of the Primary Retail Trade Area is projected at 48,945 citizens, which represents a 2.8 percent growth from 2010. By 2016, Esri projects that the population of the trade area 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
<b>TOTALS</b>	<b>100.1</b>

For a detailed description of each Tapestry Segment, visit: [www.esri.com/data/esri\\_data/tapestry](http://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:

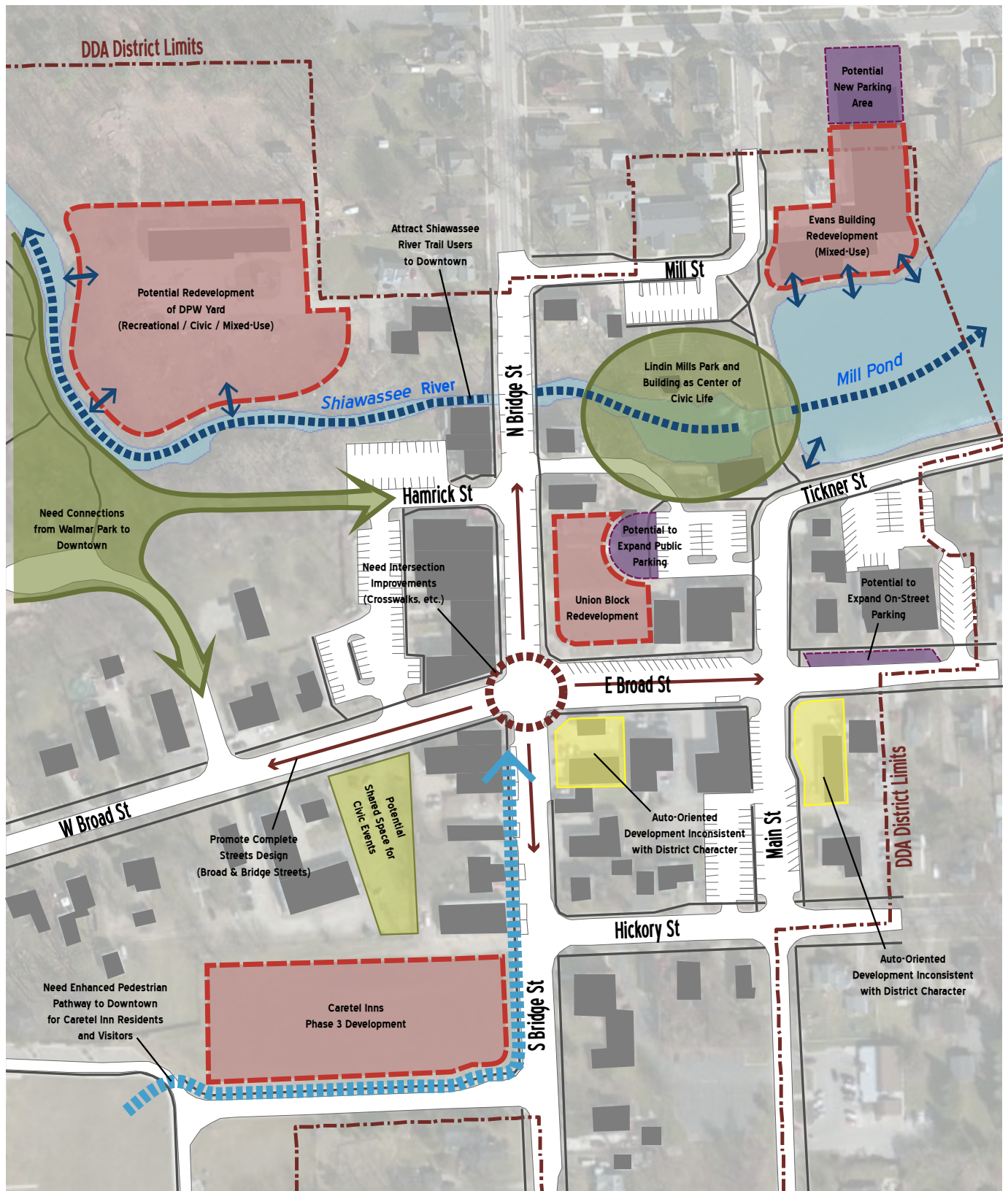
- Apartments and loft-style condominiums above ground floor retail/office.
- Apartments, townhouses and other smaller units as part of larger mixed-use commercial developments.
- Multiple-family units, townhouse and limited single-family units at the edge of Downtown.
- Senior housing units and care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



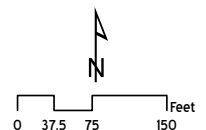
## OPPORTUNITIES AND CONSTRAINTS

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



A photograph of a river with a concrete dam. Water is flowing over the dam, creating white rapids. In the background, there is a house with a gabled roof and a fence. The sky is clear and blue. The foreground shows some dry grass and reeds.

# 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.

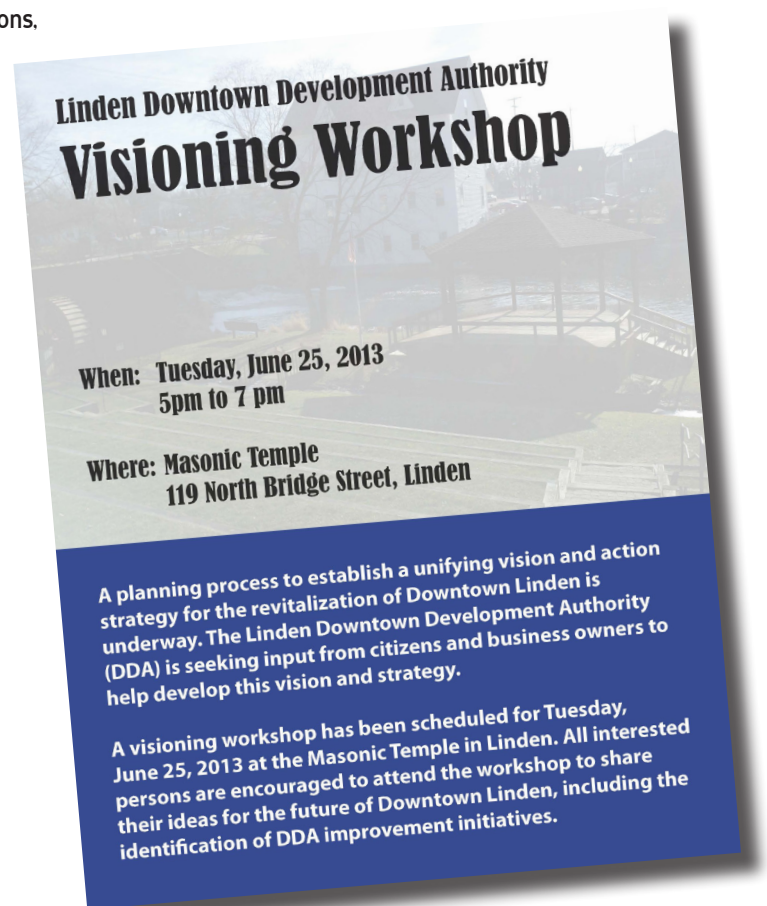
## VISIONING WORKSHOP

### WORKSHOP SUMMARY

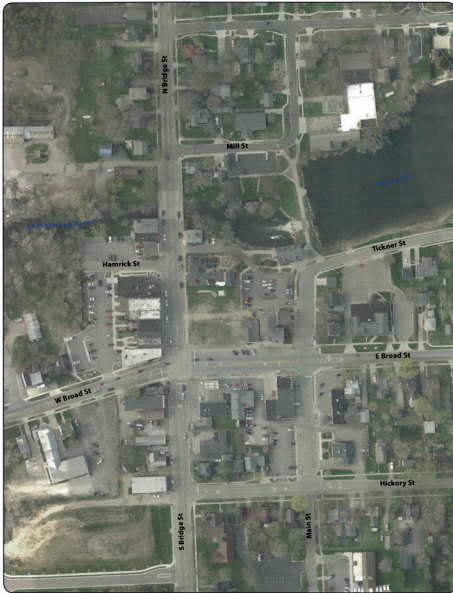
To establish a framework for future development and initiatives within downtown Linden, a visioning workshop was held at the Masonic Temple on June 25, 2013. The workshop drew attendance by approximately 25 business owners, citizens, DDA Board Members, City officials and other interested persons. To 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.



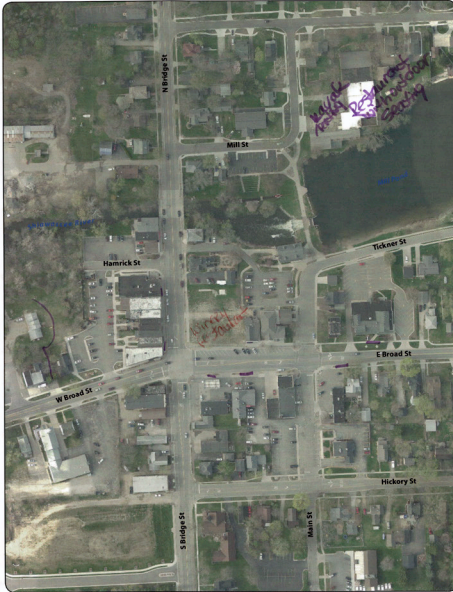
Downtown Linden, Michigan



Wish You Were Here

- Nice People
- Nice River
- Walkable Neighborhoods
- Dog Friendly
- Enforce signs ord. and blight ord.
- 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 Ord. over social 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



Hi Mom!

Wish You Were Here

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 fished 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?



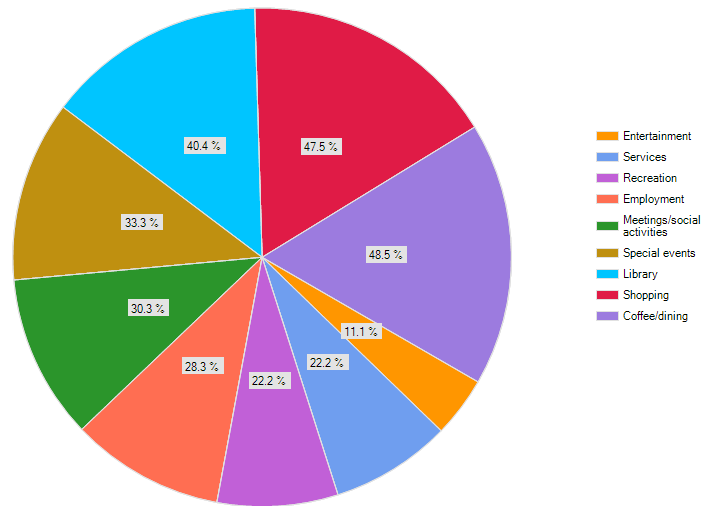
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## SURVEY RESULTS

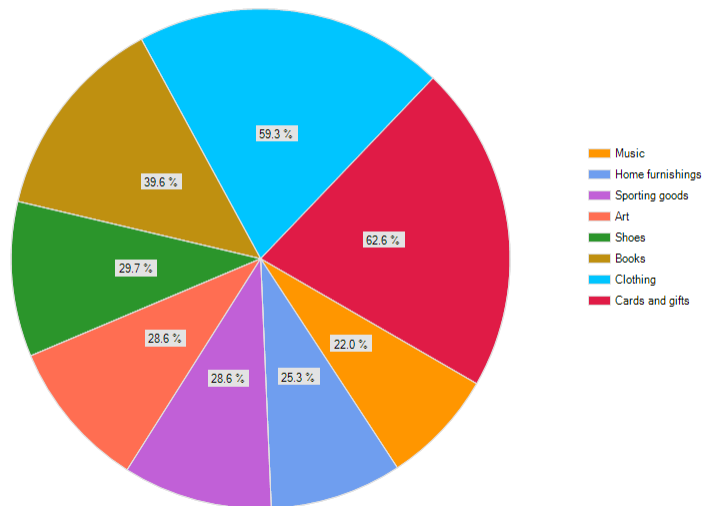
In total, 102 interested persons responded to the survey. Of these, most were female (75.8%), were between the ages of 45 and 54 (34.7%), and lived between one-quarter mile and 5 miles from downtown. A detailed report of the survey responses is included in the Appendix. A summary of the findings is included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

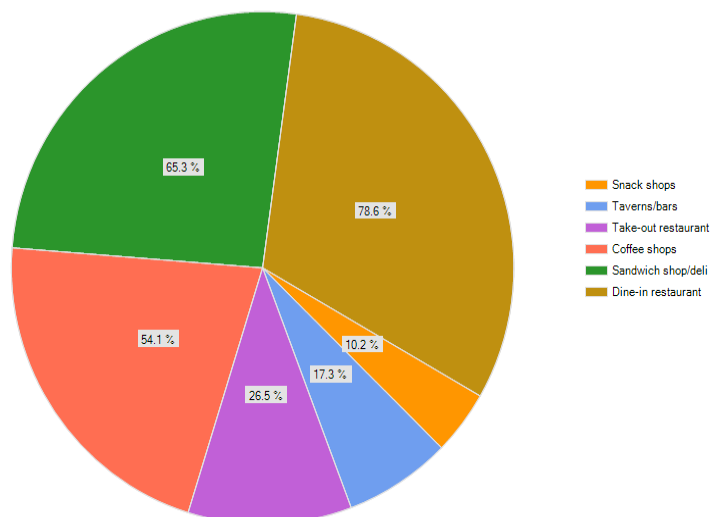
What are the primary activities you engage in downtown Linden (select all that apply)?



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

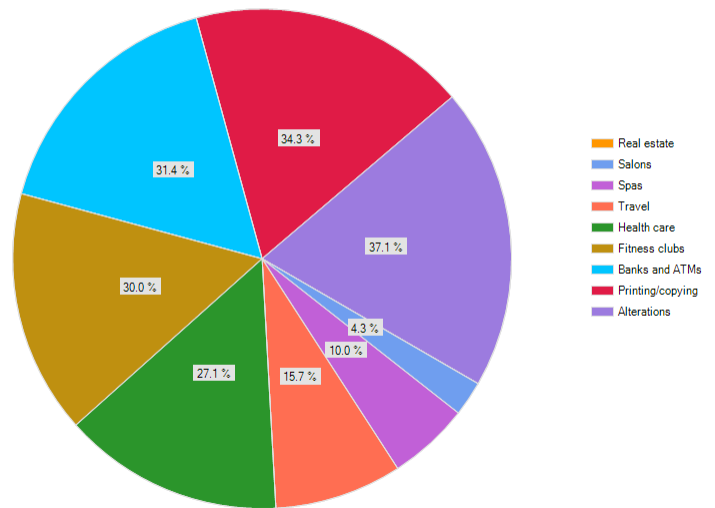


What additional RESTAURANTS and EATING PLACES would you most like to see in downtown Linden?(Please select not more than three)

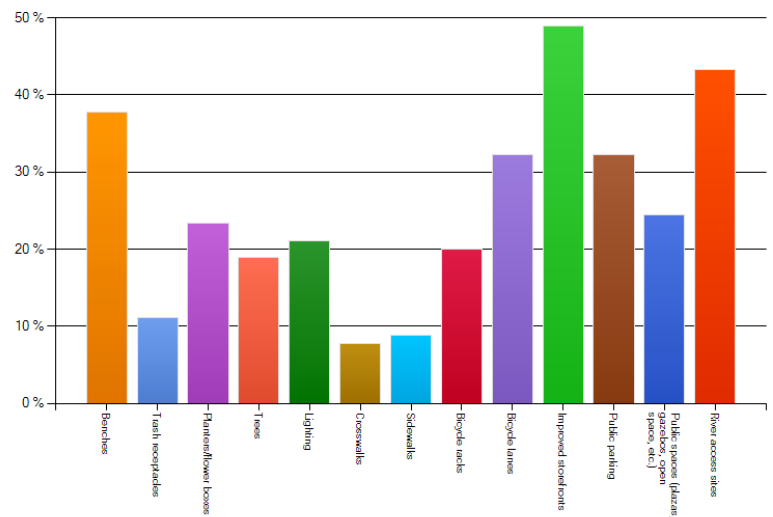


- When asked what additional services they would like to see in downtown, responses were fairly evenly distributed. However, the top three responses were: alterations (37.1%); printing/copying (34.3%); and, banks and ATMs (31.4%).
- When asked what additional improvements they would like to see in downtown, 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

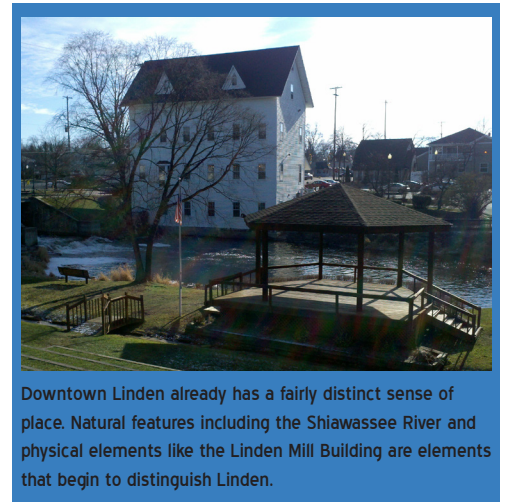
The Linden Downtown Development Authority (DDA) envisions downtown Linden as the business, entertainment, cultural and social hub for the greater Linden area. Downtown Linden will be a place of 24/7 activity for persons of all ages and interests, with thriving businesses, varied entertainment opportunities, 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.

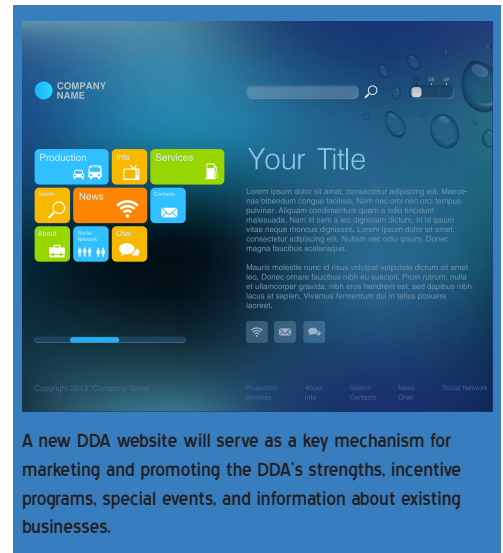
## PROGRAMMING RECOMMENDATIONS

### 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.

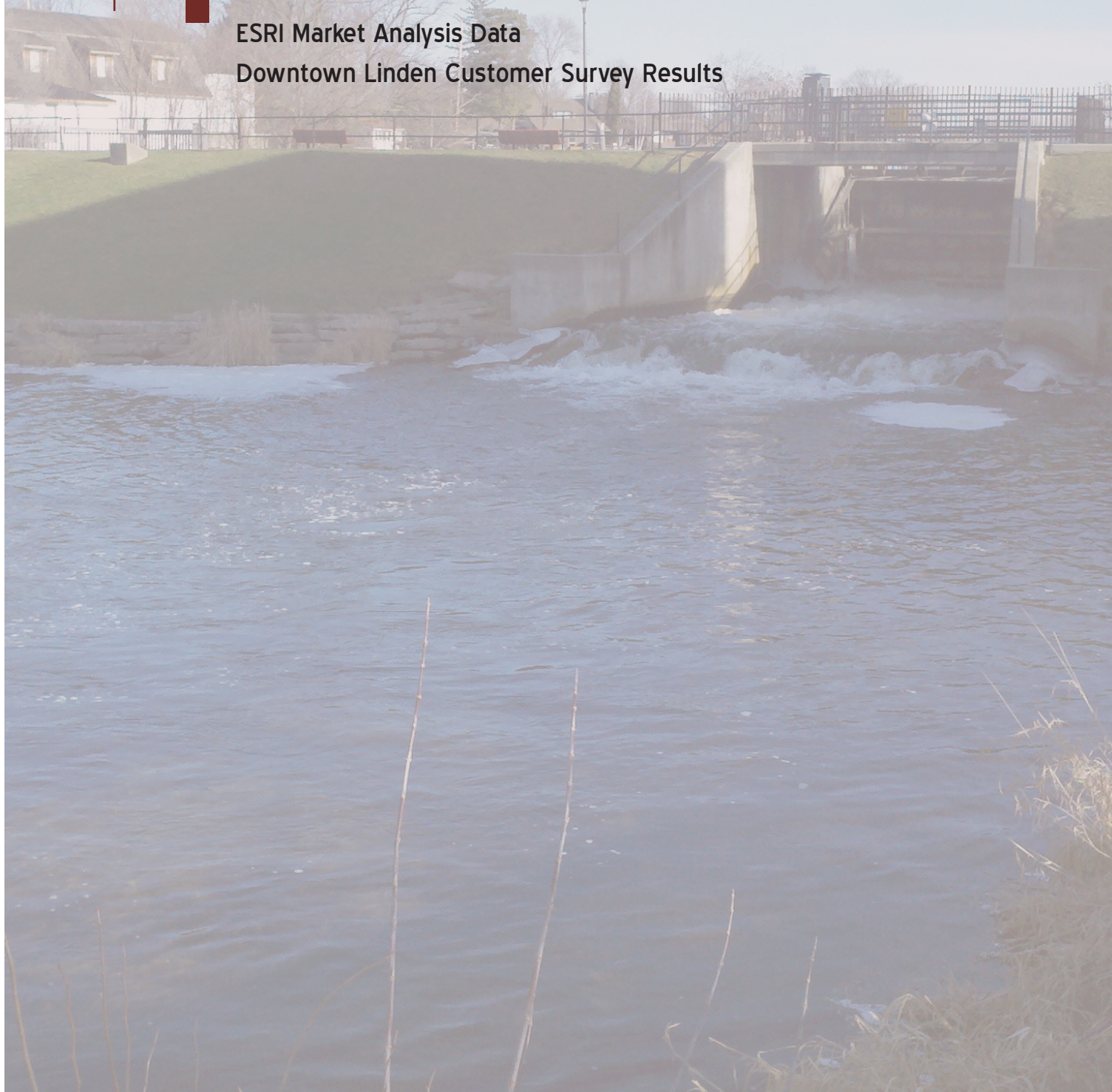




# APPENDIX

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>.

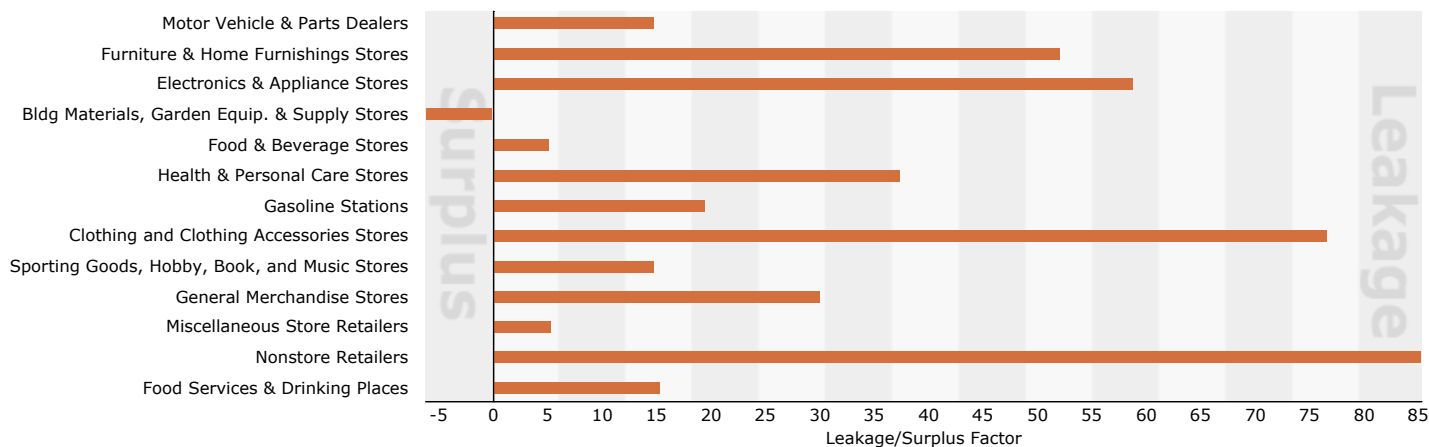
**Source:** Esri and Infogroup

May 14, 2012

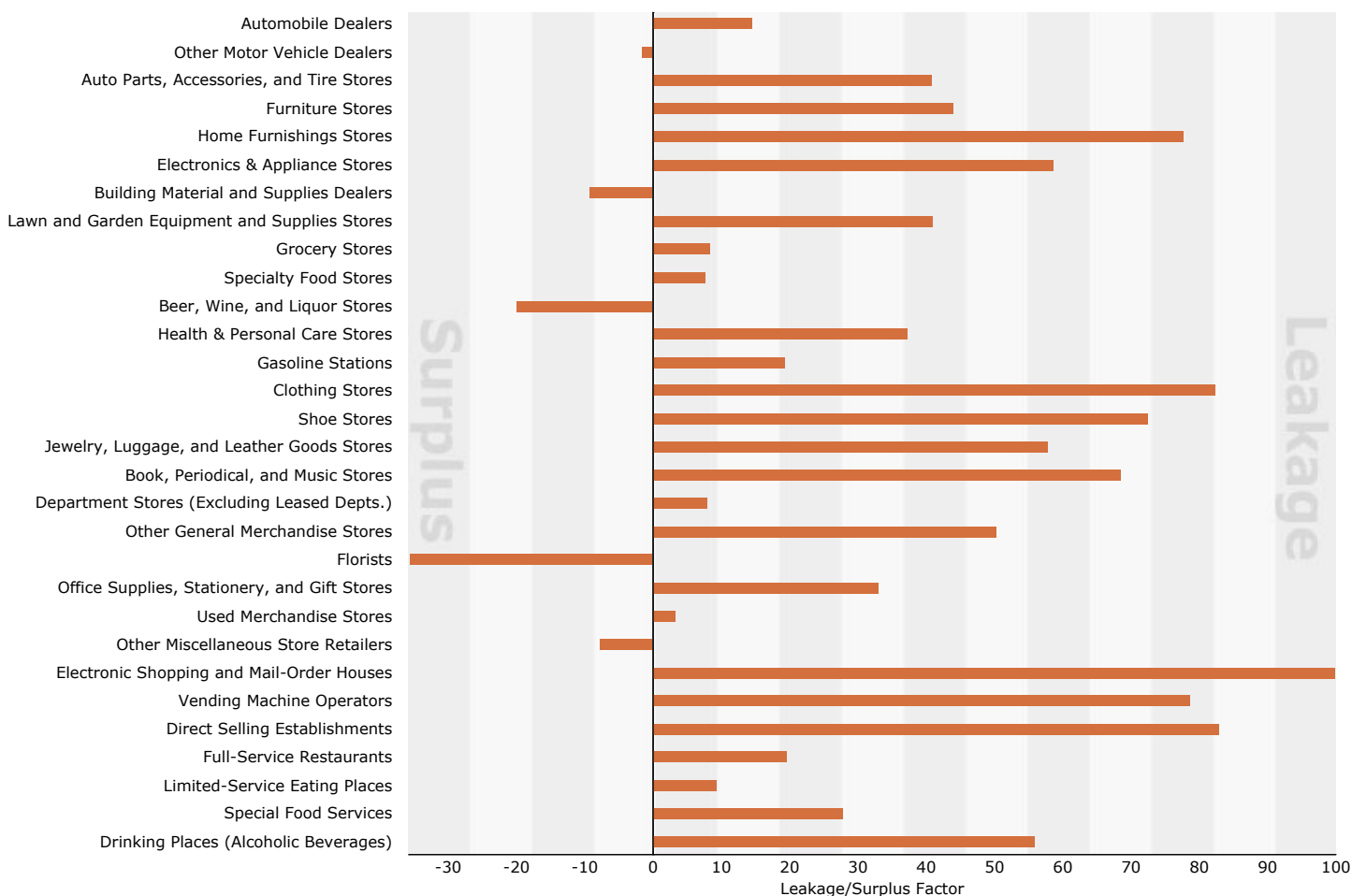
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## Leakage/Surplus Factor by Industry Subsector



## 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
<b>Apparel and Services</b>		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
<b>Computer</b>				
Computers and Hardware for Home Use		105	\$194.60	\$3,678,609
Software and Accessories for Home Use		106	\$29.30	\$553,900
<b>Entertainment &amp; Recreation</b>		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
<b>Food</b>		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

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## Retail Goods and Services Expenditures

Downtown Linden Primary Retail Trade Area  
Area: 131.09 Square Miles

	Spending Potential Index	Average Amount Spent	Total
<b>Financial</b>			
Investments	107	\$1,803.41	\$34,090,804
Vehicle Loans	105	\$5,005.18	\$94,615,688
<b>Health</b>			
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
<b>Home</b>			
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
<b>Household Furnishings and Equipment</b>			
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
<b>Household Operations</b>			
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
<b>Insurance</b>			
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
<b>Transportation</b>			
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
<b>Travel</b>			
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.

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May 14, 2012

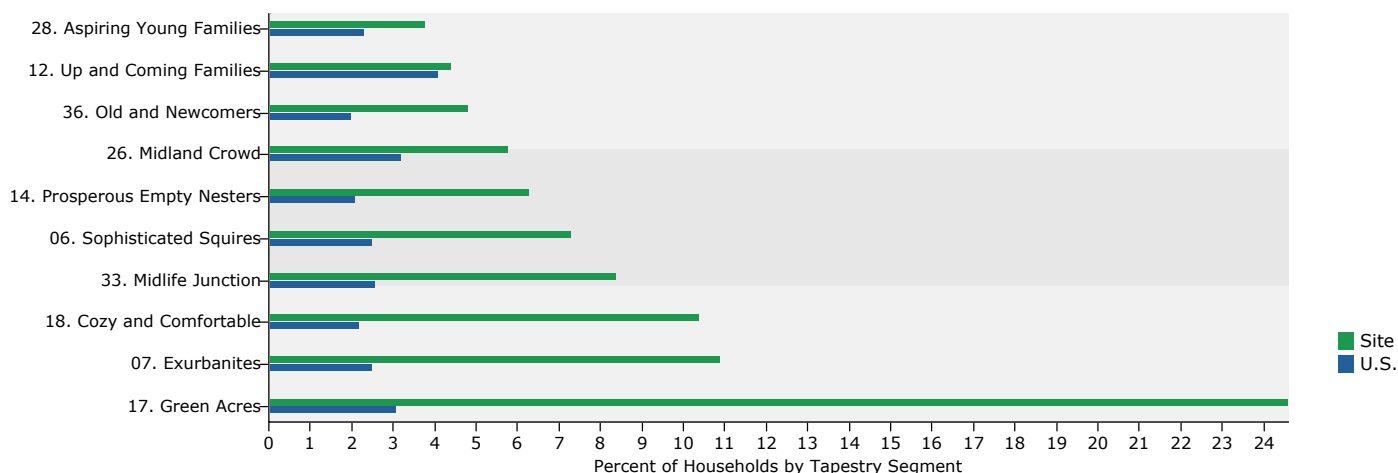


# Tapestry Segmentation Area Profile

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
<b>Subtotal</b>		<b>61.6%</b>		<b>12.9%</b>		
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
<b>Subtotal</b>		<b>25.1%</b>		<b>13.7%</b>		
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
<b>Subtotal</b>		<b>11.6%</b>		<b>9.8%</b>		
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
<b>Subtotal</b>		<b>1.8%</b>		<b>5.0%</b>		
<b>Total</b>		<b>100.1%</b>		<b>41.4%</b>		<b>242</b>

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

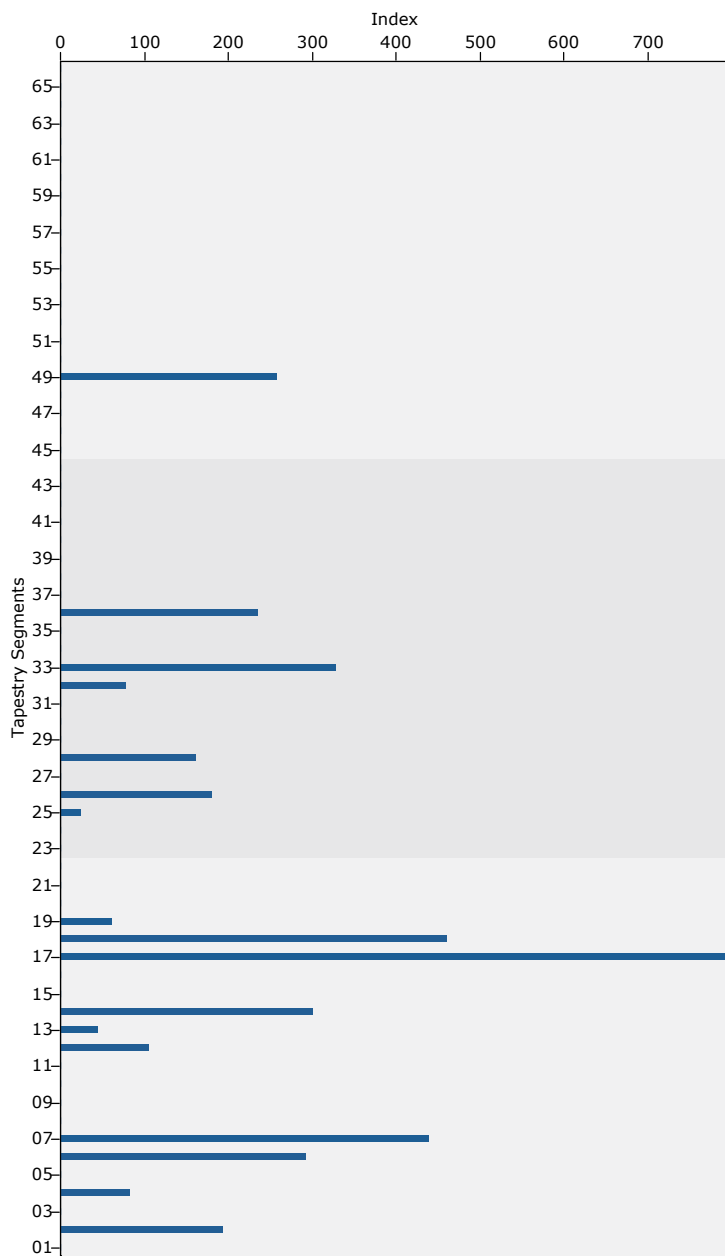




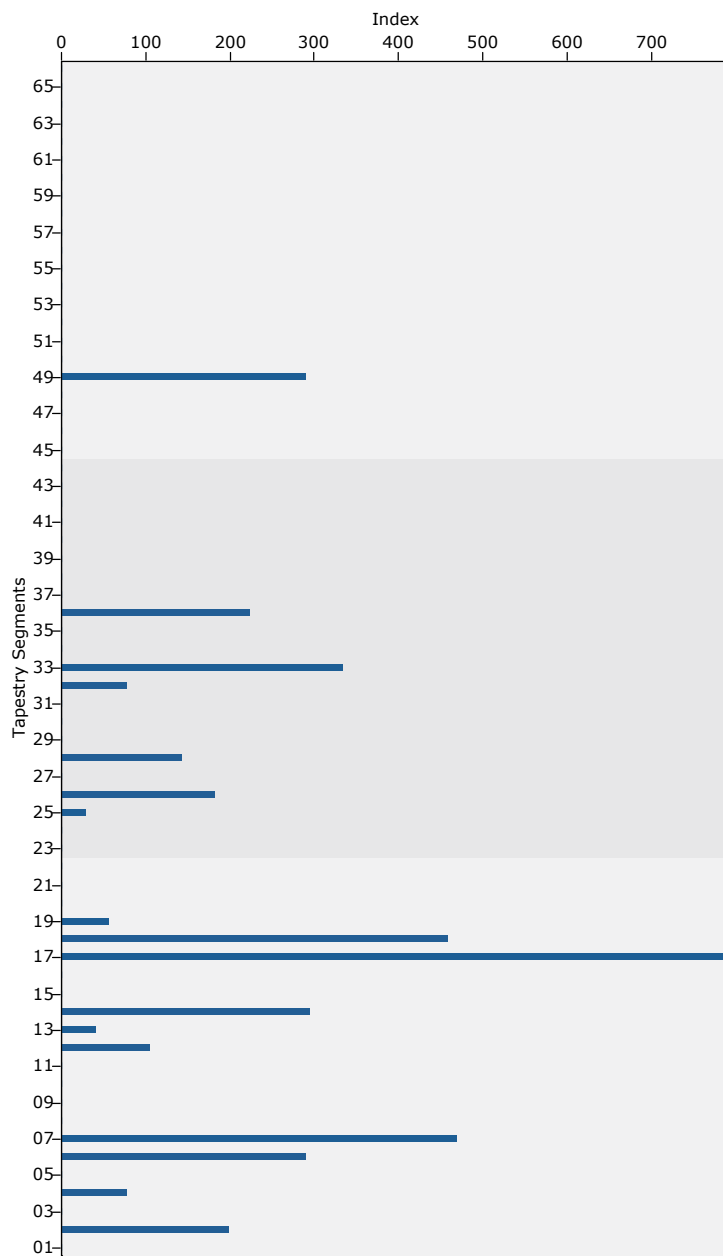
## Tapestry Segmentation Area Profile

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		
		Number	Percent	Index	Number	Percent	Index
<b>Total:</b>		18,902	100.0%		48,943	100.0%	
<b>L1. High Society</b>		<b>4,437</b>	<b>23.5%</b>	<b>187</b>	<b>12,468</b>	<b>25.5%</b>	<b>187</b>
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
<b>L2. Upscale Avenues</b>		<b>6,811</b>	<b>36.0%</b>	<b>272</b>	<b>17,759</b>	<b>36.3%</b>	<b>277</b>
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
<b>L3. Metropolis</b>		<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
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
<b>L4. Solo Acts</b>		<b>906</b>	<b>4.8%</b>	<b>66</b>	<b>1,745</b>	<b>3.6%</b>	<b>65</b>
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
<b>L5. Senior Styles</b>		<b>1,756</b>	<b>9.3%</b>	<b>74</b>	<b>4,174</b>	<b>8.5%</b>	<b>80</b>
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
<b>L6. Scholars &amp; Patriots</b>		<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
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
<b>Total:</b>	18,902	100.0%		48,943	100.0%	
<b>L7. High Hopes</b>	<b>725</b>	<b>3.8%</b>	<b>95</b>	<b>1,631</b>	<b>3.3%</b>	<b>87</b>
28 <a href="#">Aspiring Young Families</a>	725	3.8%	164	1,631	3.3%	145
48 <a href="#">Great Expectations</a>	0	0.0%	0	0	0.0%	0
<b>L8. Global Roots</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
35 <a href="#">International Marketplace</a>	0	0.0%	0	0	0.0%	0
38 <a href="#">Industrious Urban Fringe</a>	0	0.0%	0	0	0.0%	0
44 <a href="#">Urban Melting Pot</a>	0	0.0%	0	0	0.0%	0
47 <a href="#">Las Casas</a>	0	0.0%	0	0	0.0%	0
52 <a href="#">Inner City Tenants</a>	0	0.0%	0	0	0.0%	0
58 <a href="#">NeWest Residents</a>	0	0.0%	0	0	0.0%	0
60 <a href="#">City Dimensions</a>	0	0.0%	0	0	0.0%	0
61 <a href="#">High Rise Renters</a>	0	0.0%	0	0	0.0%	0
<b>L9. Family Portrait</b>	<b>1,085</b>	<b>5.7%</b>	<b>65</b>	<b>3,143</b>	<b>6.4%</b>	<b>62</b>
12 <a href="#">Up and Coming Families</a>	827	4.4%	107	2,448	5.0%	107
19 <a href="#">Milk and Cookies</a>	258	1.4%	62	695	1.4%	58
21 <a href="#">Urban Villages</a>	0	0.0%	0	0	0.0%	0
59 <a href="#">Southwestern Families</a>	0	0.0%	0	0	0.0%	0
64 <a href="#">City Commons</a>	0	0.0%	0	0	0.0%	0
<b>L10. Traditional Living</b>	<b>1,957</b>	<b>10.4%</b>	<b>128</b>	<b>4,655</b>	<b>9.5%</b>	<b>123</b>
24 <a href="#">Main Street, USA</a>	0	0.0%	0	0	0.0%	0
32 <a href="#">Rustbelt Traditions</a>	367	1.9%	80	909	1.9%	79
33 <a href="#">Midlife Junction</a>	1,590	8.4%	330	3,746	7.7%	336
34 <a href="#">Family Foundations</a>	0	0.0%	0	0	0.0%	0
<b>L11. Factories &amp; Farms</b>	<b>132</b>	<b>0.7%</b>	<b>7</b>	<b>383</b>	<b>0.8%</b>	<b>8</b>
25 <a href="#">Salt of the Earth</a>	132	0.7%	26	383	0.8%	30
37 <a href="#">Prairie Living</a>	0	0.0%	0	0	0.0%	0
42 <a href="#">Southern Satellites</a>	0	0.0%	0	0	0.0%	0
53 <a href="#">Home Town</a>	0	0.0%	0	0	0.0%	0
56 <a href="#">Rural Bypasses</a>	0	0.0%	0	0	0.0%	0
<b>L12. American Quilt</b>	<b>1,093</b>	<b>5.8%</b>	<b>67</b>	<b>2,985</b>	<b>6.1%</b>	<b>71</b>
26 <a href="#">Midland Crowd</a>	1,093	5.8%	181	2,985	6.1%	184
31 <a href="#">Rural Resort Dwellers</a>	0	0.0%	0	0	0.0%	0
41 <a href="#">Crossroads</a>	0	0.0%	0	0	0.0%	0
46 <a href="#">Rooted Rural</a>	0	0.0%	0	0	0.0%	0
66 <a href="#">Unclassified</a>	0	0.0%	0	0	0.0%	0

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**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
<b>Total:</b>	18,902	100.0%		48,943	100.0%	
<b>U1. Principal Urban Centers I</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
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
<b>U2. Principal Urban Centers II</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
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
<b>U3. Metro Cities I</b>	<b>258</b>	<b>1.4%</b>	<b>11</b>	<b>695</b>	<b>1.4%</b>	<b>12</b>
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
<b>U4. Metro Cities II</b>	<b>1,631</b>	<b>8.6%</b>	<b>78</b>	<b>3,376</b>	<b>6.9%</b>	<b>69</b>
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
<b>U5. Urban Outskirts I</b>	<b>741</b>	<b>3.9%</b>	<b>37</b>	<b>1,975</b>	<b>4.0%</b>	<b>36</b>
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

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**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		
<b>Total:</b>	18,902	100.0%		48,943	100.0%			
<b>U6. Urban Outskirts II</b>								
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		
<b>U7. Suburban Periphery I</b>								
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		
<b>U8. Suburban Periphery II</b>								
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		
<b>U9. Small Towns</b>								
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		
<b>U10. Rural I</b>								
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		
<b>U11. Rural II</b>								
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		

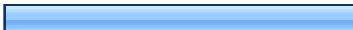


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**Source:** Esri





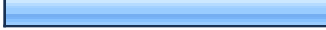




September 17, 2012

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

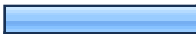









Number of events and promotions	2.0% (2)	11.9% (12)	31.7% (32)	<b>32.7% (33)</b>	21.8% (22)	3.60	101
answered question							<b>102</b>
skipped question							<b>0</b>






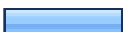
#### 4. Are you satisfied with the goods and services currently available in downtown Linden?

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

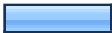







**5. What additional RETAIL businesses would you most like to see in downtown Linden?  
(Please select not more than three)**

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

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

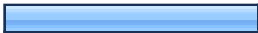












		Response Percent	Response Count
Sandwich shop/deli		65.3%	64
Coffee shops		54.1%	53
Snack shops		10.2%	10
<b>Dine-in restaurant</b>		<b>78.6%</b>	<b>77</b>
Take-out restaurant		26.5%	26
Taverns/bars		17.3%	17
Other (please specify)			12
		<b>answered question</b>	<b>98</b>
		<b>skipped question</b>	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

**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
<b>Alterations</b>		<b>37.1%</b>	<b>26</b>
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
<b>answered question</b>			<b>70</b>
<b>skipped question</b>			<b>32</b>



**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
<b>Improved storefronts</b>		<b>48.9%</b>	<b>44</b>
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
<b>answered question</b>			<b>90</b>
<b>skipped question</b>			<b>12</b>

**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


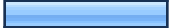
answered question

33







skipped question

69


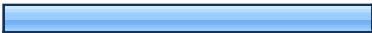

### 13. What is your gender?

		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
<b>One-quarter mile to 5 miles</b>		<b>55.1%</b>	<b>54</b>
More than 5 miles		24.5%	24
Don't know		0.0%	0
<b>answered question</b>			<b>98</b>
<b>skipped question</b>			<b>4</b>



**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





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