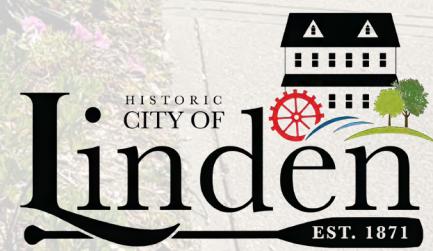




CITY OF LINDEN MASTER PLAN UPDATE

Adopted by the Linden City
Council on February 13, 2023



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

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

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

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

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

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

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

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

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

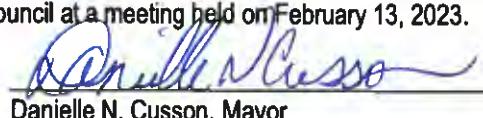
Ayes: Cusson, Armstrong, Dick, Howel, Culbert, Simons

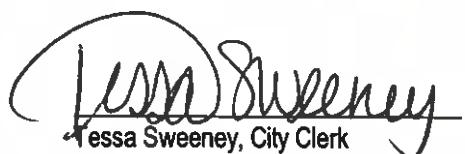
Nays: None

Absent: MacDermaid

Adopted February 13, 2023

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


Danielle N. Cusson, Mayor


Tessa Sweeney, City Clerk

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

Planning Commission, City of Linden, Genesee County, Michigan

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

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

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

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

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

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

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

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

Moved by:

Cullent

Yea 9

Supported by:

Plymora

Nay None

Lisa Sullenberry
City Clerk

2/7/2023
Date

Acknowledgments

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Ray Culbert
Brad Dick
Pamela Howd
Heather MacDermaid
Brenda Simons
Aaron Wiens

City Manager

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Table of Contents

City of Linden Master Plan Update

Adopted by the Linden City Council on February 13, 2023

1. Introduction

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

2. Executive Summary

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

3. Socioeconomic Profile

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

Housing Values.....	19
Housing Affordability.....	19
Income and Poverty.....	20
Educational Attainment.....	20
Employment.....	21
Commuting Habits.....	21
4. Natural Resources Assessment	
Climate.....	26
Topography.....	26
Woodlands.....	26
Wetlands.....	26
Water Bodies.....	28
Soil Associations.....	28
5. Existing Land Use Analysis	
Survey Methodology.....	33
Land Use Analysis.....	34
6. Community Facilities Analysis	
Transportation.....	39
Community Services and Facilities.....	43
7. Goals and Objectives	
Exceptional Community Character.....	48
Vibrant Residential Neighborhoods.....	48
Thriving Economy and Business Districts.....	49
Balanced Circulation Network.....	49
Community Sustainability.....	49
First-Class Community Services.....	50
8. Circulation Plan	
Why Complete Streets?.....	51
Circulation Plan.....	52
9. Future Land Use Plan	
Future Land Use Map and Classifications.....	62
10. Priority Redevelopment Sites	
Priority Redevelopment Sites Identification.....	66
Overcoming Redevelopment Challenges.....	66
Priority Redevelopment Sites Recommendations.....	68

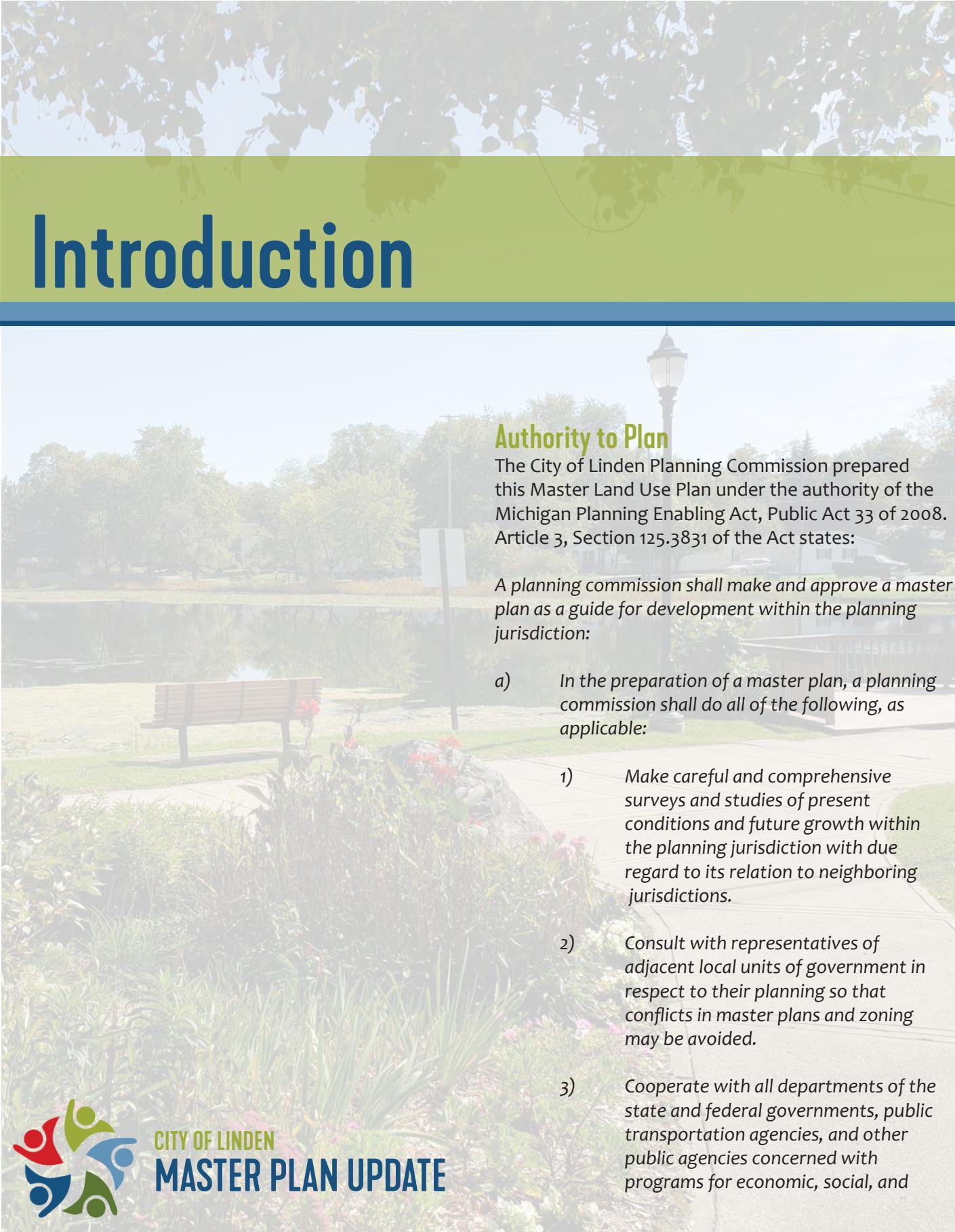
11. Implementation Strategy

Tenets of Successful Implementation.....	75
Zoning Plan.....	77
Implementation Matrix.....	78

Appendix

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

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Introduction

Authority to Plan

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

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

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



CITY OF LINDEN
MASTER PLAN UPDATE

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

Purpose of the Plan

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

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

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

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

Plan Organization

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

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

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

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

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

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

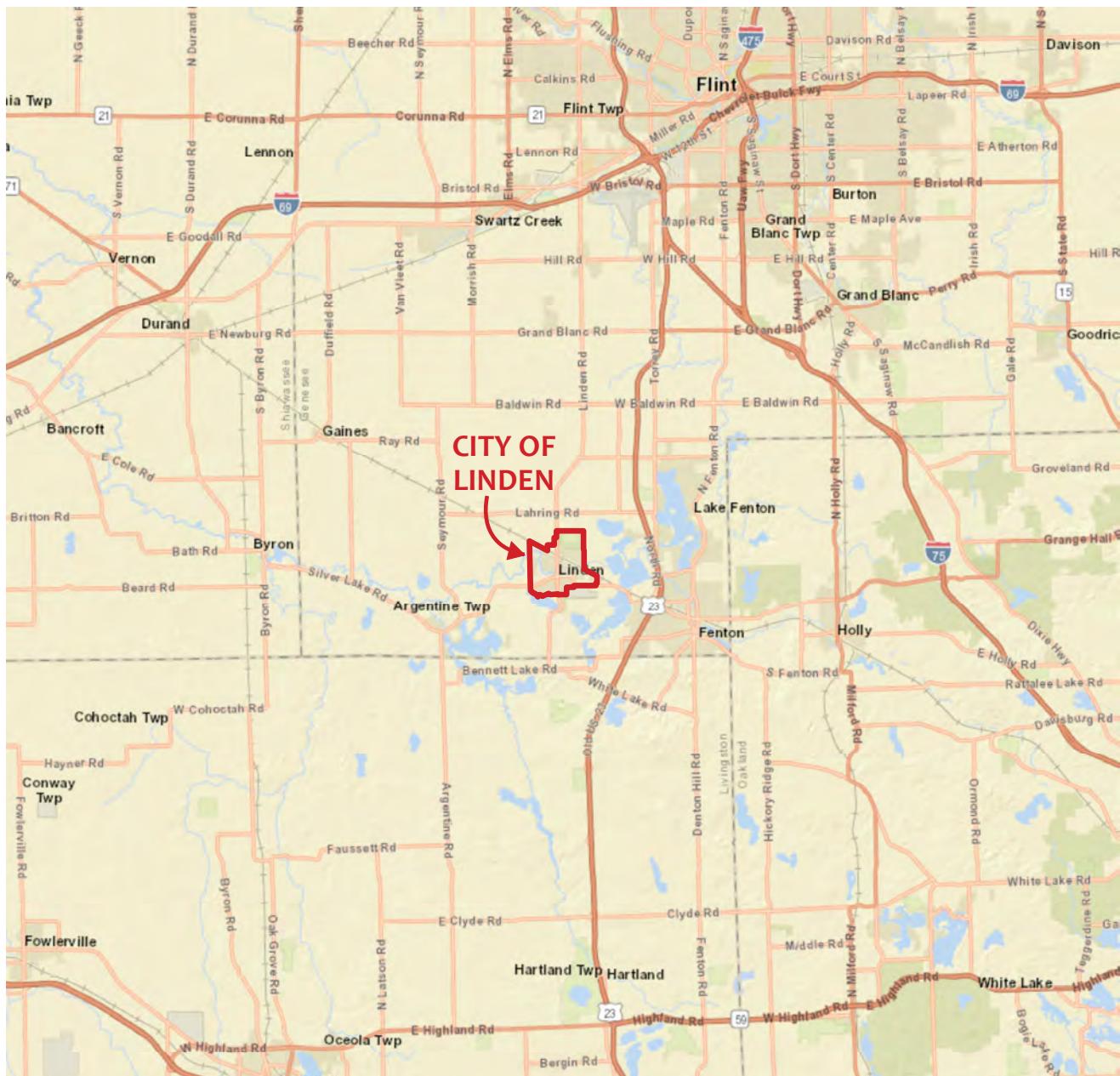
Location and Regional Context

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

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

Regional Context Map

City of Linden Master Plan Update



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

August 2021







Concurrent Planning Effort: Economic Development and Marketing Strategy

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

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

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

Planning Process

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

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

Public Engagement

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

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

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

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

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

Citizen Survey

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

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



Focus Group Discussions

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

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

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

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

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

Visioning Workshop

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

Master Plan Update - What's New?

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

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

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

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

Executive Summary

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

Socioeconomic Profile

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

Population

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

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

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

Housing

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

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

Economy

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

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

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

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

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

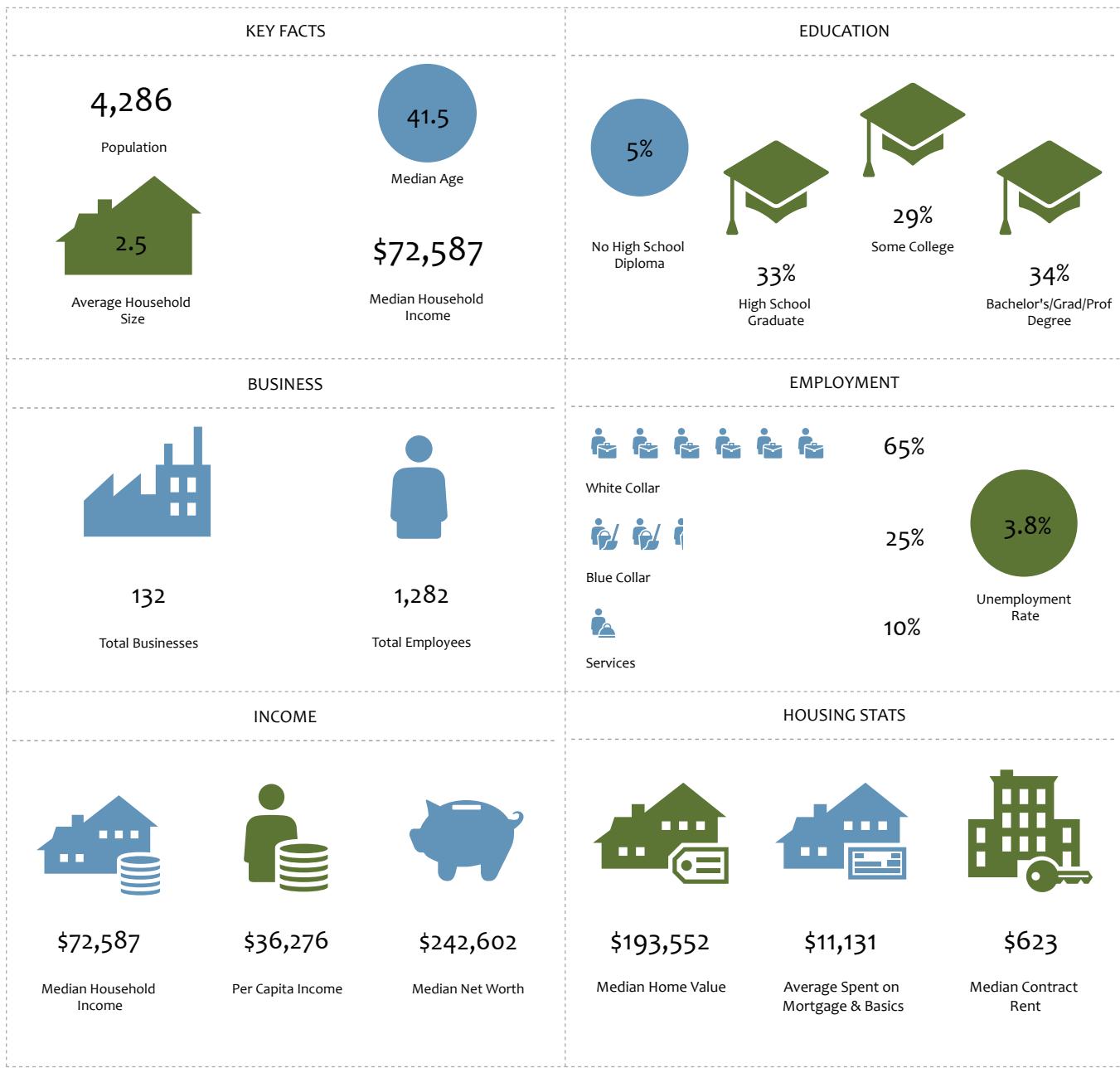
It is important to note that only 55.7% of the total population in Linden are in the workforce, according to the 2021 ESRI Civilian Labor Force Profile. This may suggest that many of the residents are of retirement age, or are children.

Natural Resources Assessment

Climate

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

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



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

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Topography

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

Vegetation

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

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

Wetlands and Watercourses

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

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

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

Existing Land Use Analysis

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

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

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

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

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

Transportation Analysis

Two key road arteries lead to the City of Linden: Broad Street from the east and west; and, Bridge Street from the north and south. Outside the city limits, Broad Street is named Silver Lake Road, while Bridge Street

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

The city's sidewalk network is largely complete within downtown and the immediately surrounding neighborhoods. Outside of this area, some street segments, including some neighborhood streets, do not have sidewalks (see **Map 6**). Key sidewalk gaps in the city include along Hyatt Lane and Stan Eaton Drive, both of which are important connections to the two elementary schools.

Infrastructure Analysis

The City of Linden, in partnership with other governmental and private entities, provides a complete array of public and emergency services for its citizens. These services include water supply, sanitary sewer service, refuse collection, recycling service, storm sewers, police, fire, and emergency medical services.

Institutional land uses, including municipal facilities, schools, cemeteries, and churches, are scattered throughout the city to serve its residents. Linden operates four city parks. In addition to these, numerous private recreational facilities (golf courses) and open spaces (subdivision/condominium open space) are found (see **Map 7**).

Goals and Objectives

The City of Linden has established a series of goals and objectives which describe the desired character, quality, and pattern of development for the physical development of the city and embody the strategic direction the city will take to achieve its desired character. Goals and objectives are outlined to achieve six key attributes:

1. Exceptional Community Character
2. Vibrant Residential Neighborhoods
3. Thriving Economy and Business Districts
4. Balanced Circulation Network
5. Community Sustainability
6. First-Class Community Services

Circulation Plan

The city has established a long-term plan to accomplish a balanced circulation system of vehicular and nonmotorized transportation. This plan is centered on the concept of “complete streets” -- streets which are designed to accommodate pedestrians, bicyclists, motorists and users of all ages and abilities. The Future Circulation Plan (**Map 8**) outlines a vision for two multi-modal main streets (Bridge and Broad Streets), along with complementary local streets, sidewalks, shared use paths and the Shiawassee River State and National Water Trail.

Future Land Use Plan

The City of Linden has created a plan for future land use to serve as a guide for the future development of the city. The plan establishes and describes eleven future land use classifications and the Future Land Use Map (**Map 9**) prescribes the geographic extent of these classifications across the city:

1. Single Family Residential
2. Historic/Core Residential
3. Mixed Residential
4. Multiple Family Residential
5. Manufactured Housing
6. Mixed-Use
7. Central Business District
8. Commercial
9. Office
10. Light Industrial
11. Recreation/Open Space

The future land use plan seeks to protect and enhance the exceptional character of the city, embodied by downtown Linden and the safe and walkable neighborhoods which surround it. The plan seeks to preserve existing recreational and open spaces, while identifying locations where new development and redevelopment may occur in a manner that complements the established land use fabric of the city.

Priority Redevelopment Sites

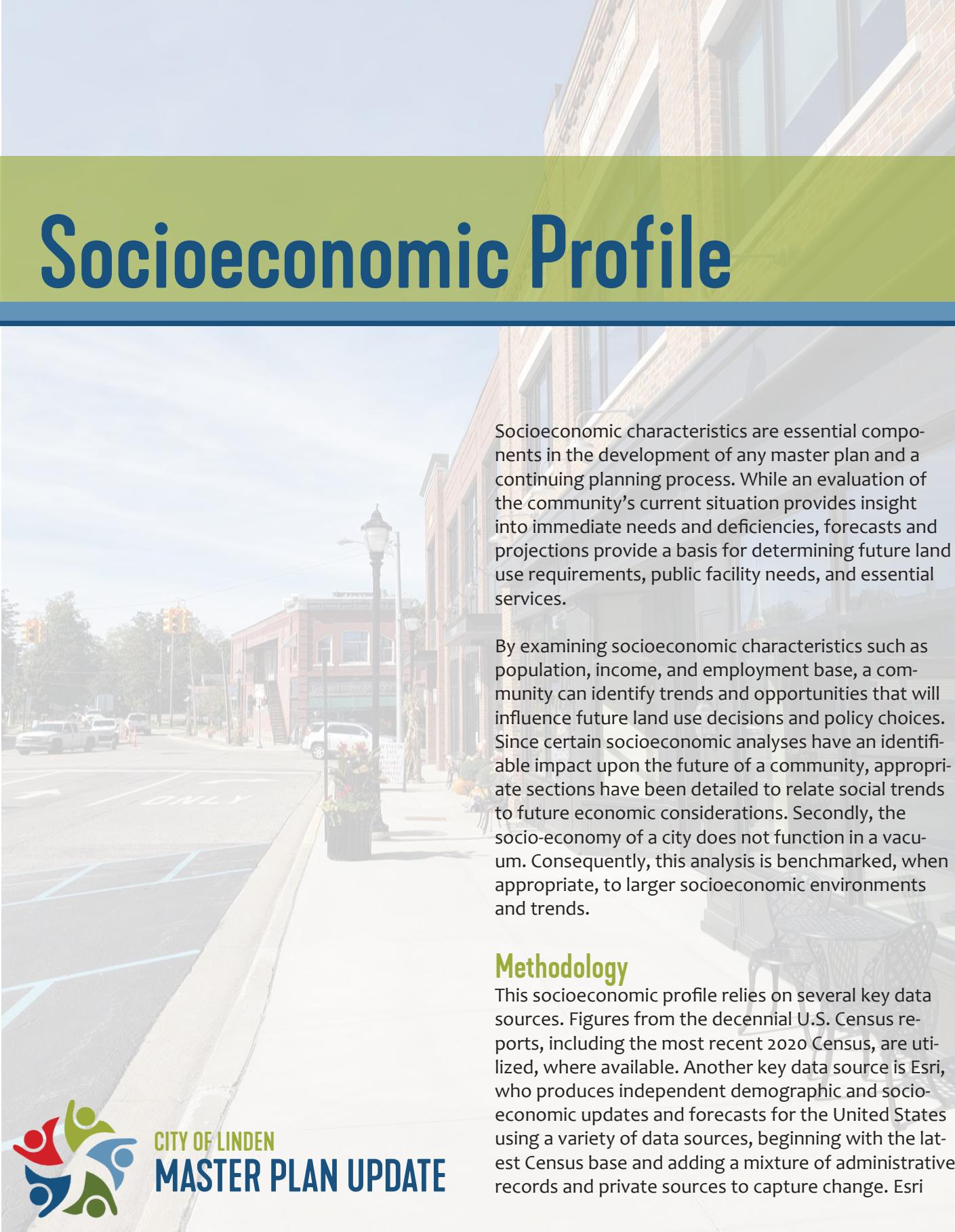
Recognizing the need for a strategic focus on redevelopment, the city has identified four priority redevelopment sites. Listed below and shown on **Map 10**, the city believes that the redevelopment of these sites would serve as a catalyst for further community enhancements:

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

Implementation Strategy

An implementation strategy has been prepared which identifies the actions needed to transform the plan's vision into reality. Of particular importance are recommendations for future zoning ordinance updates that would work to implement the vision of the Master Plan.

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Socioeconomic Profile

Socioeconomic characteristics are essential components in the development of any master plan and a continuing planning process. While an evaluation of the community's current situation provides insight into immediate needs and deficiencies, forecasts and projections provide a basis for determining future land use requirements, public facility needs, and essential services.

By examining socioeconomic characteristics such as population, income, and employment base, a community can identify trends and opportunities that will influence future land use decisions and policy choices. Since certain socioeconomic analyses have an identifiable impact upon the future of a community, appropriate sections have been detailed to relate social trends to future economic considerations. Secondly, the socio-economy of a city does not function in a vacuum. Consequently, this analysis is benchmarked, when appropriate, to larger socioeconomic environments and trends.

Methodology

This socioeconomic profile relies on several key data sources. Figures from the decennial U.S. Census reports, including the most recent 2020 Census, are utilized, where available. Another key data source is Esri, who produces independent demographic and socioeconomic updates and forecasts for the United States using a variety of data sources, beginning with the latest Census base and adding a mixture of administrative records and private sources to capture change. Esri

data is available for 2021, with 5-year forecasts for the year 2026. Finally, data on certain detailed demographic topics is only available through the American Community Survey (ACS) 5-year estimates, made available by the U.S. Census Bureau.

Population

Population growth is the most important factor influencing land use decision in any community. If the population is growing, there will be an increased need for housing, commerce, industry, parks and recreation, public services and facilities, and roads. **Table 1** shows the population trends from 1960 through the most current 2020 Census for the City of Linden, Fenton Township, Genesee County, and the State of Michigan. Since 1960, the City of Linden's population has grown more than three times in size, increasing from 1,146 people in 1960 to 4,142 in 2020, a growth rate of 261%.

Similar positive population growth trends are occurring within Fenton Township, which surrounds Linden, and the State of Michigan as a whole. In contrast, the population in Genesee County has fluctuated, with a peak population of 450,449 in 1980, but recent declines place the County's population at only 406,211 as of 2020.

The Genesee County 2040 Long Range Transportation Plan developed a population projection for the City of Linden and for Genesee County. Historically, though both geographies have increased in population since

1960, their trajectories have differed. However, the Long Range Transportation Plan projects that the populations in both the City of Linden and Genesee County will increase steadily towards 2040. The City of Linden's population is estimated to grow to about 4,500 people by 2040. The population in Genesee County is also projected to increase to about 423,000, which is larger than the county's population in 1960, but smaller than the population was in 1970.

Age Distribution

An age distribution analysis is used by demographers and policy makers to anticipate future changes and needs in housing, resource/goods consumption, medical care, education, and recreation. In this analysis, five general life cycles are defined:

- Preschool (0-4 years)
- School (5-19 years)
- Family Formation (20-44 years)
- Empty Nest (45-64 years)
- Elderly (65 years or older)

As shown by **Table 3**, the majority of Linden's population is within the Family Formation years and the Empty Nest years age groups (20-64 years of age). In 2010, 52.7% of the population was in these age groups; this is expected to decline to 51.3% by 2026. In 2010, 27.3% of the city's population was 19 years old or younger; this

Table 1: Population Trends, 1960-2020

Population Trends							
Unit of Government	1960	1970	1980	1990	2000	2010	2020
City of Linden	1,146	1,546	2,174	2,415	2,861	3,991	4,142
Fenton Township	12,761	8,850	11,744	10,055	12,968	15,552	16,843
Genesee County	374,313	445,589	450,449	430,459	436,141	425,790	406,211
Michigan	7,823,194	8,875,083	9,262,070	9,295,297	9,938,444	9,883,640	10,077,331

Source: 1960 - 2020 U.S. Census

Table 2: Population Projections, 2020-2040

Population Projections						
Unit of Government	2020	2025	2030	2035	2040	% Change
City of Linden	4,142	4,239	4,342	4,417	4,514	9.0%
Genesee County	406,211	410,384	411,749	416,286	423,030	4.1%

Source: 2040 Long Range Transportation Plan Summary Document by GeneSEE the Future: Mobility 2040

<https://forwardtogethergenesee.org/wp-content/uploads/2020/12/Genesee-County-2040-Long-Term-Transportation-Plan-2018.pdf>

Table 3: Age Distribution, 2010-2026

Age Range	Age Distribution											
	City of Linden			Fenton Township			Genesee County			Michigan		
	% in 2010	% in 2026	Change in %, 2010-2026	% in 2010	% in 2026	Change in %, 2010-2026	% in 2010	% in 2026	Change in %, 2010-2026	% in 2010	% in 2026	Change in %, 2010-2026
0 - 4 Years Old	7.3%	6.4%	-0.9%	5.4%	4.7%	-0.7%	6.4%	5.6%	-0.8%	6.0%	5.3%	-0.7%
5 - 19 Years Old	20.0%	20.5%	0.5%	21.2%	17.4%	-3.8%	21.5%	18.2%	-3.3%	20.8%	17.7%	-3.1%
20 - 44 Years Old	29.7%	28.2%	-1.5%	26.8%	26.7%	-0.1%	30.7%	30.2%	-0.5%	31.5%	30.9%	-0.6%
45 - 64 Years Old	23.0%	23.1%	0.1%	32.9%	26.6%	-6.3%	27.7%	25.0%	-2.7%	28.0%	24.8%	-3.2%
65 Years and Older	19.9%	21.8%	1.9%	13.8%	24.7%	10.9%	13.7%	21.0%	7.3%	13.7%	21.1%	7.4%

Source: 2021 ESRI Demographic and Income Profiles

Table 4: Median Age, 2010-2026

Median Age				
Year	City of Linden	Fenton Township	Genesee County	Michigan
2010	39.4	42.6	38.3	38.8
2026	41.1	46.0	41.6	41.7
Change, 2010-2026	1.7	3.4	3.3	2.9

Source: 2021 ESRI Demographic and Income Profiles

is expected to decline to 26.9% by 2026. Finally, 19.9% of the city population was 65 years and older in 2010. By 2026, this is expected to increase to 21.8%. Between 2010 and 2026, every other unit of government compared in **Table 3** is expected to see declines in all age groups except for the 65 years and older age group. Notably, between 2010 and 2026, the 65 years and older age groups for Fenton Township, Genesee County and Michigan are expected to increase at a much greater rate than Linden.

Table 4 shows the median age for Linden in 2010 and 2026, along with Fenton Township, Genesee County and Michigan. All units of government are anticipated to increase in median age over the 16 year span. Linden is expected to increase from a median of 39.4 years to 41.1 years.

Together, the figures indicate an aging population and inform the potential future and changing needs of the community, such as ADA improvements, smaller single-story homes, senior and assisted living facilities, infrastructure to promote aging in place, senior programming, and medical care facilities. The demand for education, recreation, and consumer goods from the younger age groups (0-19 years old) is not as high as the need for aging-related amenities, though this need may evolve as the population grows.

Race and Ethnicity

Another important characteristic of a community is its racial make-up. Knowing the racial make-up of a community helps to identify the diverse needs of its population. Even though the population of Linden has become slightly more diverse since 2010, residents of the city are almost exclusively white (**Table 5**). This may suggest that the housing stock and other amenities are either not affordable or not desirable to many different minority populations. Since there has been little change in the racial make-up in the community since 2010, it may be useful to analyze the housing stock and employment opportunities which may be acting as barriers to entry.

Households

The number of persons per household constitutes household size. Since the 1970's, the nationwide trend has been a decline in household size. This trend has occurred due to fewer children per family, higher divorce rates, and an increasing number of elderly people living alone.

Knowing whether the household size is increasing or decreasing helps to identify the community's housing needs. If the household size is decreasing, this means that new, smaller housing units may be required to accommodate for more people to live. In some mu-

Table 5: Racial Distribution, City of Linden, 2010-2021

Category	Racial Distribution			
	#	%	#	%
White	3,863	96.8%	4,118	96.1%
Black or African American	18	0.5%	23	0.5%
Asian	17	0.4%	20	0.5%
American Indian and Alaska Native	18	0.5%	20	0.5%
Native Hawaiian and Pacific Islander	1	0.0%	1	0.0%
Some Other Race	24	0.6%	33	0.8%
Two or More Races	50	1.3%	71	1.7%
Total	3,991	100.0%	4,286	100.0%
Hispanic or Latino, Any Race	79	--	111	--

Source: 2021 ESRI Demographic and Income Profile: Linden City, MI; 2010 U.S. Census Bureau

Table 6: Households and Household Size, 2010-2026

Unit of Government	Household Size				Change, 2010-2026	
	Total Households	Avg. HH Size	Total Households	Avg. HH Size	Total Households	Avg. HH Size
City of Linden	1,552	2.51	1,679	2.50	127	-0.01
Fenton Township	6,011	2.59	6,278	2.54	267	-0.05
Genesee County	167,902	2.48	164,729	2.44	-4,473	-0.04
Michigan	3,872,508	2.49	4,051,868	2.46	179,360	-0.03

Source: 2021 ESRI Demographic and Income Profiles

Table 7: Household Characteristics, 2019

Unit of Government	Total Households	Household Characteristics					
		% of Total Households					
City of Linden	1,551	53.1%	10.1%	14.7%	22.1%	34.0%	38.2%
Fenton Township	6,051	64.5%	5.5%	10.5%	19.5%	30.9%	38.5%
Genesee County	167,902	42.4%	7.6%	18.6%	31.4%	29.6%	30.5%
Michigan	3,935,041	47.1%	6.6%	18.6%	27.7%	28.7%	30.0%

Source: 2015-2019 American Community Survey 5-Year Estimates

nicipalities, the new housing units are being built to accommodate the demand for housing created by lower household sizes despite an overall decline in populations.

In 2010, Linden featured 1,552 total households (Table 6). Consistent with the city's growing population, the number of households is expected to increase to 1,679 by 2026. However, the average household size in Linden is expected to decline slightly, from 2.51 in 2010 to 2.50 in 2026. Similar declines in average household size are expected in Fenton Township, Genesee County and Michigan.

Household Characteristics

This section examines households in terms of the relationships among the persons who share a housing unit. **Table 7** examines four different household types based on relationship:

- Married-couple families
- Cohabiting couple household
- Male householder, no spouse/partner present
- Female householder, no spouse/partner present

In 2019, more than half (53.1%) of Linden households were married-couple families. The second largest household type was female householder with no spouse/partner present (22.1%). Linden's household characteristics are in line with the other units of government compared in **Table 7**, except that Linden has the highest percentage of cohabiting couple households at 10.1%.

In 2019, of all households, 34.0% contained one or more persons under 18 years of age, while 38.2% contained one or more persons 65 years and over. Compared to the other units of government in **Table 7**, Linden has the highest percentage of households with one or more persons under 18 years of age at 34.0%. Linden's percentage of households with one or more persons 65 years and over is comparable to Fenton Township, but much higher than Genesee County and Michigan.

Housing

In line with Linden's population growth, the total number of housing units within the city has increased since 2010 and will continue to increase through 2026 (**Table 8**). In 2010, Linden featured 1,695 total housing units; by 2026, this figure will grow to 1,769, a growth rate of 4.4%. This is a higher growth rate than Fenton Township and Genesee County, but is slightly lower than the State of Michigan at 5.5%.

Housing Occupancy and Tenure

Housing occupancy measures the number of occupied housing units and vacant housing units. Tenure identifies whether those occupied units are inhabited by renters or homeowners. Occupancy and tenure data is shown in **Table 9**. As of 2021, over 95% of Linden's available housing is occupied, while only 4.4% is vacant. Generally, a healthy housing market will feature a vacancy rate of approximately 5% to ensure there is sufficient available housing stock. Since Linden's vacancy rate is below 5%, it may suggest a tight housing market with insufficient available housing. Fenton Township, Genesee County and the State of Michigan have much higher rates of vacancy than the City of Linden.

Among those housing units that are occupied in Linden, the majority (82.5%) are occupied by owners as opposed to renters. A very high owner-occupancy rate (89.4%) is also found in neighboring Fenton Township. High rates of home ownership generally mean that a community has stable and well-kept neighborhoods.

Table 8: Total Housing Units, 2010-2026

Unit of Government	Total Housing Units			
	2010	2021	2026	% Change, 2010-2026
City of Linden	1,695	1,749	1,769	4.4%
Fenton Township	6,616	6,751	6,809	2.9%
Genesee County	192,180	193,192	194,435	1.2%
Michigan	4,532,233	4,692,971	4,779,956	5.5%

Source: 2021 ESRI Housing Profiles

Table 9: Housing Occupancy and Tenure, 2021

Unit of Government	Total Housing Units	Housing Occupancy and Tenure				Vacant Housing Units	
		#	% of Total Units	% Owner Occupied	% Renter Occupied	#	% of Total Units
City of Linden	1,749	1,672	95.6%	82.3%	17.7%	77	4.4%
Fenton Township	6,751	6,293	93.2%	89.4%	10.6%	458	6.8%
Genesee County	193,192	166,855	86.4%	70.5%	29.5%	26,337	13.6%
Michigan	4,692,971	3,999,335	85.2%	71.7%	28.3%	693,636	14.8%

Source: 2021 ESRI Housing Profiles

Table 10: Type of Housing, 2019

Unit of Government	Total Housing Units	Housing Units by Type				
		% of Total Housing Units by Units in Structure				
		1-Unit, Detached	1-Unit, Attached	2-4 Units	5 or More Units	Mobile Home, Boat, RV, van, etc.
City of Linden	1,618	75.2%	4.0%	4.4%	4.2%	12.3%
Fenton Township	6,392	88.6%	3.8%	1.8%	2.5%	3.3%
Genesee County	192,290	74.1%	5.1%	3.2%	12.6%	5.1%
Michigan	4,596,198	72.2%	4.6%	4.9%	12.9%	5.3%

Source: 2015-2019 American Community Survey 5-Year Estimates

Housing Types

Future planning for housing begins with an understanding of the current distribution of housing types within a community. The U.S. Census Bureau separates housing units into five different categories: 1-unit detached structures (i.e., single-family detached homes), 1-unit attached structures (i.e., townhouses), units in 2-4 unit structures (i.e., duplex units), units in 5 or more unit structures (i.e., apartment buildings), and mobile home, boat, RV, van, etc. **Table 10** shows the distribution of housing units for the city, Fenton Township, and Genesee County based on the 2015-2019 American Community Survey estimates.

At this time, Linden's housing stock is primarily single-family detached dwelling units (75.2%). The second largest percentage is mobile home units (12.3%) primarily situated in the Shiawassee Shores Retirement Park community. Linden's percentage of single-family detached units is comparable to Genesee County and the state, but is considerably lower than Fenton Township (88.6%). Linden's percentage of mobile home units is

higher than all other units of government compared in **Table 10**. Linden contains a relatively small percentage of single-family attached units, units in 2-4 unit structures, and units in 5 or more unit structures.

Age of Structures

Analyzing the age of housing units is a way to measure the physical quality of the housing stock of a community. Housing units are divided into categories according to the year the structure was built. These grouping are helpful in determining the economic viability of housing structures. Additionally, the age of a community's housing stock may indicate the need for rehabilitation, lead-paint abatement, and changing needs of the community. Any unit built prior to 1950 is likely in need of some level of housing repairs or rehabilitation. Homes built before 1980 are also more likely to have lead-based paint hazards. At the same time, some of the older housing in a community may be highly desirable due to the historical or architectural value.

Based on data from 2019, of the 1,618 total housing units in Linden, the largest percentage (34.8%) were built between 1980 and 2000. This is the highest percentage of all governments compared in **Table 11**. The second largest percentage (21.5%) were built in 2000 or more recently. These figures reflect a relatively high percentage of newer housing units, especially compared to Genesee County and the State of Michigan. Even so, more than 20% of the city's housing stock was built in 1959 or earlier. Many of these units are historic homes located in the core of the city.

Housing Values

Analyzing housing values could be the best way to determine both the quality and affordability of housing. It is of crucial importance that a community maintains quality, affordable housing for its current residents and for potential residents.

As shown in **Table 12**, in 2021, Linden had a healthy median value of \$193,552, which was higher than both Genesee County (\$150,115) and the state (\$188,958). The median housing value in Linden is expected to increase to \$217,056 by 2026, a change of 12.1% from 2021. Although it is positive to see an increase in median housing value over the next 5 years, Linden's rate

of change is somewhat less than what is expected in Fenton Township (13.3%), Genesee County (20.3%) and Michigan (18.3%).

Housing Affordability

The housing stock in a community should be affordable to its residents. If housing costs are prohibitive, housing needs remain unmet in spite of housing unit availability.

One method to measure housing affordability is to determine monthly housing costs as a percentage of household income. Generally, if a household is paying more than 30% of household income for housing (mortgage or rent, plus utilities), they are considered "cost burdened." For Linden, monthly owner cost figures are provided by the U.S. Census based on American Community Survey sample counts between 2015 and 2019. Based on a sample of 858 housing units with a mortgage, 16.6% of owners in Linden paid more than 30% of their household income on housing costs. This percentage for Linden was lower than the nation-wide average of 27.8% for the same period. Based on a sample of 198 units paying rent, 36.4% of renters in Linden paid more than 30% of their household income on housing costs. This percentage for Linden was lower than the nation-wide average of 49.6% for the same period.

Table 11: Age of Housing, 2019

Unit of Government	Year Structure Built					
	Total Housing Units	% Built 1939 or Earlier	% Built 1940 to 1959	% Built 1960 to 1979	% Built 1980 to 2000	% Built 2000 or Later
City of Linden	1,618	12.3%	10.6%	20.8%	34.8%	21.5%
Fenton Township	6,392	7.0%	9.7%	27.2%	32.7%	23.4%
Genesee County	192,290	11.6%	25.8%	32.9%	19.1%	10.5%
Michigan	4,596,198	14.8%	22.5%	27.3%	23.1%	12.3%

Source: 2015-2019 American Community Survey 5-Year Estimates

Table 12: Housing Value, 2021-2026

Median Value of Owner-Occupied Units			
Unit of Government	2021	2026	% Change, 2021-2026
City of Linden	\$193,552	\$217,056	12.1%
Fenton Township	\$270,026	\$305,925	13.3%
Genesee County	\$150,115	\$180,525	20.3%
Michigan	\$188,958	\$223,569	18.3%

Source: 2021 ESRI Housing Profiles

Table 13: Income, 2021-2026

Median Household Income			
Unit of Government	2021	2026	% Change, 2021-2026
City of Linden	\$72,587	\$79,787	9.9%
Fenton Township	\$91,676	\$101,722	11.0%
Genesee County	\$50,805	\$54,892	8.0%
Michigan	\$58,537	\$64,549	10.3%

Source: 2021 ESRI Demographic and Income Profiles

Although the percentage of housing cost burdened households in Linden may not be as high as the national average, housing affordability remains a local concern. This is especially true as home values and rents have risen in recent years due to a competitive housing market, and now most recently by the Covid pandemic-induced run on housing. According to recent data, the median home price in the U.S. rose roughly 30% over the last decade, yet incomes increased by only 11% over the same period.¹ This trend is expected to continue within Linden over the next 5 years. Linden's median value of owner-occupied housing is expected to increase by 12.1% between 2021 and 2026, while its median household income is only expected to increase by 9.9% over the same period (refer to **Tables 12 and 13**).

Income and Poverty

Income and poverty level data are a good way to measure the relative economic health of a community. **Table 13** shows median household incomes for Linden, Fenton Township, Genesee County and Michigan. Median household income is a measure of the average of the total incomes of the persons living in a single household. The average annual median household income in Linden was \$72,587 in 2021, which was higher than the county and state, but lower than

Fenton Township. Linden's median household income is expected to increase to \$79,787 by 2026, a change of 9.9% from 2021.

Table 14 shows the percentage of people below the poverty line for Linden, Fenton Township, Genesee County and Michigan in 2019. Of the total population in Linden, approximately 6.5% is living below the federal poverty level. This value is lower than the county and state-wide percentage of 18.9% and 14.4%, respectively, but greater than the neighboring Fenton Township at 4.9%.

Educational Attainment

Educational attainment is an important factor in analyzing the capabilities of the local work force and the economic vitality of the community. The educational attainment of the citizens of a community plays a major role in determining what types of industries are suitable or necessary. **Table 15** illustrates the educational attainment levels for the City of Linden as well as the surrounding Fenton Township, Genesee County and Michigan.

As of 2019, of the population 25 years and over, nearly 95% of Linden residents had graduated high school or a higher degree. This percentage was slightly lower than

Table 14: Poverty, 2019

Poverty Status		
Unit of Government	% of Persons Below Poverty Level	% of Persons Age 65+ Below Poverty Level
City of Linden	6.5%	4.8%
Fenton Township	4.9%	3.9%
Genesee County	18.9%	9.1%
Michigan	14.4%	8.4%

Source: 2015-2019 American Community Survey 5-Year Estimates

Table 15: Educational Attainment, 2019

Educational Attainment			
Unit of Government	Population 25 Years and Over	% High School Graduate or Higher	% Bachelor's Degree or Higher
City of Linden	2,685	94.7%	31.5%
Fenton Township	11,110	95.5%	41.0%
Genesee County	279,412	90.6%	21.2%
Michigan	6,813,480	90.8%	29.1%

Source: 2015-2019 American Community Survey 5-Year Estimates

Fenton Township but higher than both the county and state. More than 30% of Linden residents had obtained a Bachelor's Degree or a higher degree. This percentage also was lower than Fenton Township but higher than both the county and state.

Employment

The ESRI Civilian Labor Force Profiles present employment data for Linden's citizens. In 2021, only 55.7% of the total population in Linden was in the workforce, suggesting that many residents are of retirement age, or are children. Of the workforce population, a total of 144 were unemployed while 3,606 were employed. Linden's unemployment rate of 3.8% is lower than both Genesee County (6.2%) and Michigan (5.8%).

Analyzing employment by industry is a good way to gain insight into the types of occupations that employ the city's citizens. **Table 16** details the percentages of people within each employment industry in Linden, Fenton Township, Genesee County and Michigan in 2021. In Linden, the healthcare/social assistance sector employs the highest percentage of citizens (22.6%), followed by manufacturing (16.6%), and construction (10.5%). Linden's percentages in the healthcare/social assistance and construction industries are higher than all other units of government compared in the table.

Table 17 shows employment data by occupation, providing a deeper understanding of local and regional employment conditions in 2021. Approximately 65% of the employed citizens in Linden are in "white collar" occupations. Examples of white collar occupations include management, financial, social services, health care, education and the arts. Approximately 25% of employed residents are in "blue collar" occupations, such as construction, production, and transportation. The remaining 10% of employed citizens are in "service"

occupations, such as food services and personal care services. For Linden's employed citizens, the largest single occupational categories include management (12.5%), healthcare support (12.3%) and healthcare practitioner (8.2%).

Commuting Habits

Table 18 shows the travel time to work for those who commute to a job and live in Linden, Fenton Township, Genesee County and Michigan. This data provides information about the location of jobs in the region, identifying what percentage of Linden residents must travel outside of the local area for employment. Just over 50% of Linden residents who commute to work have a commute of 30 minutes or less. Slightly more than 30% have a 30 to 59 minute commute, while nearly 20% have a commute of 60 minutes or more.

The mean travel time to work is 31.5 minutes, suggesting that most people do not have to travel too far outside of the city to get to work. However, Linden's mean travel time is the highest of all units of government compared in the table.

Chapter Footnotes:

1. "Home prices are now rising much faster than incomes, studies show." CNBC. November 10, 2021. Web link: <https://www.cnbc.com/2021/11/10/home-prices-are-now-rising-much-faster-than-incomes-studies-show.html>

Table 16: Employment by Industry, 2021

Category	Employment by Industry			
	City of Linden	Fenton Township	Genesee County	Michigan
Total Employed	1,803	7,751	166,085	4,665,828
Percent of Total Employed by Industry:	99.9%	100.0%	99.9%	99.9%
Agriculture/Forestry/Fishing	0.3%	0.1%	0.4%	1.0%
Mining/Quarrying/Oil & Gas	0.0%	0.0%	0.0%	0.1%
Construction	10.5%	4.3%	5.9%	5.8%
Manufacturing	16.6%	18.9%	16.6%	18.3%
Wholesale Trade	3.7%	3.1%	2.1%	2.4%
Retail Trade	5.9%	11.8%	12.5%	10.4%
Transportation/Warehousing	2.8%	2.2%	4.3%	3.9%
Utilities	0.0%	1.1%	0.7%	0.8%
Information	0.4%	0.9%	1.2%	1.2%
Finance/Insurance	4.3%	5.7%	3.6%	4.4%
Real Estate/Rental/Leasing	1.1%	1.8%	1.8%	1.6%
Professional/Scientific/Tech	6.9%	4.3%	4.7%	6.4%
Management of Companies	0.0%	0.0%	0.1%	0.1%
Admin/Support/Waste Management	0.9%	1.7%	3.5%	3.3%
Educational Services	7.7%	8.6%	8.3%	8.7%
Health Care/Social Assistance	22.6%	20.9%	18.7%	15.8%
Arts/Entertainment/Recreation	1.1%	1.9%	1.2%	1.4%
Accommodation/Food Services	6.6%	6.1%	6.3%	6.1%
Other Services (Excluding Public)	8.5%	2.9%	4.7%	4.4%
Public Administration	0.0%	3.7%	3.3%	3.8%

Source: 2021 ESRI Civilian Labor Force Profiles

Table 18: Commuting Habits, 2019

	Travel Time to Work				
	Less than 10 minutes	10 - 29 Minutes	30 - 59 Minutes	60 Minutes or More	Mean Travel Time to Work (minutes)
City of Linden	12.3%	38.4%	30.8%	18.4%	31.5
Fenton Township	8.7%	48.5%	28.4%	14.3%	30.8
Genesee County	12.9%	54.7%	21.8%	10.4%	26.2
Michigan	13.6%	53.0%	27.1%	6.3%	24.6

Source: 2015-2019 American Community Survey 5-Year Estimates

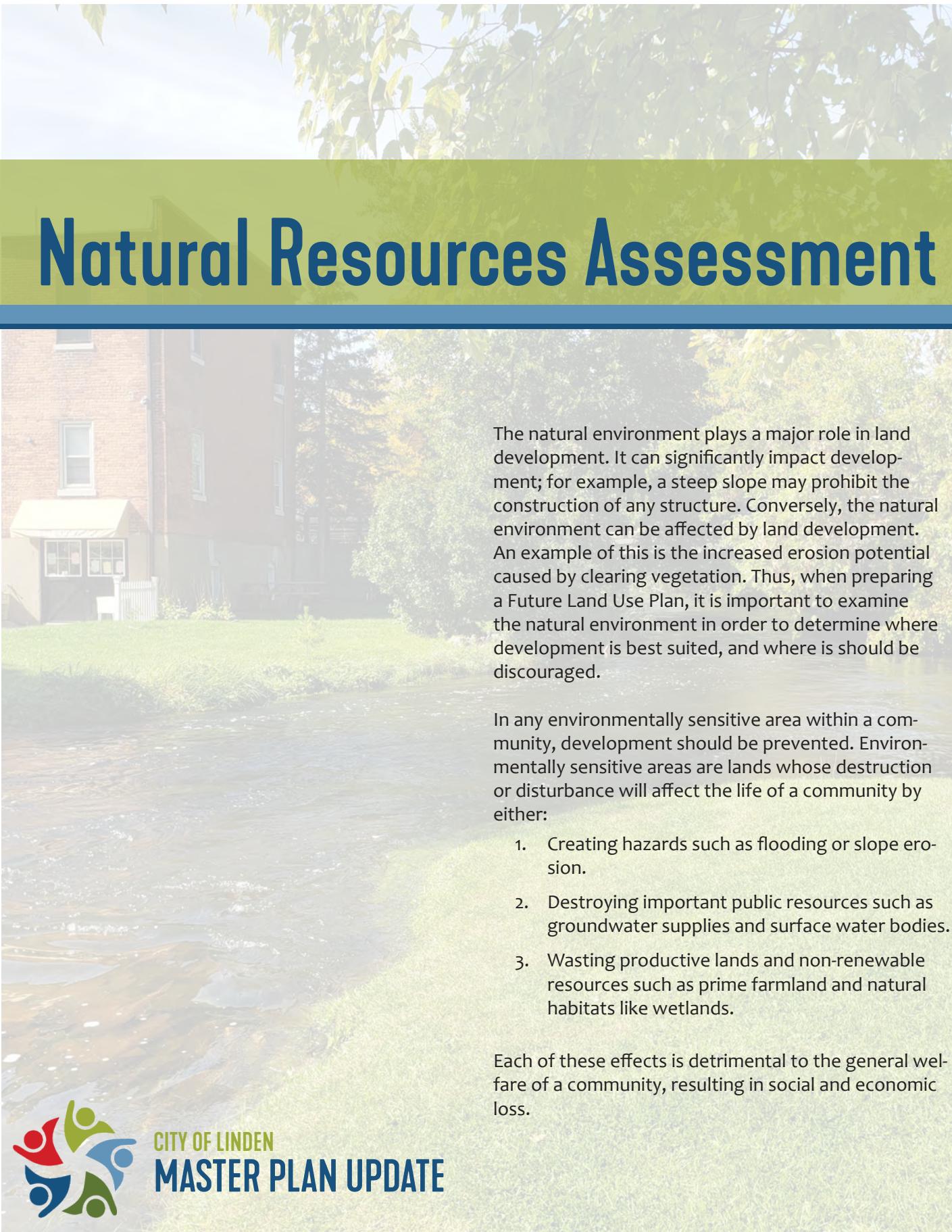
Table 17: Employment by Occupation, 2021

Category	Employment by Occupation			
	City of Linden	Fenton Township	Genesee County	Michigan
Total Employed	1,803	7,751	166,085	4,665,828
White Collar	65.2%	75.5%	62.4%	64.4%
Management	12.5%	16.9%	9.2%	11.1%
Business/Financial	3.7%	4.2%	4.2%	5.6%
Computer/Mathematical	0.0%	2.7%	2.4%	3.2%
Architecture/Engineering	5.6%	3.6%	2.3%	3.0%
Life/Physical/Social Sciences	0.7%	1.1%	0.4%	0.9%
Community/Social Service	1.1%	1.2%	1.9%	1.9%
Legal	0.6%	0.8%	0.6%	0.9%
Education/Training/Library	5.0%	6.1%	5.2%	5.2%
Arts/Design/Entertainment	0.4%	1.3%	1.3%	1.6%
Healthcare Practitioner	8.2%	13.9%	8.5%	7.3%
Healthcare Support	12.3%	2.6%	5.4%	3.8%
Sales and Sales Related	5.1%	13.4%	9.7%	8.9%
Office/Administrative Support	10.0%	7.7%	11.3%	11.0%
Blue Collar	25.3%	15.0%	26.0%	24.4%
Farming/Fishing/Forestry	0.0%	0.2%	0.2%	0.5%
Construction/Extraction	7.5%	2.6%	4.7%	4.4%
Installation/Maintenance/Repair	2.6%	1.9%	3.4%	3.0%
Production	7.5%	5.0%	8.6%	8.5%
Transportation/Material Moving	7.7%	5.3%	9.1%	8.0%
Services	9.7%	9.6%	11.6%	11.2%
Protective Service	0.0%	2.6%	1.8%	1.6%
Food Preparation/Serving	4.7%	4.4%	4.7%	4.7%
Building Maintenance	2.1%	1.7%	3.1%	3.2%
Personal Care/Service	2.9%	0.9%	2.0%	1.7%

Source: 2021 ESRI Civilian Labor Force Profiles

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Natural Resources Assessment



The natural environment plays a major role in land development. It can significantly impact development; for example, a steep slope may prohibit the construction of any structure. Conversely, the natural environment can be affected by land development. An example of this is the increased erosion potential caused by clearing vegetation. Thus, when preparing a Future Land Use Plan, it is important to examine the natural environment in order to determine where development is best suited, and where should be discouraged.

In any environmentally sensitive area within a community, development should be prevented. Environmentally sensitive areas are lands whose destruction or disturbance will affect the life of a community by either:

1. Creating hazards such as flooding or slope erosion.
2. Destroying important public resources such as groundwater supplies and surface water bodies.
3. Wasting productive lands and non-renewable resources such as prime farmland and natural habitats like wetlands.

Each of these effects is detrimental to the general welfare of a community, resulting in social and economic loss.



CITY OF LINDEN
MASTER PLAN UPDATE

The purpose of this section is twofold. First, the goal is to identify areas in the city that are best suited for development. The focus is on areas that will minimize development costs and provide amenities without adversely impacting the existing natural systems. The second goal is to identify land that should be conserved in its natural state and is most suitable for preservation, open space, or recreation purposes.

Climate, topography, woodlands, wetlands, water bodies, and soil conditions are among the most important natural features impacting land use in the City of Linden.

Climate

The climate of Genesee County is seasonal, as the region experiences considerable changes in temperatures and precipitation throughout the year. The average temperature in January ranges from 15 to 30 degrees Fahrenheit. In July, the temperature ranges from 59 to 82 degrees Fahrenheit. The county experiences an average of 7 days with temperatures below 0 degrees Fahrenheit, while the county experiences an average of 5.2 days with temperatures above 90 degrees Fahrenheit. The growing season in Genesee County lasts about 165 days, on average. In terms of annual precipitation, Genesee County averages around 32 inches of rainfall and around 37 inches of snowfall per year.

Climate Change Vulnerabilities

Climate change is an important challenge facing municipalities nationwide and globally. Understanding the way climate change impacts the City of Linden will allow for a deeper understanding of the localized effects, and promote realistic, place-based solutions. The Fourth National Climate Change Assessment, produced in 2018, outlines the key threats and mitigation strategies for each region of the United States. Located in the Midwest, the city can expect to see increased local humidity and precipitation due to increases in global temperatures.

Midwest communities are becoming increasingly susceptible to flood events, droughts, and decreased air quality. This will impact not only agricultural productivity, but also critical infrastructure like storm water management, and human health.

To mitigate the impact of these climate change related stressors, Linden may engage in responsible regionalism. It suggests that municipalities coordinate the shared use of resources, designate growth areas, restore, connect, and protect natural environments, plan for green infrastructure, and endeavor to reduce carbon footprints. Responsible regionalism is both an environmentally and financially productive method to planning, as it promotes the sharing of natural and built resources (such as housing), lessens the burden of development, and encourages coordination across governments.

Topography

The overall topography of the City of Linden can be characterized as generally flat. Within Linden, elevations range from a low of about 860 feet above level to a high of approximately 920 feet above sea level, for a total elevation change of about 80 feet. **Map 1** shows the topography of the City of Linden using graduated contour lines on top of a parcel map of the city.

In general, the lowest elevations are found in the central and western areas of the city and along the Linden Mill Pond and the Shiawassee River. Hills and higher elevations are located in the northeastern and southeastern parts of the city. There are very few steep hills in the city; as such, the gently sloping hills or flat areas that characterize the majority of the city pose few constraints to any future land development.

Woodlands

Woodlands are not a prominent natural feature in the city. The largest wooded area in the city is in the area of Eagle's Wooden Park and along the Shiawassee River. Other scattered woodlands are found throughout the city. The woodlands of Eagle's Wooden Park and other lands along the Shiawassee River offer many opportunities for scenic and recreation attraction. Additionally, mature street trees and neighborhood trees are prevalent throughout the city's neighborhoods.

Wetlands

Wetlands are an extremely important, though commonly overlooked, natural resource that provides both aesthetic and functional benefits. Through the years, over 50% of Michigan's wetlands have been destroyed by development and agricultural activities. Therefore, the State of Michigan enacted Part 3030, Wetlands

Map 1

Topography & Elevation

City of Linden Master Plan Update

Contours:

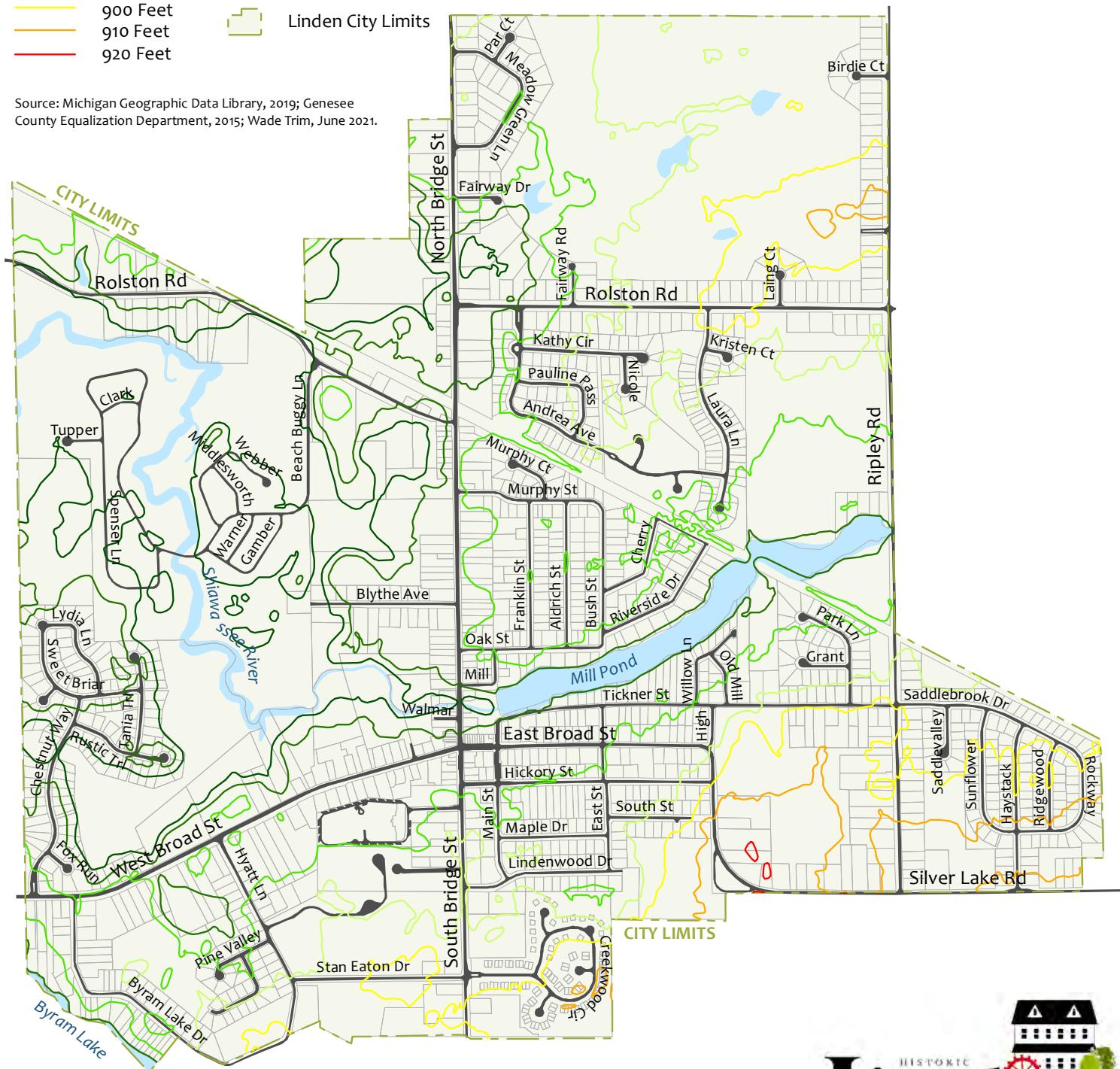
	Streets
	Parcels
	Rivers and Streams
	Water Bodies
	Linden City Limits

July 2021

0 500 1,000 Feet



Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; Wade Trim, June 2021.



Protection, of the Natural Resources and Environmental Protection Act, Public Act 451 of 1994 to protect the remaining wetlands.

The wetland act authorizes the Michigan Department of Environment, Great Lakes, and Energy (MEGLE), to preserve certain wetland areas. The MEGLE may require permits before altering regulated wetlands and may prohibit development in some locations.

The MEGLE defines and regulates wetlands as “land characterized by the presence of water at a frequency and duration sufficient to support, and that under normal circumstances does support, wetland vegetation or aquatic life, and is commonly referred to as a bog, swamp, or marsh.” MEGLE reserves the right to regulate wetlands if they are any of the following:

- Connected to one of the Great Lakes or Lake St. Clair
- Located within 1,000 feet of one of the Great Lakes or Lake St. Clair
- Connected to an inland lake, pond, river, or stream
- Located within 500 feet of an inland lake, pond, river or stream
- Not connected to one of the Great Lakes or Lake St. Clair, or an inland lake, pond, stream, or river, but are more than 5 acres in size
- Not connected to one of the Great Lakes or Lake St. Clair, or an inland lake, pond, stream, or river, and less than 5 acres in size, but MEGLE has determined that these wetlands are essential to the preservation of the state’s natural resources and has notified the property owner

Any wetlands in the city not meeting the criteria for wetlands as defined by MEGLE can be protected by local control techniques. Such techniques include a local wetland ordinance, policies in this Master Plan directing incompatible land uses away from wetlands, and specific wetlands provisions in the Zoning Ordinance.

As shown on **Map 2**, Linden has one major concentration of wetlands located west of North Bridge Street, south of West Rolston Road, and north of West Broad Street. There are additional small pockets of wetlands throughout the city.



Water Bodies

The City of Linden is home to two primary natural water bodies. The two bodies, the Linden Mill Pond and the Shiawassee River, connect to one another and run transverse across the central part of the city. To the west, the Shiawassee River continues to meander through Genesee County, connecting to Shiawassee Lake and beyond. To the east, the Linden Mill Pond connects to Tupper Lake and Lake Ponemah in Fenton Township. These water bodies are part of the Shiawassee River State and National Water Trail and serve as a focal point for the town and for recreation opportunities. Residents and visitors enjoy the waterway for kayaking, fishing, swimming, and more; the water bodies are accompanied by hiking trails and pathways to restaurants, entertainment, and other local amenities.

Soil Associations

Soil characteristics help define the land’s capacity to support certain types of land uses. Soils most suitable for development purposes are well drained and are not subject to a high water table. Adequate drainage is important for minimizing stormwater impacts and maximizing the efficient operation of septic drain fields. Adequate depth to the water table is necessary to prevent ground water contamination from septic systems. A high water table also limits the construction of basements. Though civil engineering techniques can be employed to improve drainage and maintain adequate separation from the water table, such techniques are expensive to construct and maintain.

Map 2

Hydrologic Resources

City of Linden Master Plan Update

Wetlands:

- Emergent
- Flat
- Forested
- Scrub-Shrub
- Floodplains

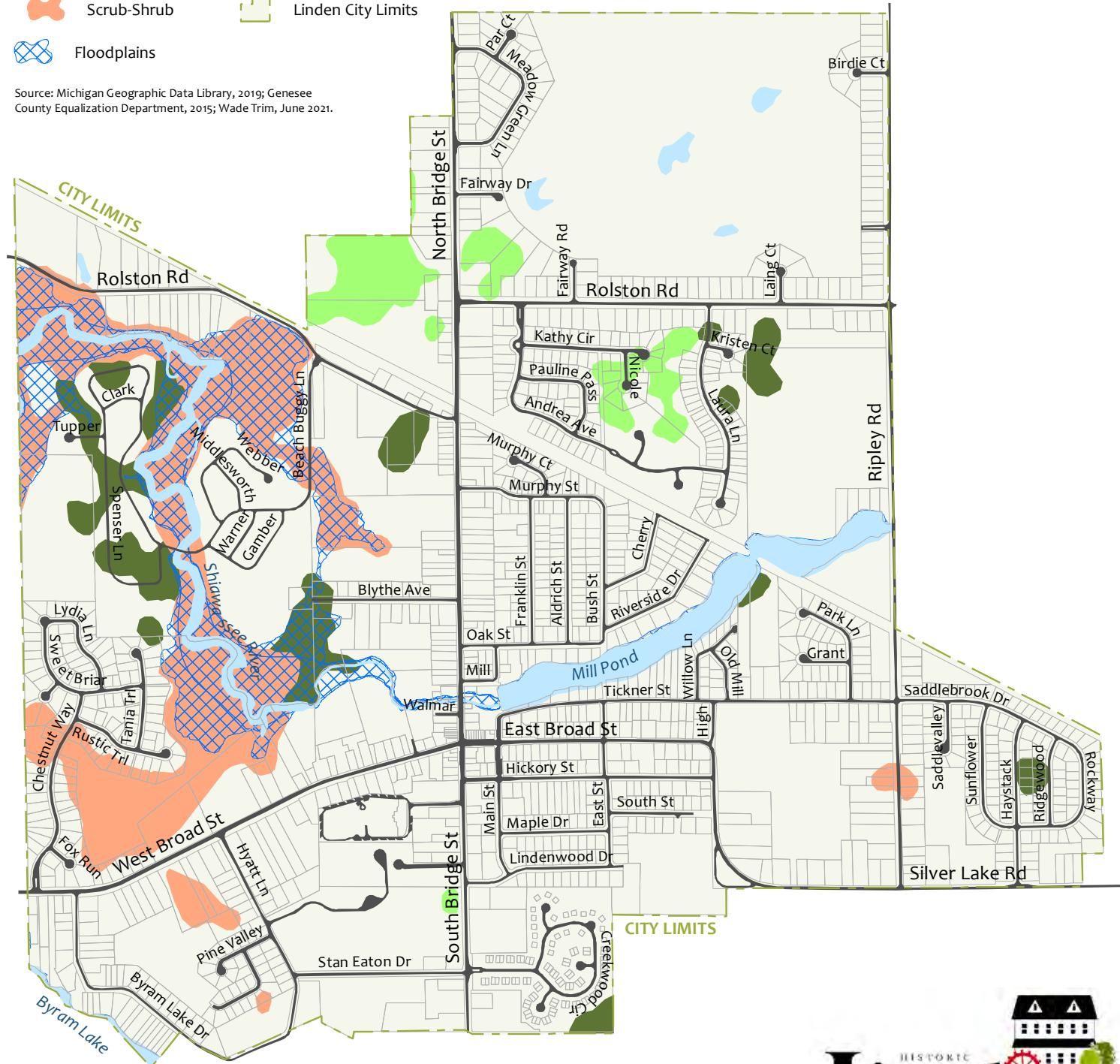
- Streets
- Parcels
- Rivers and Streams
- Water Bodies
- Linden City Limits

July 2021

0 500 1,000 Feet



Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; Wade Trim, June 2021.



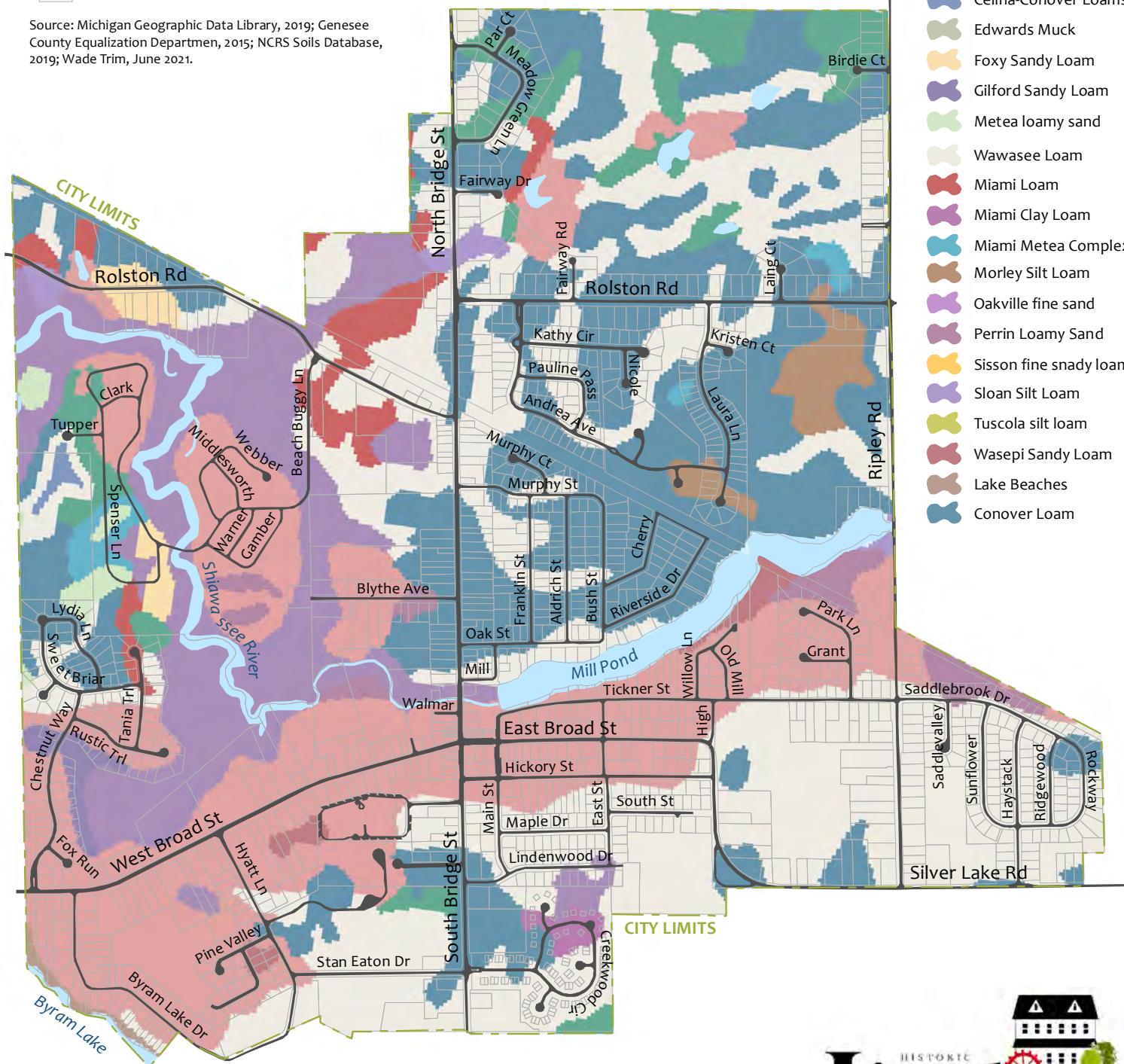
-  Rivers and Streams
-  Water Bodies
-  Linden City Limits
-  Parcels

Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; NCRS Soils Database, 2019; Wade Trim, June 2021.

July 2021
0 500 1,000 Feet

Soil Associations:

-  Boyer Loamy Sand
-  Brookston Loam
-  Carlisle & Linwood Mucks
-  Celina-Conover Loams
-  Edwards Muck
-  Foxy Sandy Loam
-  Gilford Sandy Loam
-  Metea loamy sand
-  Wawasee Loam
-  Miami Loam
-  Miami Clay Loam
-  Miami Metea Complex
-  Morley Silt Loam
-  Oakville fine sand
-  Perrin Loamy Sand
-  Sisson fine sandy loam
-  Sloan Silt Loam
-  Tuscola silt loam
-  Wasepi Sandy Loam
-  Lake Beaches
-  Conover Loam





According to the 1972 Soil Survey of Genesee County, there are eight primary soil associations within the County. The locations of specific soil types (those that, combined make up a distinctive pattern of soil, known as a soil association) are shown in **Map 3**.

As mentioned, each soil association is composed of several soil series. The series in one soil association may also be found in a different soil association, but in a different pattern or combination. A description of the eight soil associations within the City of Linden follows, including an analysis of each associations potential for land use and development (**Table 19**).

Table 19: Soil Associations

City of Linden Soil Associations	
Soil Association Name	Description
Conover-Brookston association	This soil association is composed of level to gently sloping, somewhat poorly drained and poorly drained loams that have a clay loam subsoil on till plains. Soils of this association are best suited to intensive farming uses, and limit residential development due to the high water table, which can interfere with the functioning of septic systems and drainage.
Celina-Conover-Miami association	This association is made of level to sloping, somewhat poorly drained to well-drained loams that have a clay loam subsoil on uplands, which are best suited to some controlled farming for common crops. Additionally, some residential development and highway developments may be hindered due to the soils high water table and frost heaving.
Miami-Metea-Muck association	These soils are made of undulating to rolling, well-drained loams and loamy sands that have a clay loam to loamy sand subsoil on uplands and a very poorly drained muck soils in potholes and swales. In terms of development, this soil association has a tendency to slope, erode, and turn to muck. These features make development difficult, except for some farming activities.
Del Rey-Lenawee association	This soil association is composed of level to gently sloping, somewhat poorly drained and poorly drained silt loams and silty clay loams that have a silty clay loam subsoil on lake plains. This soil can be managed to control drainage, but may still pose problems for residential development since the water table is high and close to the surface.
Pinconning-Allendale-Lenawee association	This soil association is comprised of level and nearly level, poorly drained and somewhat poorly drained loamy fine sands underlain by silty clay, and soils that are silty clay loam throughout on lake plains. These soils can be too wet and have limited uses for farming; residential and highway development uses are severely limited due to the continual wetting and drying of underlying clays.
Granby-Gilford association	These soils are level, poorly drained loamy sands underlain by sands and sandy loams that have a dominantly coarse sandy loam subsoil underlain by sand and gravel on lake plains. Soils of this association have limited fertility and are not ideal for farming uses. Commercial sand and gravel sites are best suited for these soils.
Spinks-Metea-Miami association	This association is comprised of undulating to rolling, well-drained loamy sands that have a dominantly sand and loamy sand subsoil, and loams that have a clay loam subsoil on uplands. These soils tend to be susceptible to erosion and droughty, limiting their uses for farming. These soils can be steep, but where they are level, they are well-suited for recreational and residential uses.
Boyer-Spinks-Ceresco-Cohoctah association	This soil association is composed of nearly level to gently sloping, well-drained loamy sands that have a dominantly sand to sandy loam subsoil, on outwash plains and terraces, and level, somewhat poorly drained and very poorly drained fine sandy loams underlain by fine sandy loams to sand on bottom lands. These soils can accommodate a variety of uses, including farming, fill material, highways, streets, and residential developments. There can be limitations for residential and recreational uses due to risks of flooding and high water tables.

Source: General Soils Map of Genesee County, Michigan (1972), provided by the USDA Soils Conservation Service

Existing Land Use Analysis



The rational application of the planning process for the Future Land Use Plan is possible only when a clear understanding of existing conditions of relationships between land uses. Knowledge of existing land development furnishes the basic information by which decisions can be made concerning proposals for future residential, commercial, industrial, and public land use activities. The Existing Land Use Map and Table, included in this section of the report, will serve as a ready reference for the city in its consideration for land use management and public improvement proposals.

Survey Methodology

A computer-generated base map for the city was first created using digital information from the Michigan GIS Open Data portal and other online data sources. The base map includes the city boundary line, streets and water bodies. Property boundary line data was acquired from Genesee County. A parcel-by-parcel field survey of the city was conducted during the last master plan process in 2011, and was updated by Wade Trim using online technologies in 2021. Each land use was recorded on the base map according to a predetermined land use classification system. Collectively, this information created the Existing Land Use Map (**Map 4**). City officials reviewed the map for accuracy. Land use acreages were then derived directly from the digital information (**Table 20**).

Land Use Analysis

Below is a description of each existing land use category found within the city.

Single-Family Residential

This land use category includes land occupied by single-family dwelling units, including both detached and attached units, seasonal dwellings, mobile homes outside of designated mobile or manufactured home parks, and their related accessory buildings such as garages and sheds.

In total, single-family residential lands comprise 555.3 acres or 36.1% of the city. Older, historic neighborhoods are found immediately adjacent to downtown Linden. These include homes situated on Bridge and Broad Streets, as well as homes along numerous local streets: Main, Oak, Mill, Tickner, Hickory, Maple, Lindenwood, East, South, Franklin, Aldrich and Bush. Many newer neighborhoods are found beyond the core neighborhoods and within the outskirts of the city. These include the Spring Meadows, Forest Ridge, Saddlebrook, Creekwood, Pine Valley, and Chestnut Grove neighborhoods.

Multiple Family Residential

Multiple family residential use includes any residential properties that have two or more units. These include duplexes, triplexes, quadplexes and traditional apartments, along with their related accessory buildings such as garages and community buildings. The multiple family residential use category also includes senior assisted living facilities.



Single-family residential homes just outside of downtown Linden



In Linden, multiple family residential use occupies 35.3 acres or 2.3% of the city. Numerous duplex units are scattered within the city's older neighborhoods, particularly along Franklin and Aldrich Streets. Several small apartment complexes are also found within the city, but not in any concentrated area. A new senior housing attached residential community is under construction along North Bridge Street in the northern-most portion of the city. Symphony of Linden, a large assisted living and senior care facility, is found on the west side of South Bridge Street, southwest of downtown.

Table 20: Existing Land Use, 2021

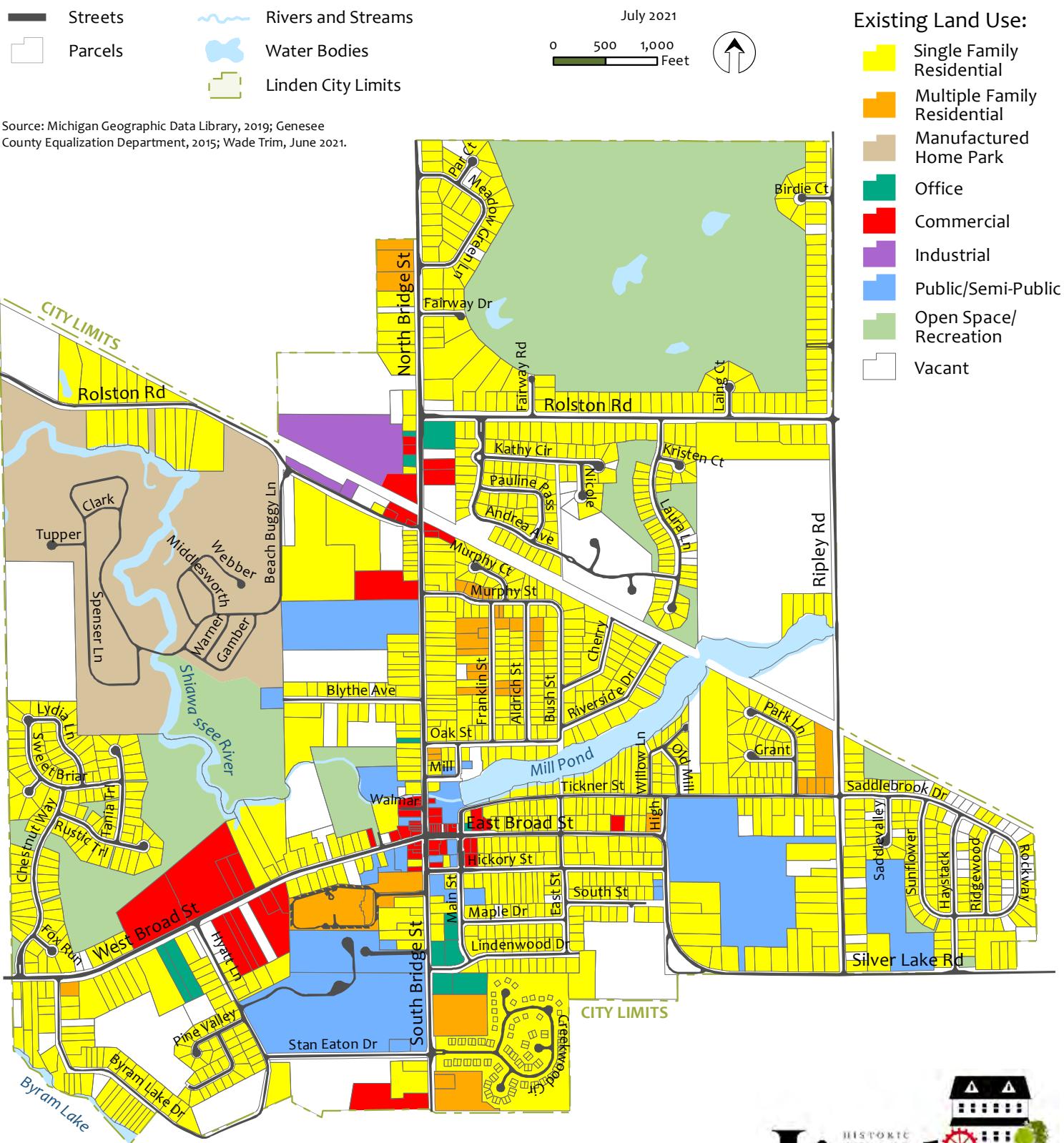
Existing Land Use		
Land Use Category	Acres	Percent of Total
Single Family Residential	555.3	36.1%
Multiple Family Residential	35.3	2.3%
Manufactured Home Park	136.3	8.9%
Office	10.4	0.7%
Commercial	44.2	2.9%
Industrial	14.2	0.9%
Public/Semi-Public	102.5	6.7%
Open Space/Recreation	243.5	15.8%
Vacant/Rights-of-Way	369.5	24.0%
Water Bodies	27.0	1.8%
Total	1,538.2	100.0%

Source: Wade Trim Analysis, July 2021

Map 4

Existing Land Use

City of Linden Master Plan Update



Manufactured Home Park

The Shiawassee Shores Retirement Park is a large manufactured home community located in the northwest portion of the city. This is the only property within this use category, which accounts for 136.3 acres or 8.9% of the city.

Office

Offices such as financial institutions, professional offices, and clinics are included in this category. There are only a few office land uses within Linden, which make up 10.4 acres or 0.7% of the city. These office uses are primarily found along West Broad Street, South Bridge Street and North Bridge Street.

Commercial

This land use category includes land that is predominantly of a commercial character, including retail sales establishments, grocery/convenience stores, service establishments (including personal, pet, business and automotive services), restaurants, entertainment venues, commercial child care centers, and mini-storage establishments.

There are three primary pockets of commercial activity in Linden, comprising 44.2 acres or 2.9% of land uses within the city. Downtown Linden has the greatest density of commercial activity within the city, featuring a variety of commercial establishments. Many buildings within downtown Linden feature a mixture of uses, including second story residential uses. The other two commercial concentrations are found along West Broad Street, near Hyatt Lane, and along North Bridge Street, between West Rolston and East Rolston Roads.

Industrial

This land use category is comprised of land occupied by manufacturing industries, processing facilities, warehouses, and non-manufacturing uses which are primarily industrial in nature. Presently, no intensive manufacturing or processing facilities are located in Linden. Only a few uses of an industrial character are found in the northern portion of the City along West Rolston Road and North Bridge Street. These lands occupy 14.2 acres or 0.9% of the city.



Commercial uses in downtown Linden



Public/Semi-Public

Public uses are land and facilities that are publicly operated and available for use by the public. Examples include schools, government buildings, water and sewer utilities, correctional facilities, and airports. Semi-public uses are land and facilities which may be privately owned or operated but used by the public or a limited number of persons. Examples include churches, cemeteries, and hospitals.

There are numerous public or semi-public uses throughout the city, comprising about 102.5 acres or 6.7% of the city. These include (also see **Map 7**):

- Loose Senior Center
- Linden Mills Community Building/Library
- City Hall
- Linden Presbyterian Church
- Linden United Methodist Church
- Masonic Temple
- VFW Post 4642
- U.S. Post Office
- City DPW yard
- Linden Elementary School
- Hyatt Elementary School
- Fairview Cemetery
- Faith Baptist Church
- Several city/utility service facilities (water towers, pump stations, substations, etc.)

Open Space/Recreation

Several public and private recreational facilities and/or open spaces are included within this category. In total, these lands occupy 243.5 acres or 15.8% of the city. Several of these properties are conservation areas within residential subdivisions/condominiums. These are not necessarily “active” spaces, but are preserved as public open space. Active recreational facilities within the city include (also see **Map 7**):

- Eagle’s Wooden Park
- Triangle Park
- Kimble-Sharp Gazebo & Park
- Mill Pond Park



Linden City Hall



- Spring Meadows Golf Course/Country Club
- Shiawassee Shores Golf Course

Vacant/Rights-of-Way

This category includes undeveloped lands in the city such as woodlots, wetlands, open fields, and vacant buildings/sites. Publicly owned road rights-of-way are also included in this category. In total, the vacant/rights-of-way category comprises 369.5 acres or 24.0% of the city.

Water Bodies

This category includes the Linden Mill Pond and Shiawassee River, which total approximately 27 acres.

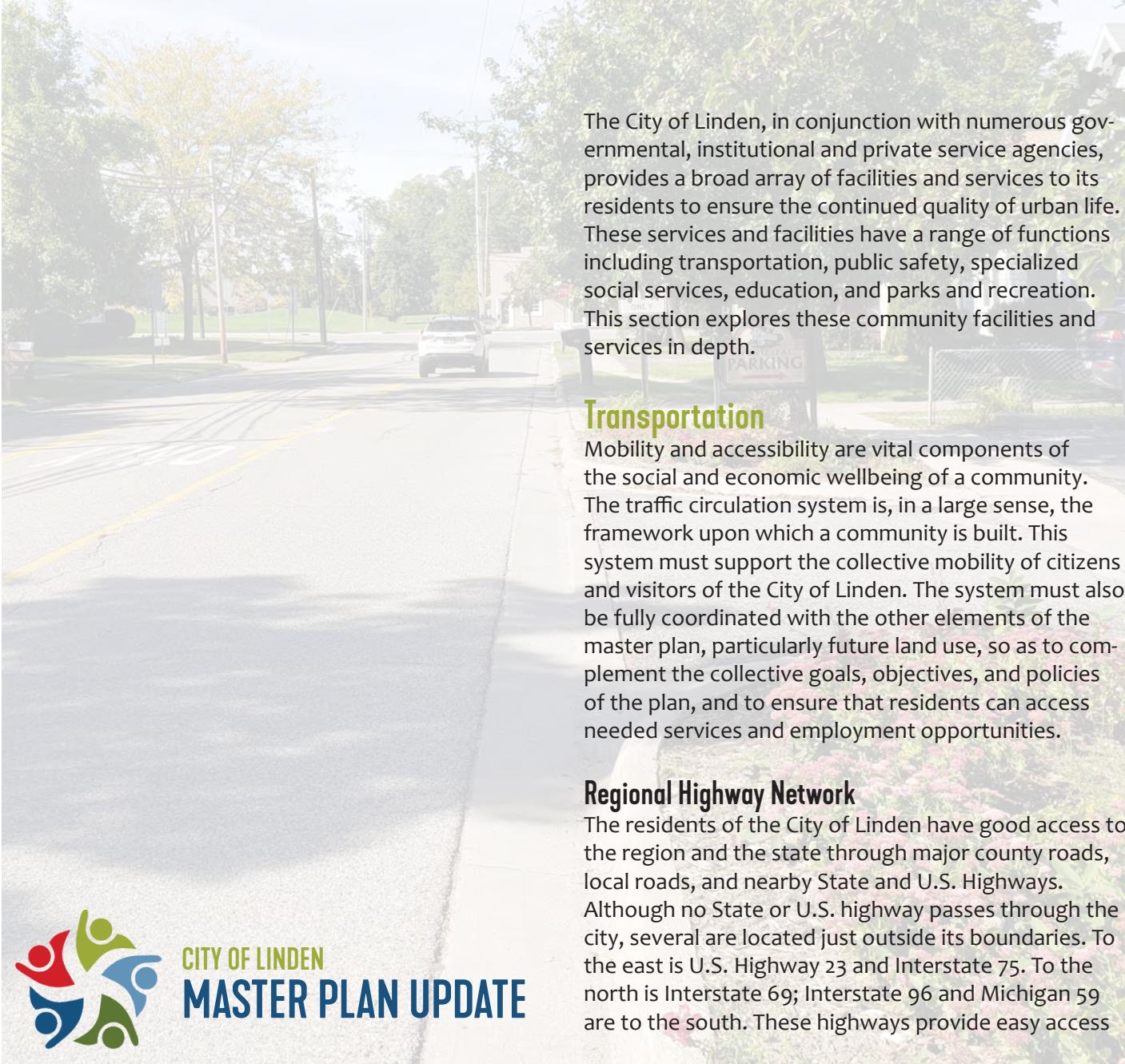


Kimble-Sharp Gazebo & Park



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Community Facilities Analysis



The City of Linden, in conjunction with numerous governmental, institutional and private service agencies, provides a broad array of facilities and services to its residents to ensure the continued quality of urban life. These services and facilities have a range of functions including transportation, public safety, specialized social services, education, and parks and recreation. This section explores these community facilities and services in depth.

Transportation

Mobility and accessibility are vital components of the social and economic wellbeing of a community. The traffic circulation system is, in a large sense, the framework upon which a community is built. This system must support the collective mobility of citizens and visitors of the City of Linden. The system must also be fully coordinated with the other elements of the master plan, particularly future land use, so as to complement the collective goals, objectives, and policies of the plan, and to ensure that residents can access needed services and employment opportunities.

Regional Highway Network

The residents of the City of Linden have good access to the region and the state through major county roads, local roads, and nearby State and U.S. Highways. Although no State or U.S. highway passes through the city, several are located just outside its boundaries. To the east is U.S. Highway 23 and Interstate 75. To the north is Interstate 69; Interstate 96 and Michigan 59 are to the south. These highways provide easy access

to other communities in the region, such as Durand, Grand Blanc, Brighton, Howell, and Owosso. These highways also provide access to the major metropolitan areas of the state as well as the entire Midwest. Major cities located within a one-half day driving distance from the city include:

- Flint – 20 miles
- Ann Arbor – 40 miles
- Saginaw – 50 miles
- Lansing – 60 miles
- Detroit – 70 miles
- Toledo – 100 miles
- Grand Rapids – 115 miles
- Kalamazoo – 140 miles
- Chicago – 280 miles

Responsible regionalism, coordination with other local and county-wide transportation plans are extremely important in order to ensure and enhance inter-regional connections. Additionally, regional planning for transportation may be beneficial for future regional transportation investments.

Local Transportation Network

Map 5 shows the current transportation network of the City of Linden. All roads in the city are divided into five categories:

- County Primary
- County Local
- City Major
- City Minor
- Non-Act 51 Certified (roads not certified to receive revenues from Michigan Public Act 51).

Using this classification, **Map 5** shows the transportation routes within the city and the primary links to outside the city. The primary north/south through route is Bridge Street. Outside of the city, Bridge Street is named Linden Road; it connects to Flint to the north and Livingston County to the south. The primary east/west through route is Broad Street. Outside of the city, Broad Street is named Silver Lake Road; it connects to Argentine to the west and Fenton to the east.



North Bridge Street - Bridge over the Shiawassee River



Other key roads that extend beyond the city limits are Rolston Road and Ripley Road.

In general, the transportation network within the city is somewhat fragmented, with many of the roads ending in dead ends. To a significant extent, this is due to the barriers formed by the Shiawassee River/Linden Mill Pond and the CN Railroad, affording only limited road crossings.

Non-Motorized Facilities

Map 6 shows the existing sidewalk network within the city. Presently, there are approximately 29.5 miles of sidewalk within the city. However, the sidewalk network is fragmented. Although sidewalks are provided along key streets, including both Broad and Bridge Streets, numerous local streets are lacking sidewalks. With a fragmented sidewalk network, many neighborhoods are lacking a safe walking connections to destinations such as downtown, parks and schools. Key sidewalk gaps in the city include along Hyatt Lane and Stan Eaton Drive, both of which are important connections to the two elementary schools.

Recently, the city's first bike lanes were designated (through pavement markings and signage) along Bridge Street. No other designated bike lanes are presently found.

In recent years, the city has actively supported the efforts of the Linden, Argentine, Fenton and Fenton Township (LAFF) Pathways group, a non-profit or-

Map 5

Transportation Network

City of Linden Master Plan Update



Parcels

Rivers and Streams

Water Bodies

Linden City Limits

Transportation Network:

County Primary

County Local

Non Act 51 Certified

City Major

City Minor

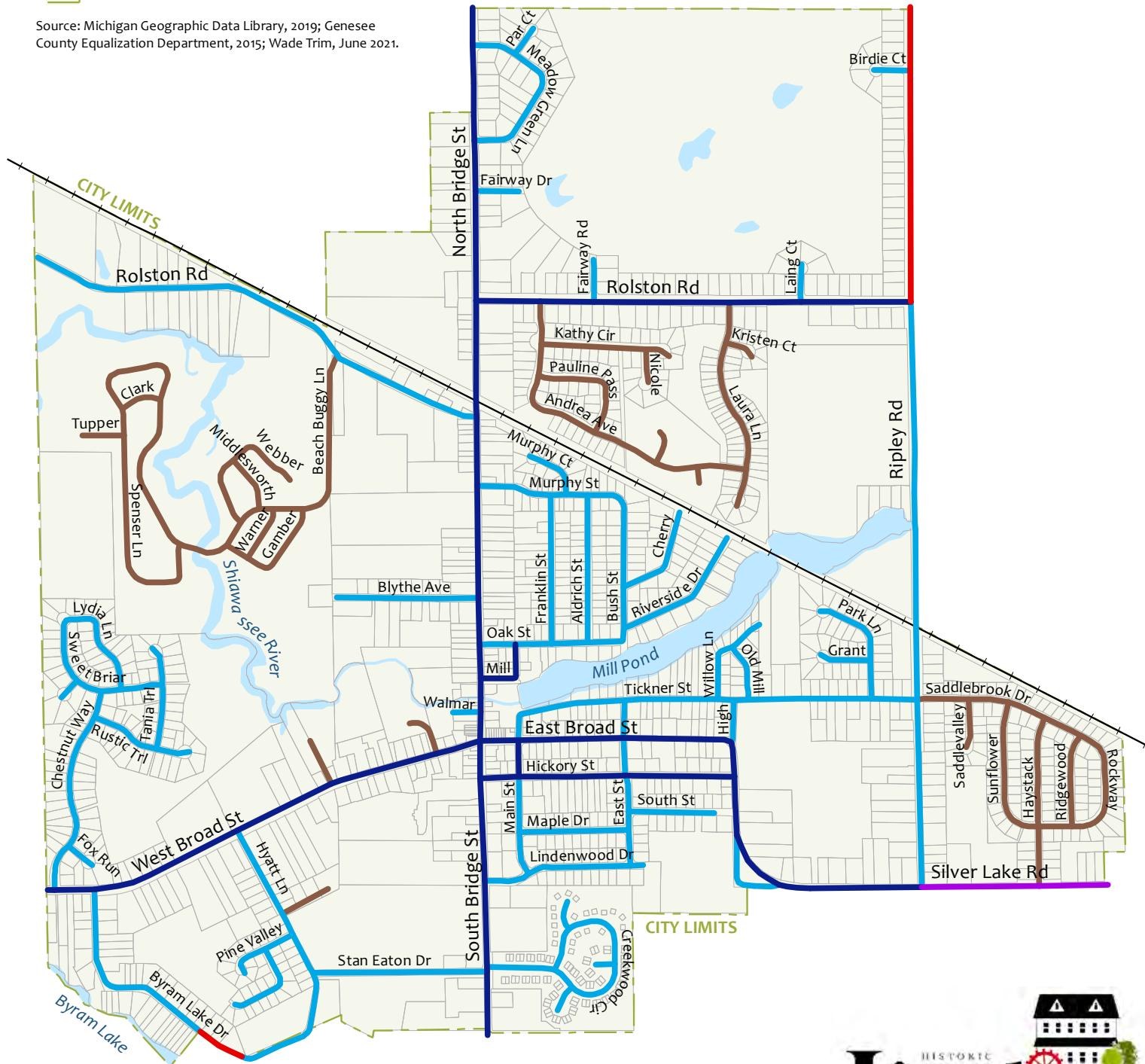
Railroad

July 2021

0 500 1,000 Feet



Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; Wade Trim, June 2021.



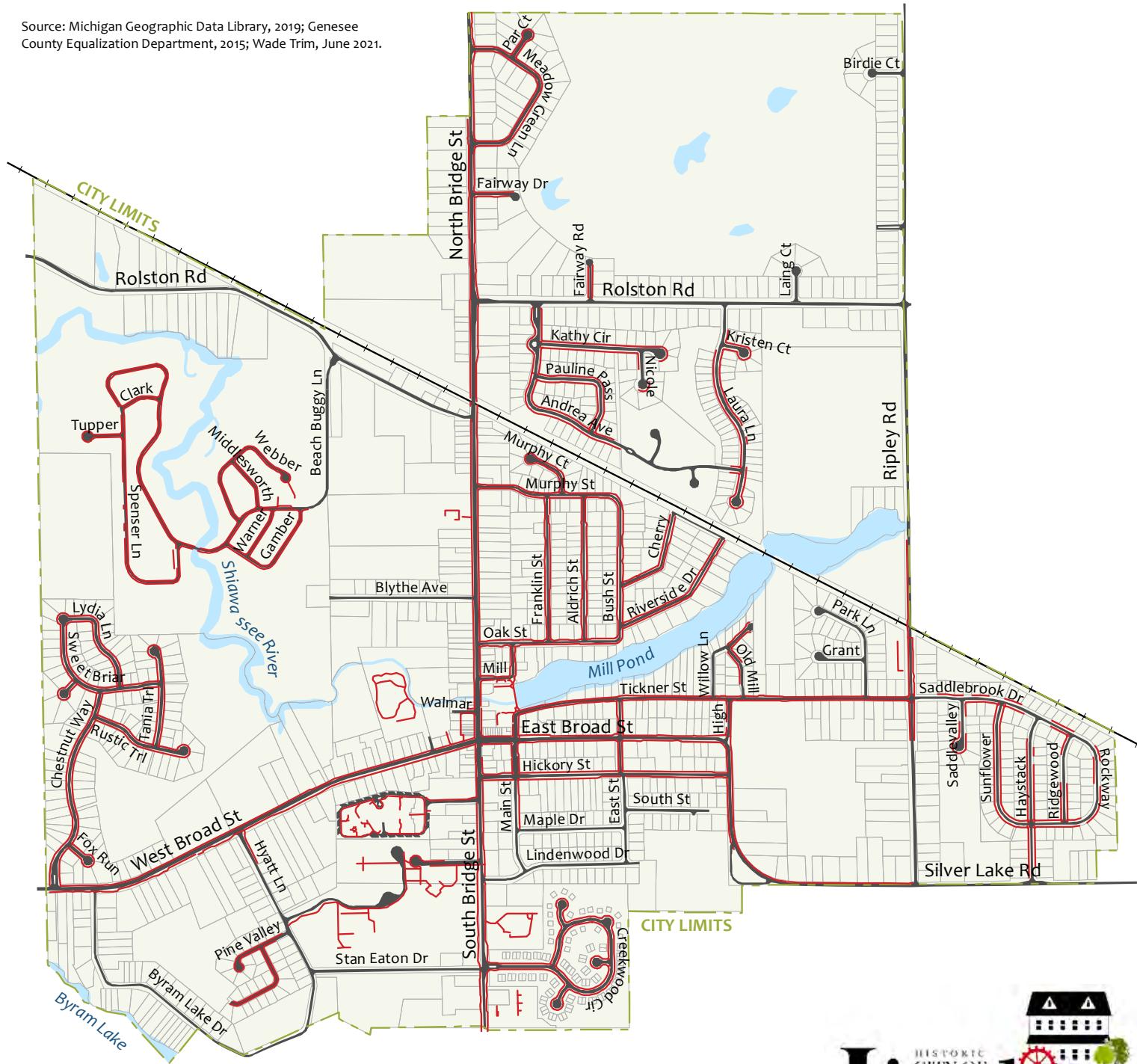
- Sidewalks
- Streets
- Railroads
- Parcels
- ~ Rivers and Streams
- fish Water Bodies
- Linden City Limits

July 2021

0 500 1,000
Feet



Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; Wade Trim, June 2021.



ganization which supports connecting communities through non-motorized trail facilities. Most relevant to Linden, the LAFF Pathways group worked successfully to construct the first segment (Phase 1) of trail - a 2 mile long, 10-foot wide asphalt trail that begins in Argentine Township and connects to Linden's sidewalk system along West Broad Street at Linden's western city limits. The proposed Phase 2 segment will begin at Triangle Park in Linden and continue east along Silver Lake Road through Fenton Township to Fenton. This Phase 2 segment has been identified as a Tier 1 priority trail in the Genesee County Metropolitan Planning Commission's Non-Motorized Plan.

Other Transportation Modes

Genesee County is served by the Flint Mass Transportation Authority (MTA), although, no fixed bus routes presently extend into or through the City of Linden. Linden residents who are elderly and/or who have disabilities have access to the MTA's Your Ride curb to curb service.

Air transportation for Linden residents is provided through nearby local, regional and international airports including Flint Bishop International Airport, located approximately 20 minutes north of Linden, and Detroit Metropolitan Airport, located 1 hour southeast of Linden.

Community Services and Facilities

Map 7 highlights the location of key community service facilities and properties within the city.

Considered by many as the heart of the city, the Linden Mills building is an historic treasure sitting on the bank of the Shiawassee River within Kimble-Sharp Gazebo & Park, dating back to the pre-civil war era. The building currently houses the public library, a unique collection of artifacts pertaining to Linden's history, as well as the City Council Chambers.

Linden City Hall is located on East Broad Street in downtown. The police and fire departments are also located within the City Hall building. Other City of Linden facilities include the DPW Yard, Fairview Cemetery, and several utility facilities (pump station, water towers, etc.).



Linden Mills Building



Located on North Bridge Street, the Loose Senior Center is a regional facility serving residents 50 and older in Linden as well as the south end of Genesee, northern Oakland, Livingston and Shiawassee Counties. The facility was constructed in the 1990's through a five community partnership that included the City of Linden. The facility currently provides a wide variety of programs and services for the senior community.

Other public and quasi-public buildings and facilities within Linden include a U.S. Post Office, VFW Post, Masonic Temple, Linden Presbyterian Church, Linden Methodist Church, and Faith Baptist Church.

Emergency Services

Police protection is provided by the Linden Police Department, located within the Linden City Hall building. The Fire Department also operates out of City Hall and is primarily made up of paid, on-call volunteers. Both fire and police services can be reached via 911 emergency service. In addition to the police and fire departments, Mobile Medical Response (MMR) is contracted by the City to provide ambulance service to the community.

Educational and Facilities

City residents and beyond are served by the Linden Community School System. The system's student population is approximately 2,900 children spread across three elementary schools (Central, Hyatt, and Linden), Linden Middle School and Linden High School. Linden and Hyatt Elementary schools are located next to each

Map 7

Public Services and Infrastructure

City of Linden Master Plan Update

- Streets
- Parcels
- Rivers and Streams
- Water Bodies
- Linden City Limits

Service Facilities:

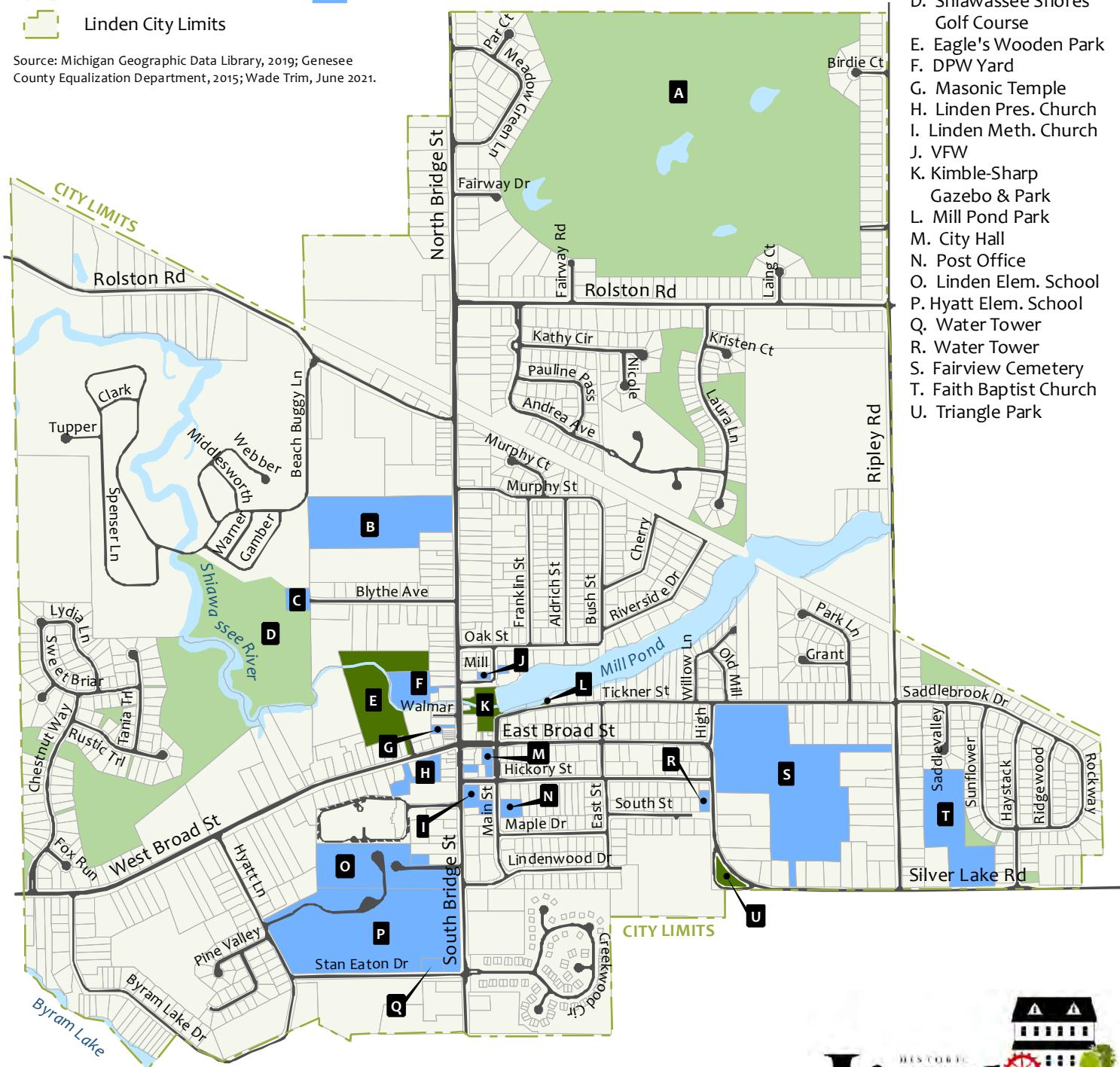
- City Parks
- Other Recreation/Open Space
- Public/Semi-Public Facilities

July 2021

0 500 1,000 Feet



Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; Wade Trim, June 2021.



other in the southwestern portion of the city (see **Map 7**). Central Elementary, Linden Middle and Linden High School are located within an educational campus on the south side of Silver Lake Road, approximately 1 mile west of the city.

Parks and Recreation Facilities

The city operates four municipal parks, three of which are located along the Shiawassee River/Mill Pond. These parks provide access and enjoyment of the river and its State and National Water Trail. Area residents and visitors enjoy the waterway for kayaking, fishing, swimming, and watching wildlife.

Eagles Wooden Park is surrounded by an expanse of woods. The city park features a playground and forested trails winding with the bend of the Shiawassee River.

Kimble-Sharp Gazebo & Park is located in downtown across the Shiawassee River from the Linden Mills Building. The city park is home to the Kimble-Sharp Gazebo. The park and gazebo area is a popular location for outdoor weddings and summertime events, including Music by the Mill, a summer concert series.

Mill Pond Park is located on the south side of the Mill Pond along Tickner Street, just northeast of downtown. Mill Pond Park provides canoe/kayak access to the Mill Pond and is a quiet place for contemplation and appreciation of the water.

Triangle Park is the fourth city park, located along the bend of Silver Lake Road. The park is currently utilized for casual picnicking and other passive activities.

Beyond the city parks, several private recreational facilities or open spaces are found scattered across the city. These include several neighborhood conservation/open space areas and two private golf courses: Spring Meadows Country Club and Shiawassee Shores Golf Course.

Public Water

The city provides clean and safe drinking water to all its customers. Municipal water supply is provided through four production wells and a water treatment plant. The city's Public Works Department maintains approximately 20 miles of various sized water distribution mains within the city. There are also two water



Kimble-Sharp Gazebo & Park



towers within the city. The water distribution system includes 1,700 meters at 1,234 accounts throughout the water system. Recently (October 2022), the Linden City Council voted to connect to the Genesee County Water System. this connection will occur before the Spring of 2025.

Public Sewer

Public sewer service is provided through a joint effort of the City of Linden and the Genesee County Drain Commissioner Water & Waste Services. The city's Public Works Department maintains approximately 7 miles of various sized sewer mains and four sewer pumping stations. City sewer mains feed into the Genesee County system and treatment occurs at the Genesee County Wastewater Treatment facility, located just west of the city limits on Silver Lake Road.

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Goals and Objectives



The guiding principles and objectives of the City of Linden Master Plan establish the desired character, quality, and pattern of development for the physical development of the city. They also embody the strategic direction the city will take to ensure a high quality of life, promote a strong economy with vibrant business districts, maintain a safe and efficient circulation system, and provide first-class public services. The goals and objectives contained in this section direct future decisions on land use regulations, actions, procedures, and programs that will further implement the intent and purpose of the overall plan.

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

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

The vision, goals, and objectives, presented, are organized by six major themes including:

- Exceptional Community Character
- Vibrant Residential Neighborhoods
- Thriving Economy and Business Districts
- Balanced Circulation Network

- Community Sustainability
- First-Class Community Services

Exceptional Community Character

Goal

Maintain a sustainable, small-town character that makes Linden unique and a great place to live by encouraging quality development.

Objectives

1. Encourage the preservation of the city's historic character by preserving or restoring historically significant properties, and promoting new developments consistent with the existing character.
2. Enforce design standards for all improvement projects being undertaken within the City of Linden Historic District.
3. Enact zoning regulations that encourage high quality, mixed-use development within and adjacent to the downtown area.
4. Encourage the regular maintenance of residential and commercial buildings and sites.
5. Incorporate unique and functional community design components with all new developments, public spaces, and streetscapes.

Vibrant Residential Neighborhoods

Goal

While protecting the essential qualities of established neighborhoods, provide varied and high quality housing types needed by persons of all ages, incomes and household sizes.

Objectives

1. Foster the development of new residential neighborhoods and support existing neighborhoods based upon traditional neighborhood design principles of scale, density, and connectivity.
2. Protect the historic residential neighborhoods along Broad Street and Bridge Street from encroachment of commercial and office uses.



Telling Linden's Story

The 30-second elevator pitch

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

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

Linden is where Yesterday Meets Today.

3. Enforce existing housing, rental and maintenance codes to ensure neighborhoods remain strong and vital.
4. Support affordable housing opportunities that are consistent with market conditions.
5. Support new lifestyle housing choices such as townhomes, rowhouses, stacked ranches, lofts and life-work units within downtown and adjacent mixed-use sites.

Thriving Economy and Business Districts

Goal

Retain existing businesses and promote the development of new businesses in defined locations that

provide needed employment, goods, and services for residents, visitors, and workers.

Objectives

1. Maintain and leverage a thriving downtown district, featuring a diverse mixture of land uses, community institutions and civic spaces.
2. As new commercial and mixed-use development occurs, consider upper floors for resident populations.
3. Support the goals and actions outlined in the City's Economic Development and Marketing Strategies.
4. Continue to expand and deepen relationships with local institutions, community groups, business development groups and the DDA to maximize the use of scarce time and money.
5. Work cooperatively with the development community to undertake inventive redevelopment concepts.
6. Discourage automobile-oriented businesses from locating within or adjacent to downtown.
7. Support the development of public parking in downtown, distributed to areas of demonstrated need to maximize use by customers.

Balanced Circulation Network

Goal

Establish a multi-modal transportation network that effectively serves both the motorized and non-motorized needs of the city, provides accessibility and connectivity to destinations, is designed for people, and responds to advances in transportation technology.

Objectives

1. Maintain the city's network of streets to accommodate the safe and efficient movement of vehicles.
2. Create visually attractive gateways into downtown and the city on major roads.
3. Maintain an interconnected network of sidewalks, prioritizing improvements near schools, parks, and downtown.

4. Create a network of bike routes linking cultural resources, schools, parks, the river, and activity centers throughout the city.
5. Improve pedestrian safety and accessibility of crosswalks.
6. Continue to build a strong partnership of public and private entities and residents to support regional trail initiatives, including the LAFF Pathways and the Shiawassee River State and National Water Trail.

Community Sustainability

Goals

1. Strive for the protection of important natural resources and open spaces that contribute to the health of natural systems, wildlife habitats, community character, and quality of life.
2. Promote a healthy quality of life by capitalizing on the city's walkability, access to the Shiawassee River, and recreational opportunities.
3. Foster community collaboration and civic mindedness while partnering with fellow citizens to improve the city while safeguarding Linden's exceptional assets.

Objectives

1. Ensure riverfront development emphasizes public access to the water and remains sensitive to visual and environmental development impacts.
2. Develop, expand and improve the city's system of parks, guided by the 5-year Parks and Recreation Master Plan.
3. Develop storm water best management practices to minimize the negative impacts development can have on runoff and water quality.
4. Protect and enhance the Shiawassee River and its riverfront habitat through measures such as the placement of land into conservation easements, shoreline stabilization, elimination of invasive species, and control of storm water runoff pollutants.
5. Link natural features and open space areas to create a system of natural corridors.

6. Promote the development of public spaces that are easy to access, are comfortable, offer activities, provide opportunities for public art, and that will continue to nurture social interaction.
7. Foster and expand community arts and culture through partnerships with regional and local organizations and support of arts and culture focused community events.
8. Create a community where local and regional cultural, social, civic, educational and fraternal organizations complement one another, share resources, information and coordinate activities.
9. Encourage and support community volunteerism by providing opportunities for citizens motivated to contribute to the community's well-being, and to satisfy one's personal need for fulfillment, sense of accomplishment, and self-esteem.

First-Class Community Services

Goal

Continue to offer efficient, first-class services and facilities to residents and businesses to preserve the city's high quality of life.

Objectives

1. Provide adequate public water and sewer services to residents and plan for future expansion, in coordination with Genesee County.
2. Connect to the Genesee County water system to alleviate long-standing pressure and water capacity issues.
3. Plan for the continued improvement of the city's public facilities and services through capital improvement programming, coordinated with adjoining jurisdictions, and other public agencies.
4. Continue to maintain and support the senior center and its programs to provide high quality, cost effective services to Linden residents.
5. Continue to prioritize good governance and leadership by operating in an open and financially stable manner, focusing on maintaining high levels of citizen involvement and achieving measurable results.

Smart Growth Principles

What is smart growth? Smart growth is development that supports economic growth, strong communities and environmental health. The following "principles" of smart growth are accepted by this Master Plan as an over-arching framework for growth and development within the City of Linden:

1. Mix land uses



2. Take advantage of compact building design



3. Create a Range of Housing Opportunities and Choices



4. Create Walkable Neighborhoods



5. Foster Distinctive, Attractive Communities with a Strong Sense of Place



6. Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas



7. Strengthen and Direct Development Towards Existing Communities



8. Provide a Variety of Transportation Choices

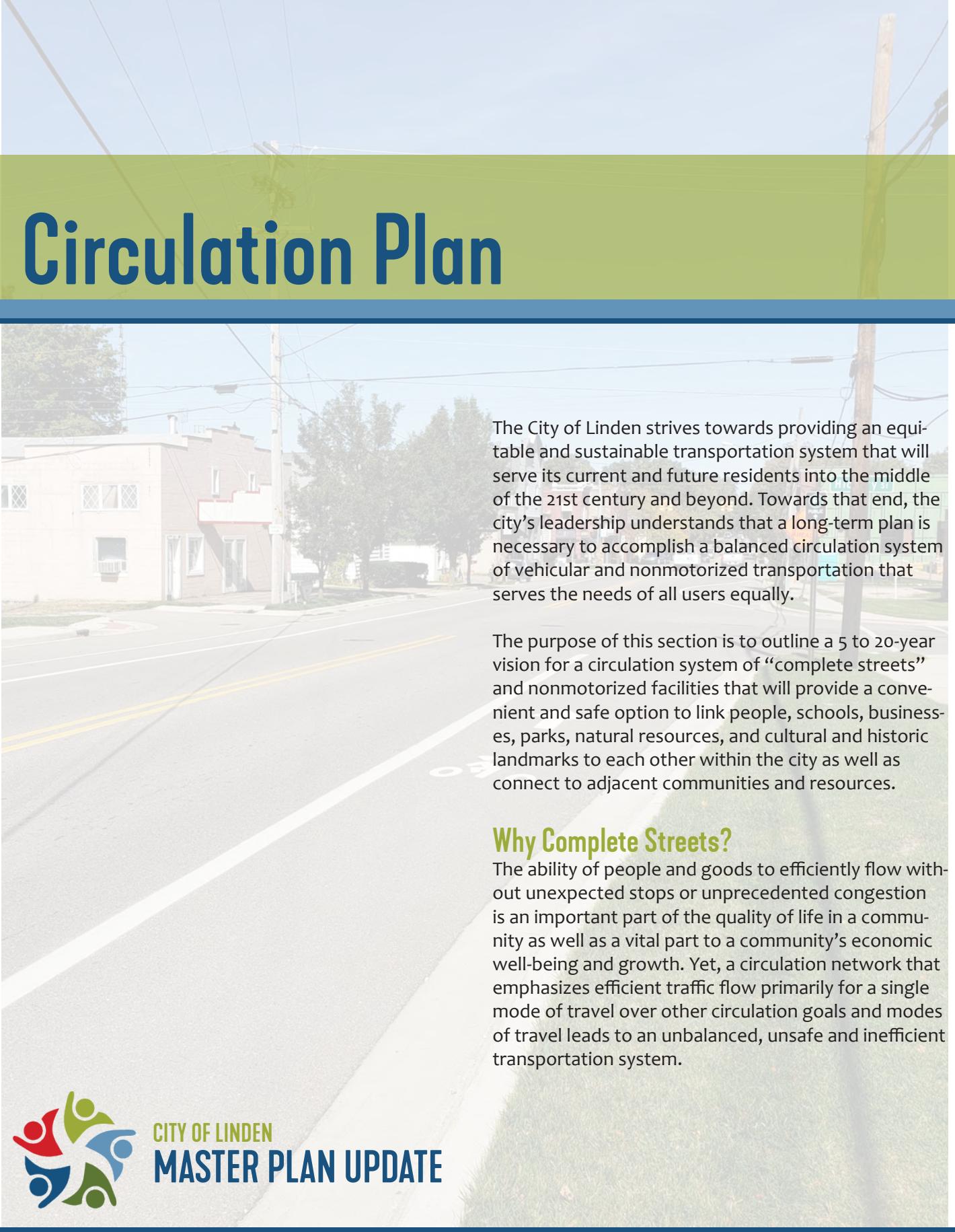


9. Make Development Predictable, Fair and Cost Effective



10. Encourage Community and Stakeholder Collaboration in Development Decisions





Circulation Plan

The City of Linden strives towards providing an equitable and sustainable transportation system that will serve its current and future residents into the middle of the 21st century and beyond. Towards that end, the city's leadership understands that a long-term plan is necessary to accomplish a balanced circulation system of vehicular and nonmotorized transportation that serves the needs of all users equally.

The purpose of this section is to outline a 5 to 20-year vision for a circulation system of "complete streets" and nonmotorized facilities that will provide a convenient and safe option to link people, schools, businesses, parks, natural resources, and cultural and historic landmarks to each other within the city as well as connect to adjacent communities and resources.

Why Complete Streets?

The ability of people and goods to efficiently flow without unexpected stops or unprecedented congestion is an important part of the quality of life in a community as well as a vital part to a community's economic well-being and growth. Yet, a circulation network that emphasizes efficient traffic flow primarily for a single mode of travel over other circulation goals and modes of travel leads to an unbalanced, unsafe and inefficient transportation system.

Complete streets contribute to livable communities that make getting around easier for people with disabilities, older adults, and children. They also increase safety and contribute to better public health, while decreasing traffic demands. The following are key benefits of complete streets:

1. **Safety** - Safety is a key concern in designing transportation networks, both for motorists as well as pedestrians and bicyclists. According to a Federal Highway Administration publication, crashes involving pedestrians are twice as likely to occur in places without sidewalks. Complete streets design the streets with the pedestrian in mind and engage in comprehensive safety improvements. A study by the Transportation Research Board found that installing pedestrian and bicycle facilities can reduce the risk of crashes by 28 percent. In addition, the installation of some pedestrian features, such as medians and traffic-calming measures, can lead to speed reduction in motorists.
2. **Economic Development** - An increased level of pedestrian and bicycling activity can improve business and bring revenue to the surrounding area. Complete streets projects increase foot traffic and have been successful throughout the nation in attracting new businesses. The walkability of a neighborhood can also increase property values. A survey of 15 real estate markets across the country in 2009 found that a 1-point increase in the walkability of neighborhood (as measured by WalkScore.com) resulted in an increase of home values by \$700 to \$3,000. In addition, streetscaping projects, such as planting street trees in the right of way, can increase the selling prices of homes.
3. **Public Health** - Complete streets support active living habits. The walkability of a neighborhood is directly linked to the health of its residents. A study done by Social Science & Medicine found that people who live in walkable neighborhoods participated in 35 to 45 more minutes of physical activity per week and were less likely to be overweight than similar people living in neighborhoods that are less walkable.
4. **The Environment** - The transportation industry is one of the leading contributors to carbon dioxide emissions in the United States. Nonmotorized forms of transportation, such as walk-

ing and biking, can have the biggest impact on reducing emissions, but transit is also a lower emissions mode.

5. **Accessibility** - Many roads are designed to meet the needs of automobiles, however at least one-third of Americans do not drive and use other forms of transportation. These groups include children, adolescents, some older adults, individuals with disabilities, and low-income individuals. Complete streets aim to allow safe and comfortable travel for everyone, including people in these groups.

Circulation Plan

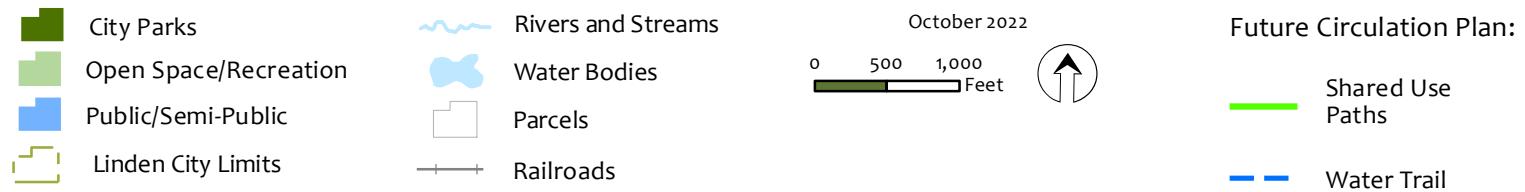
The Circulation Plan Map (**Map 8**) sets forth recommendations for the development of public rights-of-way in a manner consistent with and supportive of recommendations for future land use. The Circulation Plan Map does not anticipate any changes to the existing Public Act 51 designations (i.e., County Primary, City Major, City Minor) of streets within the city as shown on **Map 7** (Transportation Network). The recommendations on the Circulation Plan Map focus on safety enhancements, improvements for more complete streets with pedestrian and bicycle facilities, and the development of nonmotorized facilities. The future circulation network is designed to link Linden's most important community facilities and establish easy to navigate connections for people to walk and bike in their neighborhoods and around the city.

Below is a description of the circulation system types and strategies outlined on the Circulation Plan Map.

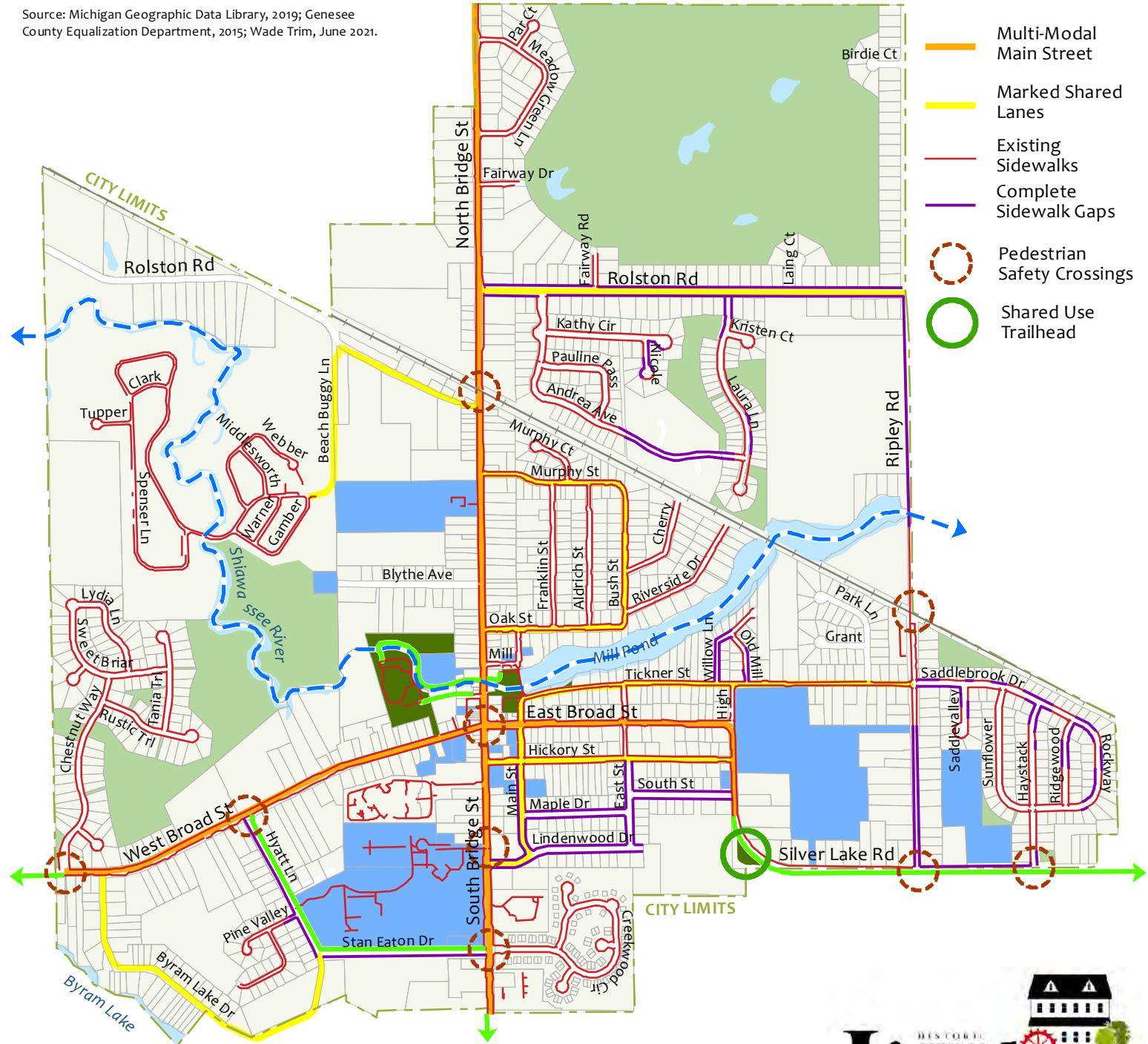
Multi-Modal Main Street (Bridge/Broad Streets)

Bridge and Broad Streets are designated on the Circulation Plan Map as multi-modal main streets. These two streets are the primary routes to and from the City of Linden. Downtown Linden is centered around the intersection of Bridge and Broad Streets. Given the primacy of these streets, it is essential that these streets are designed as complete streets to accomplish numerous goals, including:

- Maintain a high quality aesthetic as they key gateways into the city, contributing to the city's small-town character and appeal
- Support safe and convenient pedestrian and bicycle travel



Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; Wade Trim, June 2021.





What is a Complete Street?

Complete streets are designed and operated to enable safe access for all legal users. Pedestrians, bicyclists, motorists, and public transportation users of all ages and abilities can safely move along and across a complete street. The right-of-way is designed to enable safe access for all users as part of a complete street. There are no strict requirements to qualify as a complete street. The community context must be taken into consideration and therefore each complete street is unique. Some complete streets may include special bus lanes and accessible public transportation stops, while others may have wide paved shoulders with narrower travel lanes. The concept of complete streets is not to create the perfect street for every traveler, but rather to design a network of streets that emphasizes different modes of transportation and is accessible by everyone.



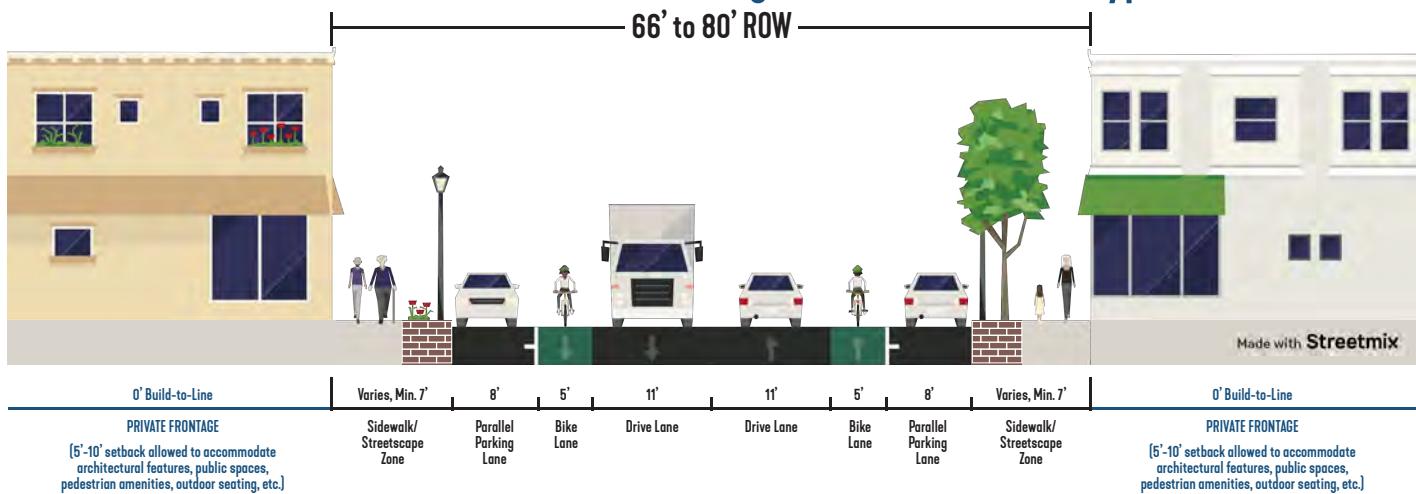
- Accommodate on-street parking within downtown
- Support “street life” within downtown, local business districts and the city’s neighborhoods, creating safe and comfortable spaces for social connections along the street
- Ensure safe and efficient vehicular travel of people and goods, but in a manner which does not compromise the other goals listed above

Recommended street cross-section designs for Bridge and Broad Streets are included in this section. Within the context of downtown, these multi-modal streets will accommodate vehicular travel, robust streetscape amenities, wide sidewalks to accommodate pedestrians and support business and entertainment activities, bicycle travel, and on-street parking. Outside of downtown, the multi-modal main streets must be designed to safely accommodate vehicular, pedestrian and bicycle travel in a residential environment.

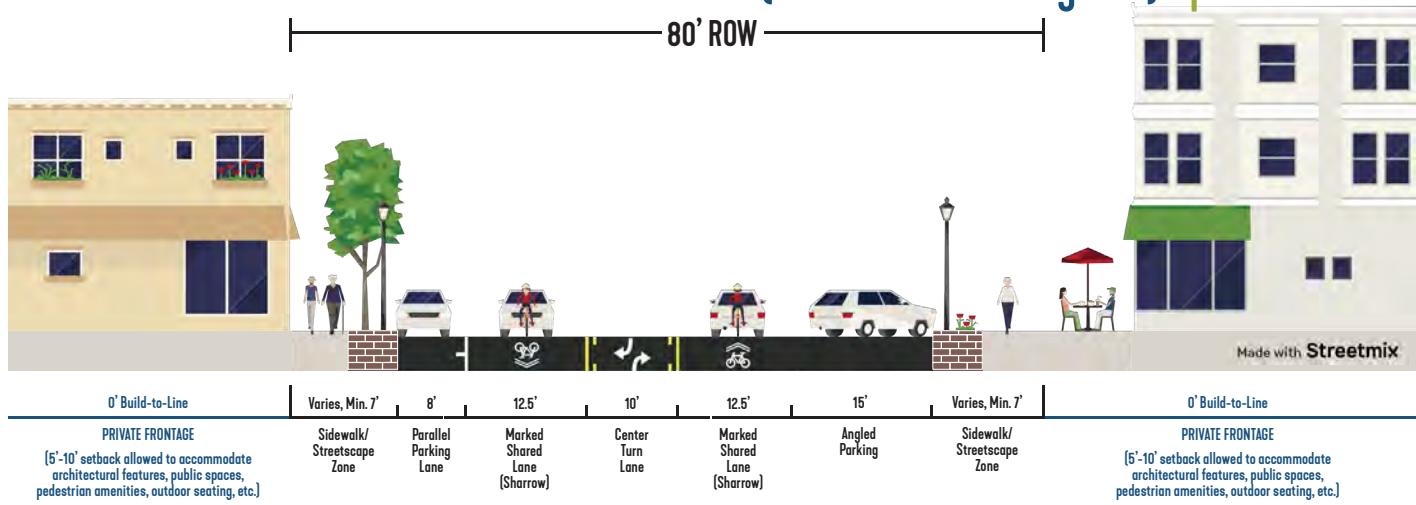
Bicycle Travel Options for Broad Street

Bike lanes already exist along much of Bridge Street within the city. However, Broad Street does not currently accommodate defined bicycle travel. As shown in the Circulation Plan Map, Broad Street is a critical nonmotorized travel route, as the regional LAFF Pathway system connects to Broad Street at both the eastern and western city limits. Broad Street can safely accommodate pedestrian travel, as a complete sidewalk system is provided on both sides of the street. However, bicycle infrastructure improvements are needed along Broad Street to support bicycle travel through the city.

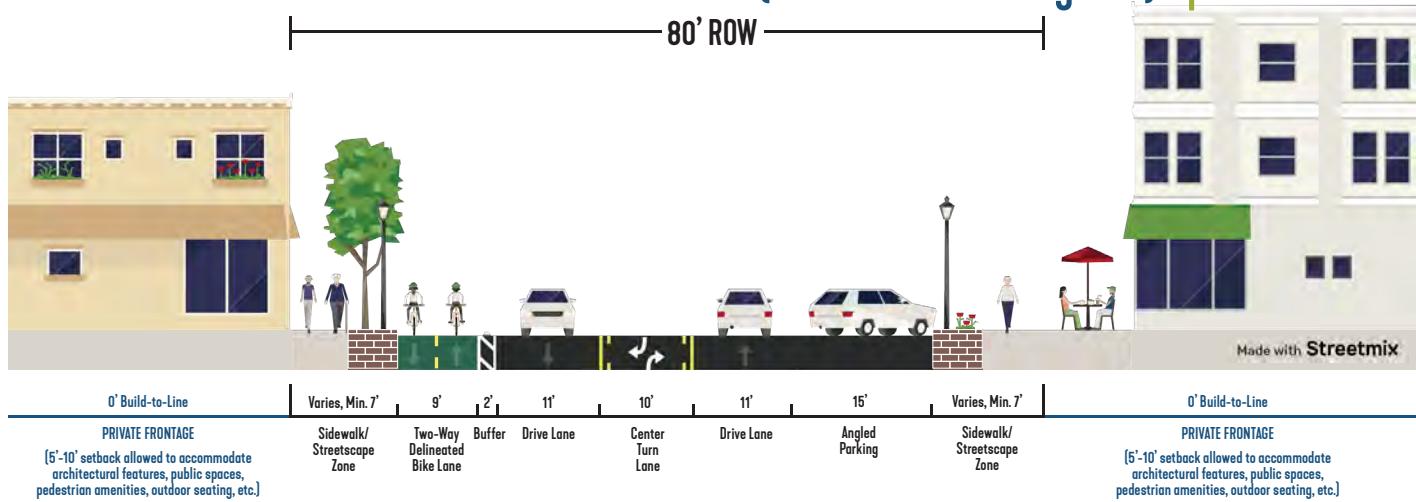
Multi-Modal Main Street: Bridge Street (Downtown typ.)



Multi-Modal Main Street: Broad Street (block east of Bridge St.) Option 1

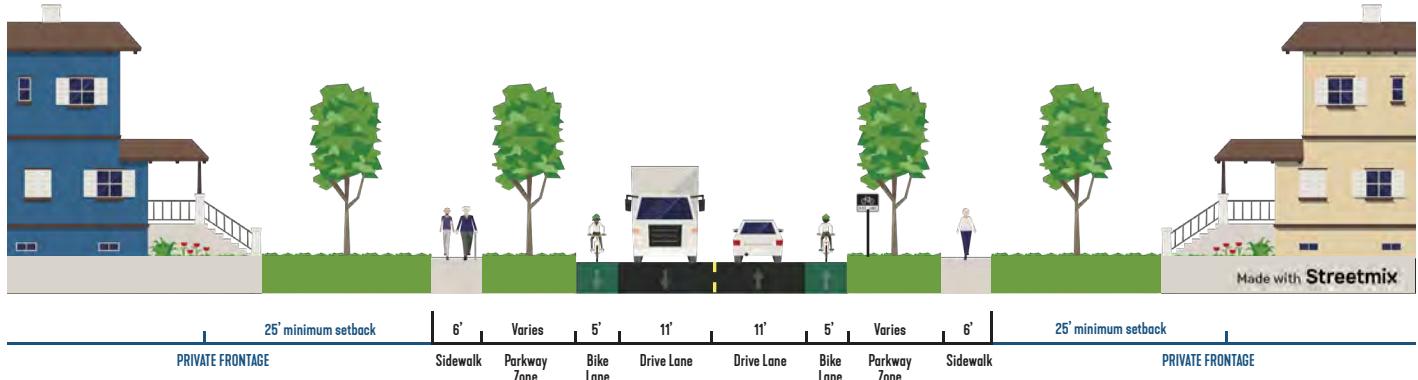


Multi-Modal Main Street: Broad Street (block east of Bridge St.) Option 2



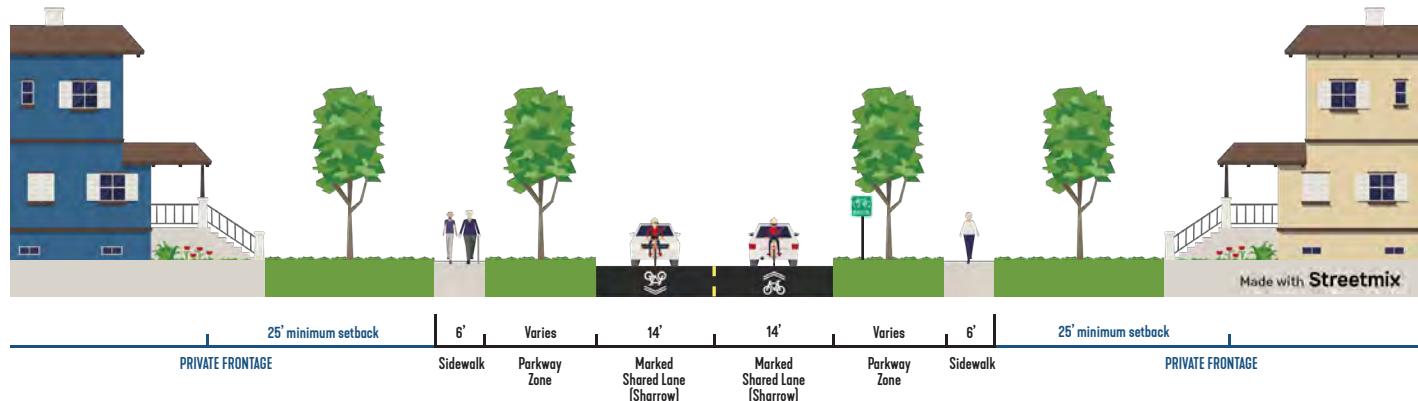
Multi-Modal Main Street: Bridge Street (outside of Downtown typ.)

66' ROW



Multi-Modal Main Street: Broad Street (outside of Downtown typ.) Option 1

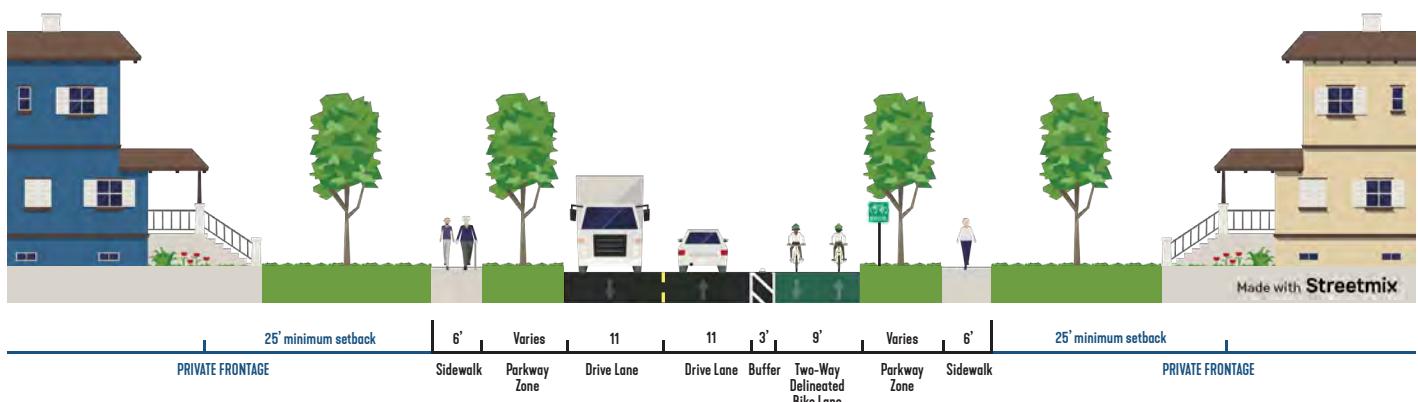
66' ROW



Multi-Modal Main Street: Broad Street (outside of Downtown typ.) Option 2

66' ROW

Circulation Plan



Two options to support bicycle travel along Broad Street are shown in the recommended street cross-section designs. The first option is a short-term and less costly recommendation to accommodate shared pavement markings (sharrows - see description later in this section). The second option is a longer-term recommendation to accommodate a two-way delineated bike lane within the street. A two-way delineated bike lane is a physically separated space that allows bicycle movement in both directions on one side of the road. A buffer space between vehicular and bicycle travel must be provided, which would include a physical separation device such as rumble strips. This second option for a two-way delineated bike lane is a longer-term and more cost intensive recommendation that will require widening of the street in certain locations. The plan-view drawings below illustrate how the two bicycle infrastructure options can be incorporated within Broad Street in the western portion of the city.



Two-way delineated bike lane example



Option 1: Retrofit Marked Shared Lanes within Existing Pavement Cross-Section



Option 2: New Street Cross-Section with Two-Way Delineated Bike Lanes



**Multi-Modal Main Street:
Broad Street (outside of Downtown typ.)**



0 50 100 Feet



Marked Shared Lanes

The Circulation Plan Map recommends for selected streets within the city to be retrofitted with shared lane markings. These are streets that have a significant potential to accommodate bicycle travel, and include Rolston Road, Murphy/Bush/Oak Streets, Tickner Street, Hickory Street, Main Street and Byram Lake Drive.

Marked shared lanes (“sharrow lanes” or “sharrows”) are a newer alternative that are often incorporated into bike routes today. Sharrows are pavement markings that are to provide positional guidance to bike riders as to where they belong within the roadway and to alert motorists that bicyclists should be anticipated in the roadway and where they may be riding. These sharrow markings are used in areas where it is too narrow for bike lanes, has high incidences of wrong-way riding, and/or high parking turnover. The markings, generally placed every 200 feet and within 100 feet of every intersection, should also be used with “share the road” signs. Bicyclists should be positioning themselves to be crossing over the center of the sharrow’s chevron arrows.

Sidewalks

Presently, the majority of streets in the city are framed by sidewalks on both sides. However, there are numerous sidewalk gaps in the system. Completion of these gaps is a key recommendation shown on the Circulation Plan Map.

Sidewalks are the basis of any nonmotorized system. They are typically located adjacent to the road network and range between 48 to 60 inches wide. The American Association of State Highway Transportation Officials (AASHTO) permits 48 inch-wide sidewalks while the Federal Highway Administration (FHWA) recommends a minimum width of 60 inches. The landscaped buffer strip between the sidewalk and the street (“parkway zone”) should be a minimum of five feet wide, while narrower strips are permitted.

Shared Use Paths

The Circulation Plan Map recommends the development of several shared use paths connecting key destinations within and beyond the city.

Shared use paths are multi-use pathways that accommodate both pedestrians and wheeled users. Developed independent of roadways and designed to carry higher amounts of nonmotorized traffic, the shared use path is often the optimal solution; however, they are expensive to construct and maintain, often requiring the purchase of dedicated right-of-way. Separated from roadways by a parkway zone, shared use paths should be at least 10 feet wide to accommodate two way traffic. For paths with more than 300 users per hour, paths should be widened to at least 12 feet.

A shared use path “loop” route is proposed along both sides of the Shiawassee River, connecting downtown Linden with the city’s riverfront parks. This route would be an excellent option for visitors to downtown to experience the river and recreational opportunities. To provide safe passage for residents and children walking to the elementary schools, a shared use path route is proposed along Hyatt Lane and Stan Eaton Drive. The State Bank Trail, a shared use path slated for construction in 2023, is shown along the south side of Silver Lake Road. This shared use path will connect Linden with the City of Fenton.

Shared Use Trailhead

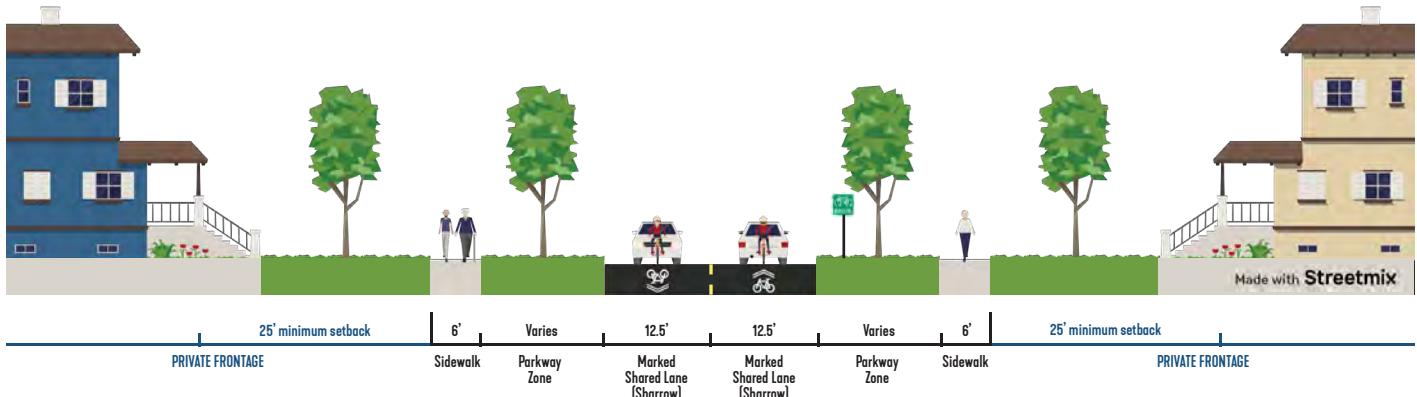
The Circulation Plan Map shows a new trailhead at Triangle Park, where the State Bank Trail ends/begins. This will be completed as part of the 2023 construction of the State Bank Trail.

Water Trails

The Shiawassee River State and National Water Trail is shown on the Circulation Plan Map. This existing water trail route is a key component of the city’s overall circulation system and provides a unique opportunity for recreational travel and enjoyment of the river and its adjacent natural habitat. It is a regional water trail which extends from Holly to Chesaning. The City of Linden supports the efforts of the Shiawassee River Water Trail Coalition to expand and improve this key regional resource.

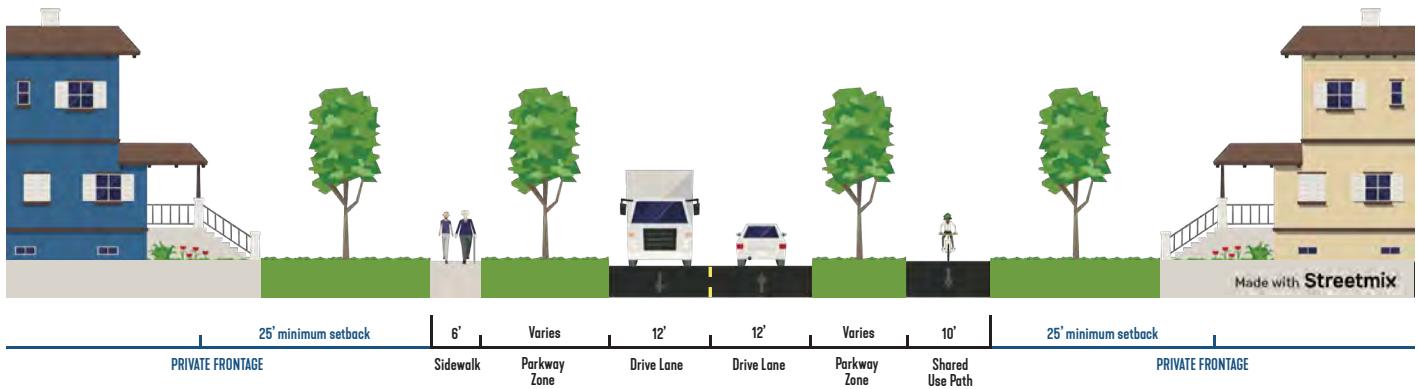
Residential Streets with Marked Shared Lanes (typ.)

66' ROW



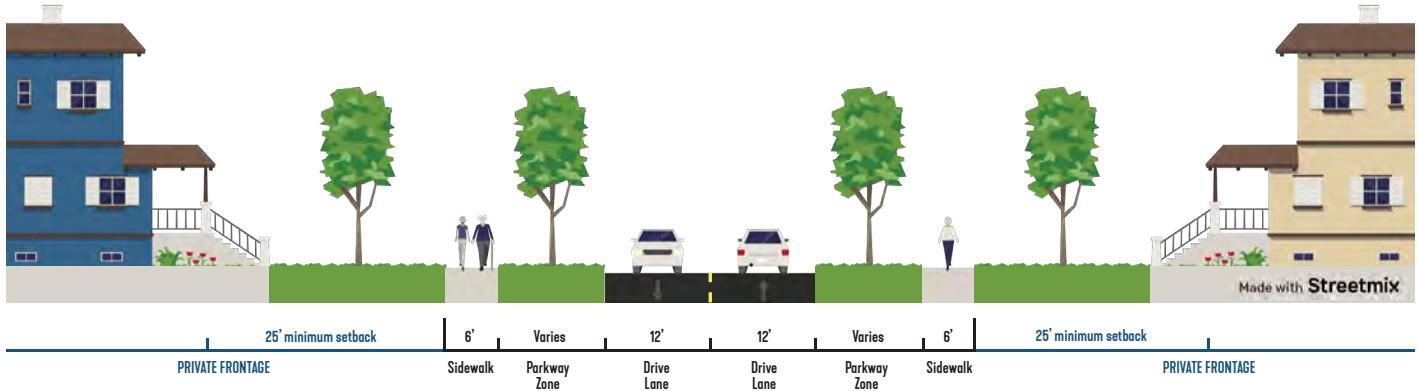
Residential Streets with Shared Use Path (typ.)

66' ROW



Residential Streets (typ.)

60 to 66' ROW



Pedestrian Safety Crossings

Intersection and other pedestrian safety crossings improve the overall safety, walkability, and identity of Linden. The following strategies are recommended.

Intersection Crossings

The Circulation Plan Map shows pedestrian crossing improvements needed at key intersections. Although each intersection has unique needs with unique solutions, general intersection treatments such as curb extensions, textures, pavement markings, crosswalks, tightening corner curb radii, and installing pedestrian refuge islands are recommended to improve traffic management and safety. At a minimum, countdown pedestrian signals are recommended at all signalized crossings.



Mid-block crossing example safety treatments



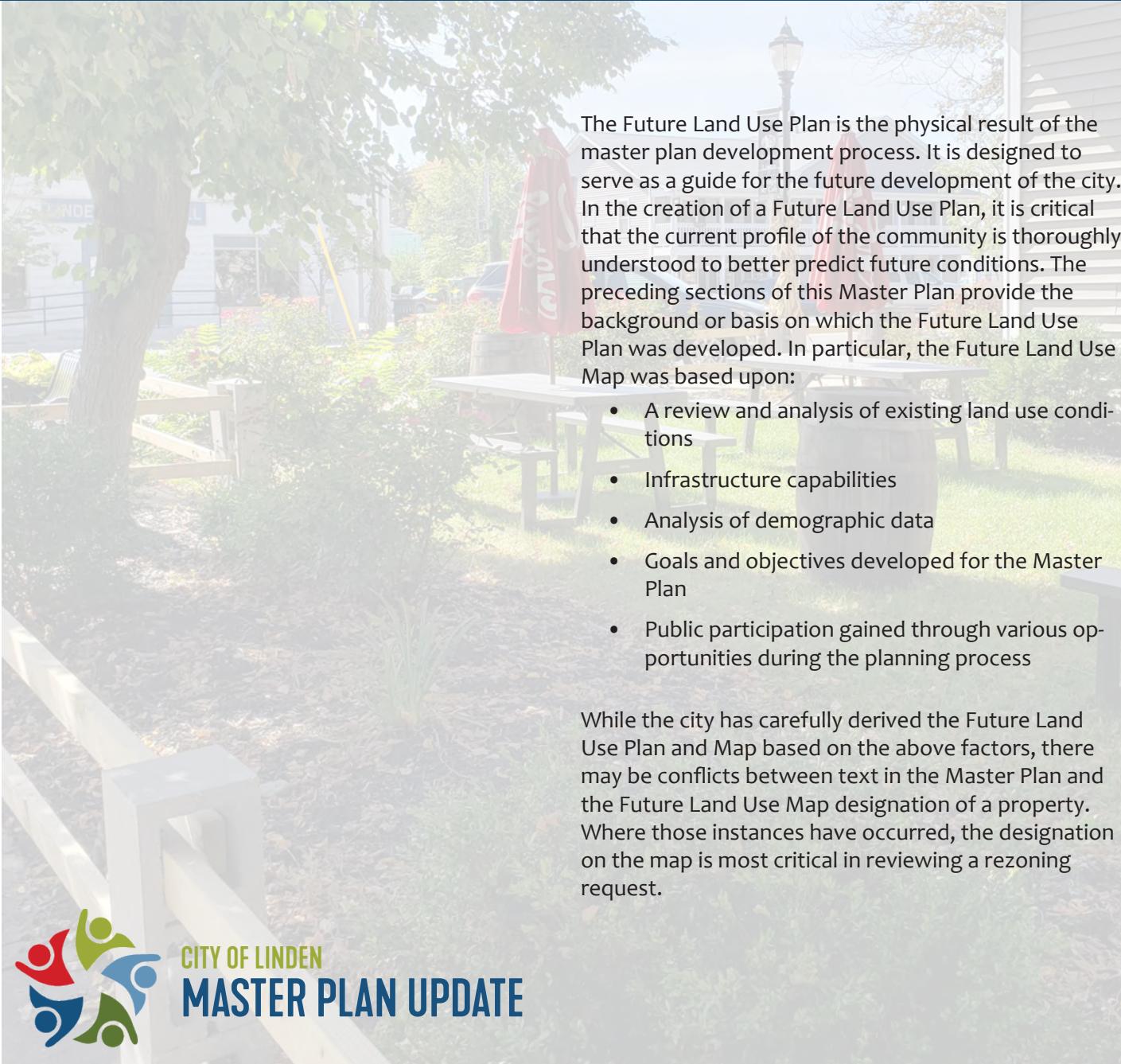
Mid-Block Crossings

Mid-block crossings should be strategically located to provide safe crossing of a road at locations where there is no street intersection, but where higher volumes of pedestrian and bicycle users have a need to cross the road. Design features should include signage (ranging from a standard pedestrian crossing sign to a HAWK pedestrian beacon signal), pavement markings, and refuge islands for wider road segments.

Railroad Crossings

Railroad crossings can present safety issues for pedestrians, particularly those using wheeled devices such as wheelchairs and scooters. There are a number of ways pedestrian safety can be improved at railroad crossings. Passive devices include signage, fencing, swing gates, and pavement markings. Active devices include flashers and audible active warning devices. The Circulation Plan Map shows needed improvements where North Bridge Street and Ripley Road cross the railroad. The North Bridge Street railroad crossing presently has no pedestrian safety devices. The Ripley Road crossing includes bollards along the sidewalk at the railroad, which force wheeled users to stop prior to crossing the railroad. Enhanced pedestrian safety measures should be explored at both crossings.

Future Land Use Plan



The Future Land Use Plan is the physical result of the master plan development process. It is designed to serve as a guide for the future development of the city. In the creation of a Future Land Use Plan, it is critical that the current profile of the community is thoroughly understood to better predict future conditions. The preceding sections of this Master Plan provide the background or basis on which the Future Land Use Plan was developed. In particular, the Future Land Use Map was based upon:

- A review and analysis of existing land use conditions
- Infrastructure capabilities
- Analysis of demographic data
- Goals and objectives developed for the Master Plan
- Public participation gained through various opportunities during the planning process

While the city has carefully derived the Future Land Use Plan and Map based on the above factors, there may be conflicts between text in the Master Plan and the Future Land Use Map designation of a property. Where those instances have occurred, the designation on the map is most critical in reviewing a rezoning request.



CITY OF LINDEN
MASTER PLAN UPDATE

Future Land Use Map and Classifications

Eleven future land use classifications have been established and are shown on the Future Land Use Map (**Map 9**). Below is a narrative to explain the proposed development patterns illustrated on the Future Land Use Map.

Single Family Residential

This classification is intended to create a location for single family residential detached housing developed on lots that are between 80 and 100 feet in width and 9,600 square feet and 15,000 square feet in area. These lot sizes are typical for much of the single family residential properties in the community and should be maintained to continue the overall appearance of the classification. However, the creation of smaller sized (“clustered”) lots within a development may be allowed as a means to accomplish community benefits, such as the preservation of unique natural features on the property.

Lands designed on the Future Land Use Map in this category are generally found on the periphery of the city and embody suburban-style residential development. They are highly-desirable, safe and attractive neighborhoods whose character should be maintained and protected. Most properties are already developed; although there are some larger and/or undeveloped properties that could accommodate new residential development similar in character to existing development.

Historic/Core Residential

The intent of this classification is to protect and preserve the integrity of the traditional neighborhood character of the City of Linden. Most of the existing homes within this classification are older and many are historic. Over the years, owners have taken great care to improve and restore the historic architecture of their homes. This area is characterized by small lots ranging in size from 8,400 to 9,600 square feet and ranging in width between 70 and 80 feet. (Note: lands within this classification are located outside of Linden’s state registered historic district - the City of Linden Historic District encompasses downtown Linden.)

These neighborhoods are located immediately adjacent to and/or are within easy walking distance from downtown Linden. Nearly all of the properties in this classification are developed. Although the majority

of properties feature detached single-family homes, there are a small number of duplex dwellings scattered within these areas.

Mixed Residential

The intent of this future land use classification is to accommodate a mixture of residential use characterized predominantly by small lot detached single family development and attached single family development. This classification may also include housing developments catering to a senior population, including senior active living developments and residential care facilities. It is not intended for this category to accommodate conventional multiple-family apartment development or mobile/manufactured home park development.

Development within this category will be carefully designed to ensure the protection of the natural characteristics of the property, encourage high-quality architectural design standards and facilitate the construction of site amenities to serve the residents of the development and community as a whole. They will also be sufficiently screened where adjacent to lower density single-family neighborhoods.

Lands so classified include one existing residential development (Creekwood) which contains a mixture of detached and attached single-family homes. The remaining properties, several of which are large, are undeveloped and have the capacity to accommodate new mixed residential development. For new development, densities of up to 6 dwelling units per acre may be allowed. However, the granting of additional density may be considered by the city upon demonstration by the owner of exceptional public benefit that would not otherwise be achieved by a conventional development.

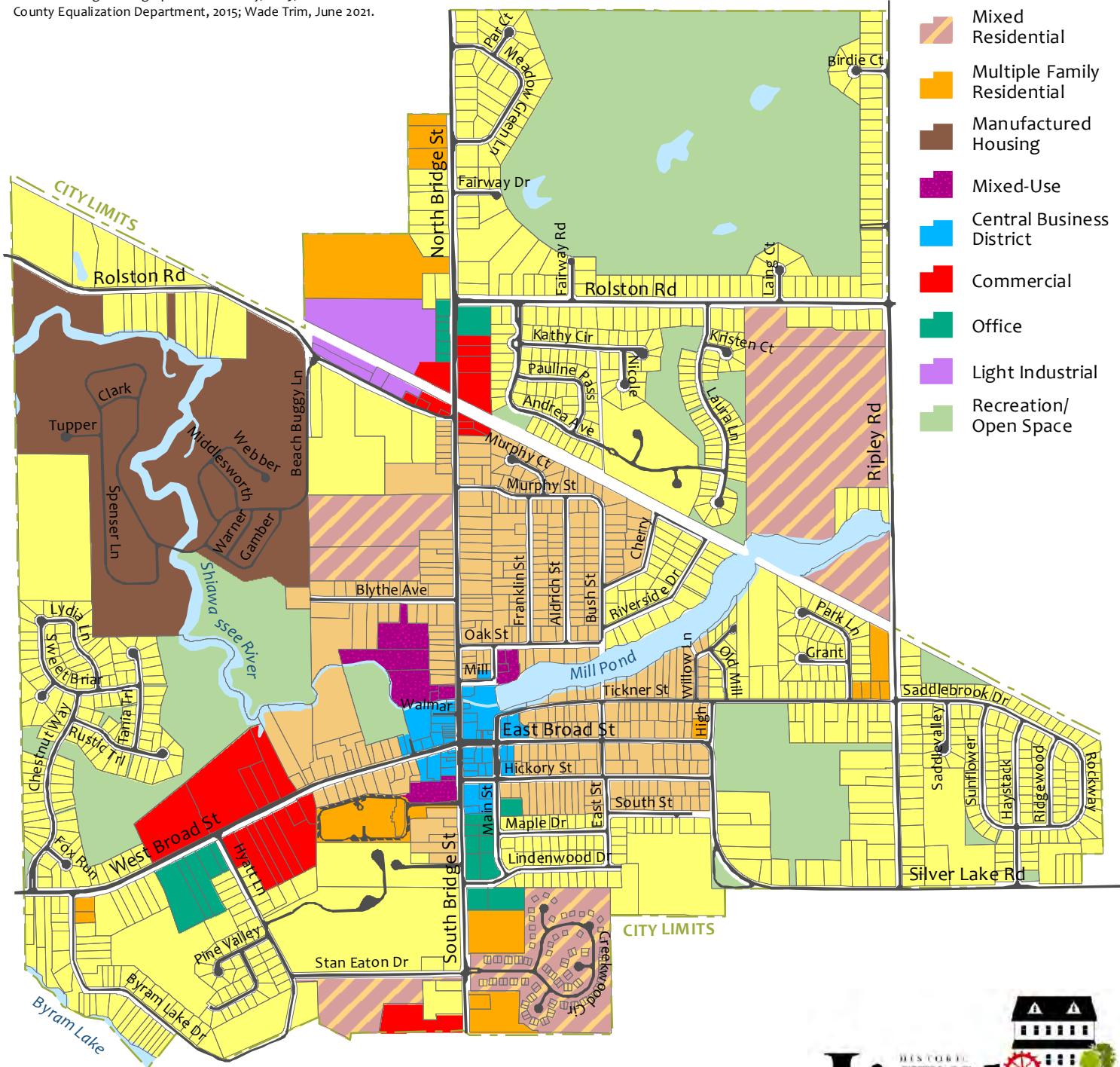
Multiple Family Residential

This land use classification is intended for multiple family developments between 8 and 12 dwelling units per acre. Developments may include attached residential, townhouses, and traditional garden apartments. Most of the properties included in this classification feature existing apartment development.



October 2022
0 500 1,000 Feet

Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; Wade Trim, June 2021.



Manufactured Housing

The intent of the manufactured housing land use classification is to provide an additional means of affordable housing in the City of Linden. Currently, the only location in the city with this land use classification is the Shiawassee Shores retirement community located off of West Rolston Road.

Mixed-Use

This future land use classification is designed to accommodate a combination of uses either contained within an individual structure or among structures, generally housing a mix of residential, commercial, office, and quasi-public uses.

Three locations in the city are identified for mixed-use development, all of which are adjacent to downtown Linden. Given their proximity to downtown, they may include mixed-use buildings with street level retail and/or office use, with office and/or residential spaces on the floors above. Developments with a combination of commercial or mixed-use buildings on the same site with residential building types could also be appropriate.

Several of these properties have been designated as Priority Redevelopment Sites and are addressed more fully in the next section.

Central Business District

This future land use classification is intended for a mixture of retail, office and service establishments in a traditional downtown setting. The focus of the classification is entertainment, specialty retail, restaurants, personal service, small offices and institutional uses. Residential uses on the upper levels of buildings are also appropriate and encouraged within the Central Business District. The Central Business District boundary is very similar to City of Linden Historic District boundary which requires a level of protection to the character of the downtown.

Commercial

This classification is intended for the widest variety of retail and service businesses. Businesses could range from general retail, automobile service and restaurants to small commercial centers. The uses in this classification are not intended to compete with larger commercial development located outside of the city or those retail uses located in the Central Business District.

Properties designated as Commercial generally have a large enough property to accommodate parking and a stand-alone structure on the site.

Aside from a single property on the southern edge of the city, lands within this classification are either within the West Broad Street local business district or the North Bridge Street local business district.

Office

This land use classification is intended for low intensity, single story office uses. Specifically, it is envisioned that professional offices such as medical, dental, financial and personal services would be preferred uses.

Lands within this classification are found in three small concentrations within the city: immediately south of downtown along South Bridge Street; at the southwest corner of West Broad Street and Hyatt Lane; and, along North Bridge Street near East Rolston Road.

Light Industrial

This land use classification is intended to accommodate limited, small-scale light industrial developments, such as wholesale activities, warehouses, and light manufacturing, whose external, physical effects are restricted to the area of the districts and in no manner affect in a detrimental way any of the surrounding districts.

Linden has very limited light industrial development presently and there is no desire on the part of the city to accommodate widespread industrial development. Therefore, only one small area has been designated in this classification where existing industrial development already exists. This area is located north of West Rolston Road on either side of the railroad tracks.

Recreation/Open Space

This future land use classification includes public park-lands, private open space areas, and similar “open” institutional properties. They are intended to remain open/undeveloped or for recreational use.

Priority Redevelopment Sites



Communities must think strategically about the redevelopment of properties. Investments should be targeted in areas that have the potential for positive future development. Focusing on the redevelopment and reuse of a single property or a specific node can catalyze further development around it. To ensure lasting change, the following concepts identify a community-generated vision for “priority redevelopment sites” within the City of Linden . By engaging the public and formulating a framework of desired outcomes for priority sites, the city is creating a predictable environment for redevelopment projects.



CITY OF LINDEN
MASTER PLAN UPDATE

Priority Redevelopment Sites Identification

Listed below and shown on **Map 10**, four sites within the city have been identified and will be targeted as priority redevelopment sites:

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

These sites came to the forefront during the various public engagement opportunities, including the citizen survey, focus group discussions and visioning workshop. They have significant potential for redevelopment and, if developed, would greatly contribute to the improvement of the community in line with the vision and recommendations of this Master Plan. This section of the Master Plan provides a detailed evaluation of challenges and opportunities for each of these sites, along with strategies to turn the redevelopment of these sites into reality.

However, these are not the only sites in the city with the potential for redevelopment. **Map 10** shows additional redevelopment sites which are not deemed “priority” sites but nonetheless were identified as potential sites for redevelopment during the course of the planning process. Conditions may change and new opportunities may arise that will result in the city focusing on different or new redevelopment sites. Over time, the city should continually identify priority redevelopment sites (in addition to those highlighted in this section) and package them for marketing and solicitation of developers.

Overcoming Redevelopment Challenges

Site redevelopment poses a variety of challenges which are generally not faced by a project involving new construction on an undeveloped site. The following is a listing of challenges that are commonly faced by site redevelopment projects, including Linden's four priority redevelopment sites:

- Small site size and/or the lack of control of the land
- High cost of rehabilitating existing buildings on site, which may be in poor condition
- Possible environmental contamination from prior uses, leading to site remediation costs

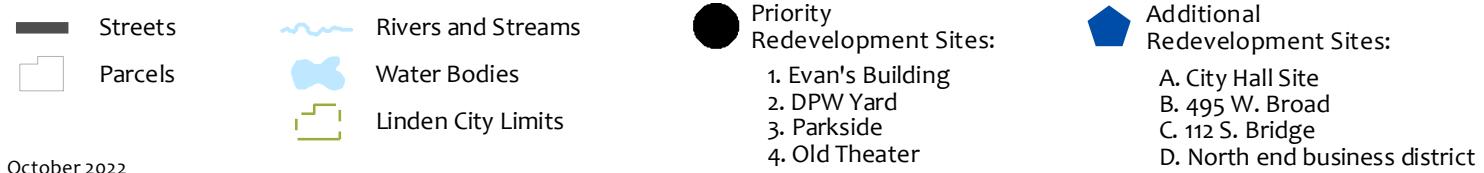
- Zoning designations/requirements which serve as barriers to “creative” redevelopment concepts
- Need for additional parking, but a lack of space on-site to accommodate parking

However, the city, with the support of private and public partners, has the ability and necessary tools to combat these challenges. The following strategies are recommended as means for the city to overcome the various redevelopment challenges.

1. **Market redevelopment sites and solicit developers**
 - Clearly articulate and communicate the vision for each priority redevelopment site. The concept plans included in this section are a starting point, but additional site investigation may be necessary and the city may wish to prepare high quality concept sketches and illustrations as marketing tools.
 - Post business information packets on the city's website, which contain demographics, available incentives and testimonials from successful business owners already in the city
 - Work with local partners (DDA, County, MEDC, etc.) to promote the vision
 - Promote sites on online databases such as Zoom Prospector, OppSites, and the MEDC Real Estate Database
2. **Eliminate zoning barriers**
 - Proactively rezone priority redevelopment sites to a district that would support the proposed redevelopment
 - Create and adopt a new mixed-use zoning district which allows for creative mixed-use redevelopment proposals
3. **Incentivize redevelopment**
 - Establish and promote clear incentives to demonstrate the city is a willing partner in redevelopment for certain types of projects. City incentives may include tax abatements, DDA sign/facade improvement programs, and DDA funded capital improvements.

Map 10

Priority Redevelopment Sites

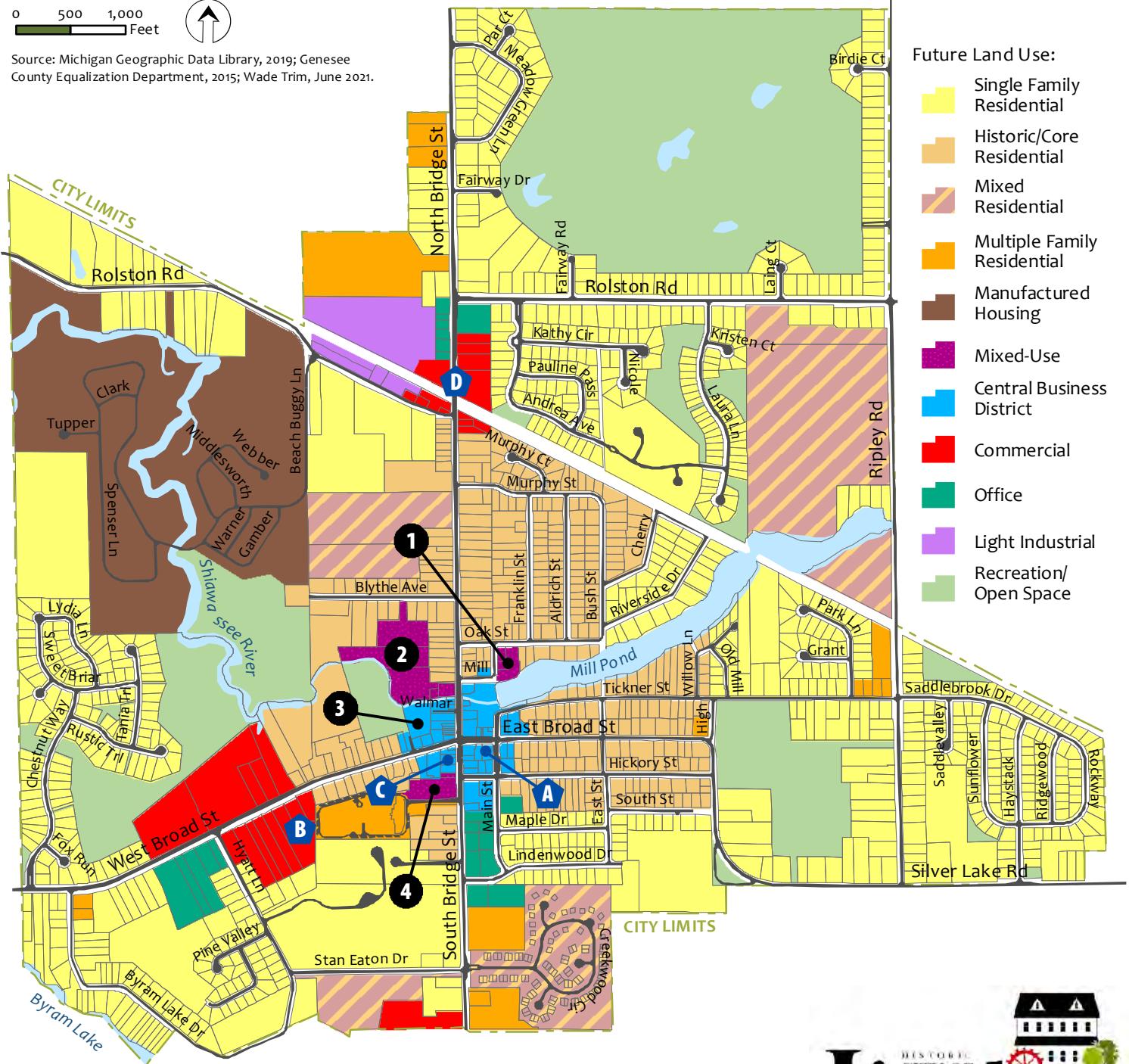


October 2022

0 500 1,000 Feet



Source: Michigan Geographic Data Library, 2019; Genesee County Equalization Department, 2015; Wade Trim, June 2021.



- Consider a new DDA program to provide “gap financing” for impactful investment projects through the use of project specific tax increment financing
- Catalogue available outside funding resources and serve as a conduit between property owners and funding agencies, including the MEDC and MEGLE

Priority Redevelopment Site Recommendations

This section outlines recommendations for the redevelopment of each of the four priority redevelopment sites. Included are concept plans for each site that illustrate the overall character of redevelopment opportunities. The recommendations and concept sketches are not intended to be a prescription for what the city will allow or require at each site. Rather, they are intended to showcase potential redevelopment concepts that would be consistent with the overall goals and recommendations of this Master Plan. The city recognizes that some or portions of these sites are privately owned and does not intend to restrict the creativity of property owners or developers to propose different designs and concepts that would also be complementary with the city’s future vision.

Evan’s Building

This site is located northeast of and adjacent to downtown Linden. It is approximately 1.2 acres in size and has water frontage along the Mill Pond. The site consists of two separate properties, both of which are privately owned. The larger of the two properties features a large warehouse building (locally known as the “Evan’s” building) and the smaller of the two properties contains a single-family dwelling. Existing challenges at this site include the presence of an adjacent electric substation, the cost of needed warehouse building improvements, lack of parking, and the potential for environmental contamination from prior uses.

Two concept drawings have been prepared to illustrate opportunities for the redevelopment of this site. One concept considers how the existing warehouse building could be reused or re-purposed, while the second concept considers site redevelopment if the existing warehouse building was demolished. Both concepts envision mixed-use development capitalizing on the site’s waterfront setting.

DPW Yard

This priority redevelopment site is located on the north side of the Shiawassee River, east of North Bridge Street. It is located across the river from downtown Linden and Eagle’s Wooden Park. The site is approximately 9.1 acres in size and is entirely owned by the City of Linden. Much of the site is undeveloped, but a small dwelling (unoccupied) is located near Bridge Street and the central portion of the site is utilized as the city DPW yard, with one existing DPW building. Several water wells are located at the site which currently supply the city’s municipal water system. Two key challenges exist at this location: 1) the need to relocate the city DPW facility; and, (2) having to work around the existing municipal water wells. However, the City Council’s recent decision to connect to the Genesee County water system means that the water wells at this property would no longer be a significant barrier to site redevelopment. This connection is estimated to occur by the Spring of 2025. Smaller challenges include the need to demolish the existing dwelling structure and the lack of connections to downtown, with the river separating the site from downtown.

A concept drawing has been prepared to illustrate opportunities for the redevelopment of this site. Given the size of the site, an opportunity exists to establish multiple uses at the site, including commercial (near North Bridge Street), residential (central and northern portion of the site) and public (along the riverfront).

Parkside

This 2.1 acre site is located immediately adjacent to downtown Linden to the west. The site consists of two small privately-owned properties along West Broad Street and a larger city-owned property with frontage on the Shiawassee River. One existing and occupied commercial building is located on the property, which is anticipated to remain. One challenge to redevelopment is potential contamination at the property along West Broad Street, which was formerly occupied by a gas station.

A concept drawing has been prepared to illustrate opportunities for the redevelopment of this site. Commercial and/or mixed-use development is envisioned along West Broad Street, while the central portion of the site could be utilized for public parking to serve the larger downtown area. The river-fronting portion of the site is anticipated as recreational space.

Evan's Building Redevelopment Concept: Building Reuse Alternative

Precedent Imagery



Dockside Dining



STEVE HOUSE



Adaptive Reuse of Industrial Buildings



Pop Up Shops

Entice New Business Uses:

- Restaurants with waterfront seating
- Microbrewery
- Food truck park
- Banquet/events facility
- Unique shops/pop-up shops
- Office/maker-space

New Public Amenities:

- On-site parking (north end)
- Community meeting space
- Kayak/canoe docks (customer use)
- Bike racks

Demolish northern portion of building for off-street parking. Possible option for podium parking with building above.

Acquire Adjacent Property and Remove Dwelling



Upper Story Development:

- Potential 2-3 story building height
- 3rd story would require step-back from water and streets
- Upper story uses may include residential, office, maker-space or live/work units

Evan's Building Redevelopment Concept: Building Demolition Alternative

Precedent Imagery



Active dock/boardwalk space



Residential with ground floor commercial



Attached residential development

Demolition of Existing Building and New Construction:

- 2 to 3 stories
- Attached residential townhouses
- Ground floor commercial and office
- Upper story office, live/work and maker-space

DPW Yard Redevelopment Concept

Potential Public Amenities Along the Shiawassee:

- Bridge to Eagles Wooden Park
- Canoe/kayak livery
- Paddlers campground
- Passive outdoor recreation space (picnic area, grills)
- Enhance nature opportunities (i.e., birding)
- Access point to launch kayaks portaging from east
- Farmers market and other outdoor events
- Restroom

Entice New Mixed-Use Development:

- Restaurant uses along the river with outdoor seating
- Retail uses
- Unique shops/pop-up shops
- Mixed residential development, to include attached and detached dwellings



Precedent Imagery



Pathway, bridge and recreational amenities



Farmers' market



Priority Redevelopment Sites

Parkside Redevelopment Concept



Old Theater

This approximately 2-acre site is located just south of downtown Linden along the west side of South Bridge Street. The site consists of two properties, both of which are privately owned (Symphony of Linden). Only the northeast corner of the site is occupied by a two-story, former theater building. The remainder of the site is undeveloped - this portion of the site has previously been designated as a possible future phase of the Symphony of Linden senior care facility. Challenges for the redevelopment of the site include the poor condition of the existing theater building and potential contamination from prior uses.

A concept drawing has been prepared to illustrate opportunities for the redevelopment of this site. Following its historic use as a theater, the concept suggests that the site be re-established as a theater for the performing arts. Given the building condition, this will require building rehabilitation or demolition and new construction. Space for new mixed-use development along South Bridge Street is available, along with space for the expansion of the senior care facility.

Additional Redevelopment Sites

Although not deemed “priority” sites, **Map 10** shows additional redevelopment sites which were identified during the planning process as having the potential to accommodate redevelopment activity. These sites include:

- City Hall Site
- 495 W. Broad
- 112 S. Bridge
- North end business district

City Hall Site

Linden City Hall, located at 132 East Broad Street, is a two-story building that houses the city administrative office, police department and fire department. Because it is a historic building located in downtown, there exists the potential for the building to be rehabilitated and re-occupied as a mixed-use building, which would be a stronger contributor to the vibrancy of downtown. To enable this transformation, the city municipal functions would first need to be relocated elsewhere within the city.

495 West Broad

Located on the south side of West Broad Street, this 2.7 acre property is presently utilized as a landscape materials yard. Located on the edge of the West Broad Street business district, it has the potential to be redeveloped for commercial and/or office use and better connected to the larger business district.

112 South Bridge

This small site on the west side of South Bridge Street is currently a gravel parking lot located between historic commercial buildings along the street. The lack of development at this site results in a “gap” in the historic street wall, which could be filled through new building construction of a character similar to the existing buildings to the north and south.

North End Business District

As part of the citizen survey, respondents were asked to indicate locations in the city where redevelopment should occur. Numerous respondents indicated the north end business district (North Bridge Street) as a general location where redevelopment is needed. This business district contains a mixture of uses including industrial, office and commercial. Some sites within the business district are either underutilized or are undeveloped. The city desires to attract new business investments to generate additional tax revenue and commerce in line with the existing character of this local business district.

Old Theater Redevelopment Concept

Opportunities:

- Owned by and adjacent to Symphony of Linden
 - Potential site redevelopment as part of future Symphony of Linden phases
 - Potential to sell Bridge Street fronting portion of property for new mixed-use development
- Renovate or reconstruct former theater building for performing arts:
 - Live theater
 - Children's theater
 - Multi-use performance space
- Add additional uses to existing theater building:
 - Upper story office or residential

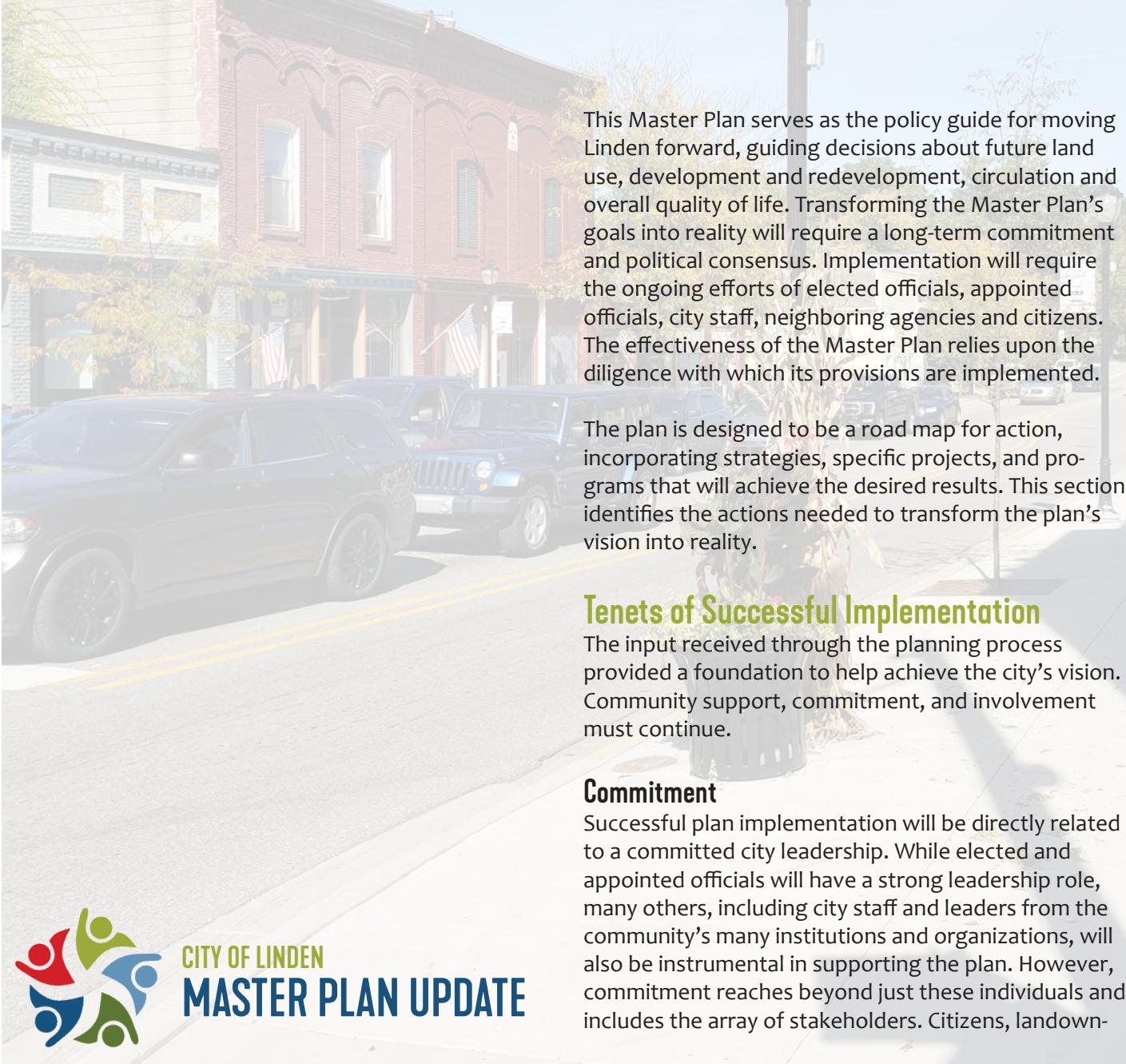
Precedent Imagery

Theater exterior improvements

Supportive living expansion

New mixed-use construction

Implementation Strategy



This Master Plan serves as the policy guide for moving Linden forward, guiding decisions about future land use, development and redevelopment, circulation and overall quality of life. Transforming the Master Plan's goals into reality will require a long-term commitment and political consensus. Implementation will require the ongoing efforts of elected officials, appointed officials, city staff, neighboring agencies and citizens. The effectiveness of the Master Plan relies upon the diligence with which its provisions are implemented.

The plan is designed to be a road map for action, incorporating strategies, specific projects, and programs that will achieve the desired results. This section identifies the actions needed to transform the plan's vision into reality.

Tenets of Successful Implementation

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

Commitment

Successful plan implementation will be directly related to a committed city leadership. While elected and appointed officials will have a strong leadership role, many others, including city staff and leaders from the community's many institutions and organizations, will also be instrumental in supporting the plan. However, commitment reaches beyond just these individuals and includes the array of stakeholders. Citizens, landown-

ers, developers, and business owners interested in how Linden develops must unite toward the plan's common vision.

Guidance for Development Decisions

This plan is designed for routine use and should be consistently employed during any process affecting the community's future. Private investment decisions by developers, corporations, and land owners should consider the plan's direction as it is the guide for future growth and stability of the community.

Role of the Planning Commission

A role of the Planning Commission is to provide recommendations to the City Council and city administration. This planning function is a continuous process which does not terminate with the completion of the Master Plan. Planning is an ongoing process of identification, adjustment, and response to problems or opportunities that arise. In order to sustain the planning process, generate positive results, maintain momentum, and respond to change, the plan should be reviewed and updated every five years, at a minimum (refer to the Planning Enabling Act). In addition, the Planning Commission or other designated committees, can prepare sub-area or topic-based plans for specific issues or areas of concern as specified in the Master Plan.

The Planning Commission's work does not end with the adoption of this plan. Every year, the Planning Commission should establish/update its annual work plan based upon this plan's recommendations.

Coordination between Boards and Commissions

In no certain order, the Planning Commission, City Council, Zoning Board of Appeals, Parks and Recreation Commission and other groups are essential for the implementation of the plan. To that end, there should be a regularly scheduled coordination session between these groups to discuss work plans and priorities for the year. Resources can be allocated and schedules developed to minimize the duplication of effort and conflicting interests.

Downtown Development Authority's Role

The DDA should be viewed as the development arm of city government, as opposed to just a funding source for public improvements. The DDA can leverage private investment using its ability to capture tax increment, both current and future, and direct it

toward specific development projects. Without this investment, many projects would not be feasible, ensuring they would not be built and the city loses new tax revenue moving forward.

Capital Improvement Program

The city has and will continue to maintain an updated and effective Capital Improvement Plan (CIP). A CIP is used to evaluate, prioritize and structure financing of public improvement projects. The CIP provides a basis for systematic review of proposed improvements related to the Master Plan by the City Council, and creates an opportunity to coordinate timing, location and financing of those projects.

The role of the Planning Commission in the CIP process is primarily to identify potential projects as related to the Master Plan, coordinate material submitted by others, and work with financial officials in assembling facts for decision by the City Council.

Public Understanding and Support

The necessity of citizen participation and understanding of the planning process and the plan cannot be over-emphasized. A carefully organized public education program is needed to organize and identify public support in any community development plan. The lack of citizen understanding and support can seriously limit implementation of the planning proposals. The failure to support needed bond issues, failure to elect progressive officials, and litigation concerning taxation, special assessments, zoning, and public improvements are some of the results of public misunderstanding of long-range plans.

In order to organize public support most effectively, the city must emphasize the reasons for the planning program and encourage citizen participation in the adoption of the plan and the continued planning process. Public education can be achieved through informational presentations at various local functions, newspaper articles, and preparation of simple summary statements on plans for distribution. Participation by residents in various civic groups is evidence of community involvement.

Programs and Funding

Successful implementation of projects will depend on the ability of the city to secure the necessary financing. Besides the general fund, millage proposals and other traditional funding mechanisms, there are several sources of funding available to the city. In many cases, the city has in the past, or currently benefits from such funding.

Zoning Plan

According to section 2(d) of the Michigan Planning Enabling Act, PA 33 of 2008, the Master Plan shall include a “Zoning Plan” - depicting the various zoning districts and their use, as well as standards for height, bulk, location, and use of building and premises. The zoning plan serves as the link between the Master Plan and the Zoning Ordinance, and to ensure consistency between the two documents, it guides the Planning Commission in what to consider updating in the Zoning Ordinance.

The City of Linden Master Plan has established a total of eleven future land use classifications (see the Future Land Use Plan section and **Map 9**).

The presently adopted City of Linden Zoning Ordinance has established a total of nine zoning district designations, as follows:

- R-1, Single Family Residential
- R-2, Single Family Residential
- R-3, Single Family Residential
- R-4, Multiple Family Residential
- R-5, Mobile Home Park
- LS, Local Service
- GC, General Commercial
- CBD, Central Business District
- LI, Limited Industrial

The City Zoning Ordinance also has established a development option, Planned Unit Development, which allows for regulatory flexibility for unique projects that meet certain qualifications.

Table 21 highlights how each of the eleven future land use classifications is intended to be accomplished through zoning district designations.

Table 21: Zoning Plan

Relationship Between the Future Land Use Classifications and Zoning Districts		
Future Land Use Classification	Current Zoning District(s)	Notes
Single Family Residential	R-1 Single-Family Residential; R-2, Single-Family Residential	The R-1 and R-2 Districts work together to accomplish the intent of the Single Family Residential future land use classification
Historic/Core Residential	R-3, Single-Family Residential	
Mixed Residential	n/a	Most likely to be accomplished through the Planned Unit Development option which offers regulatory flexibility
Multiple Family Residential	R-4, Multiple Family Residential	
Manufactured Housing	R-5, Mobile Home Park	
Mixed-Use	n/a	The city should explore creating a new Mixed-Use Zoning District; At present, the Planned Unit Development option offers regulatory flexibility to accommodate mixed-uses
Central Business District	CBD, Central Business District	
Commercial	GC, General Commercial	
Office	LS, Local Service	
Light Industrial	LI, Limited Industrial	
Recreation/Open Space	n/a	Public and semi-public uses are allowed in a variety of districts, including the single family residential districts (R-1, R-2 and R-3)

Items for Consideration in Future Zoning Ordinance Updates

Not meant to be an exhaustive list, the following issues/items/topics have been identified within this Master Plan and should be evaluated by the Planning Commission for consideration as potential zoning amendments:

1. Create and adopt a new zoning district classification that meets the intent of the mixed-use future land use classification described within this Master Plan, which includes flexibility to allow a variety of mixed-use buildings and mixed-uses within a single site
2. Identify and consider changes to the Zoning Districts Map to ensure consistency with the Future Land Use Map
3. Review permitted and special land uses and incorporate additional modern uses
4. Consider establishing site and architectural design guidelines for commercial buildings outside of the Historic District
5. Review and consider amendments to the Zoning Ordinance based on the Redevelopment Ready Communities (RRC) Best Practices for Zoning, which include:
 - Ensuring that the Zoning Ordinance is properly aligned with the Master Plan
 - Improving Zoning Ordinance accessibility and user-friendliness
 - Ensuring that the Zoning Ordinance allows areas for context-sensitive concentrated development, such as build-to-lines, minimum ground floor transparency and walk-up windows
 - Reviewing and amending the Zoning Ordinance to ensure that it allows for a diverse range of housing types in appropriate locations, such as triplexes, quadplexes and stacked flats
 - Amending the zoning ordinance to increase flexibility in the provision of off-street parking
 - Ensuring that green infrastructure and low-impact site design techniques are allowed and encouraged

Implementation Matrix

In order for the Master Plan to be implemented, the City and community partners must carry out the actions needed to achieve the goals and the community's vision for Linden's future. To aide the City in implementation of the plan's recommendations, an Implementation Matrix has been prepared (**Table 22**).

The Implementation Matrix is organized around the six major themes established in the Goals and Objectives section of the Master Plan. These six themes are as follows:

1. Exceptional Community Character
2. Vibrant Residential Neighborhoods
3. Thriving Economy and Business Districts
4. Balanced Circulation Network
5. Community Sustainability
6. First-Class Community Services

Under each theme, various "actions" are presented. Each action includes a time frame in which the action should be carried out and the task leader(s) most likely to carry out the action. The task leader listed first should be the primary lead on the action item; others listed are recommended collaborators.

Timeframe Key
Now: Begin work immediately upon plan adoption.
Near: Begin work within 1 to 2 years. Inform the task leader(s) and initiate a committee if necessary. The committee should meet at least (1) time per year starting now until the time of implementation to ensure any further work and study on the action is completed and implementation begins on time.
Next: Begin work within 3 to 5 years. The Planning Commission should monitor the progress of the near-term action items and be ready to continue progress with these next action items.
Ongoing: Actions that require continuous monitoring or effort.

Responsibility Key
BC: Business Community (Grow Linden, Chamber of Commerce, etc.)
CA: City Administration/Staff
CC: City Council
DDA: Downtown Development Authority
HDC: Historic District Commission
GC: Genesee County
PC: Planning Commission
PR: Parks and Recreation Commission

Funding Key
P: Public - Includes public funds from the City general operating budget, Genesee County, and State funding. Public funds may also include local government bonds.
TIF: Tax Increment Finance - Revenues through the City's Downtown Development Authority as authorized by City Council.
O: Private/Other - Includes funds from private sources, such as grant monies, foundations, corporations, or personal property owners.

Table 22: Implementation Matrix

Theme: Exceptional Community Character			
Action	Timeframe	Responsibility	Funding
1. Regularly review and update this Master Plan.	Ongoing	PC, CA	P
2. Update the City of Linden Zoning Ordinance per the recommendations of the Zoning Plan	Now	PC, CA	P
3. Consider establishing site and architectural design guidelines for commercial buildings outside of the Historic District.	Near	PC, CA, HDC	P
4. Continue to provide assistance to businesses to improve and restore the facades and signage of buildings in the downtown area.	Now	DDA	TIF
5. Promote the history of the City in public and semi-public spaces through placemaking strategies like public art, historical landmarks, and signage.	Next	CC, CA, DDA, HDC	P, TIF
6. Enhance City gateways by implementing placemaking strategies like signage, wayfinding, and streetscape upgrades.	Next	CC, CA, DDA, HDC	P, TIF
7. Establish a committee to identify and foster partnerships with local and regional organizations in support of community arts and culture programs and initiatives.	Near	PC, CA	P
8. Update the City website to catalogue the various cultural, social, civic, educational and fraternal organizations operating within Linden, while advertising their respective purposes and opportunities for residents to get involved or provide support.	Near	CA	P

Table 22: Implementation Matrix (cont.)

Theme: Vibrant Residential Neighborhoods				
Action	Timeframe	Responsibility	Funding	
1. Develop marketing materials for the benefit of existing and potential residents documenting Linden's many desirable attributes, including its safe and unique neighborhoods, neighborhood amenities, and other quality of life elements.	Near	CA	P	
2. Create a common vision and a communication plan to generate support for affordable housing initiatives and developments.	Near	PC, CA	P	
3. Explore measures to integrate more affordable housing within Linden.	Now	PC, CA	P	
4. Explore measures to integrate more housing options within downtown Linden.	Now	PC, CA	P	
5. Review the current residential neighborhood code compliance and enforcement program and consider options to increase its effectiveness.	Near	CA	P	
Theme: Thriving Economy and Business Districts				
Action	Timeframe	Responsibility	Funding	
1. Establish a task force with responsibility for working to implement the recommendations of the City of Linden Economic Development and Marketing Strategy.	Now	DDA, CA	TIF	
2. Regularly review and update the City of Linden Economic Development and Marketing Strategy.	Ongoing	DDA, CA	TIF	
3. Update the DDA's 2014 parking study to determine current and future parking needs within and near Downtown.	Near	DDA, CA	TIF	
4. Establish a task force with responsibility for championing the redevelopment of the City's Priority Redevelopment Sites. Tasks will include marketing, coordinating with property owners, identifying funding resources, etc.	Now	PC, DDA, CA	P, TIF	

Table 22: Implementation Matrix (cont.)

Theme: Balanced Circulation Network				
Action	Timeframe	Responsibility	Funding	
1. Establish a committee to work toward implementation of the road design and non-motorized facility recommendations of the Future Circulation Plan.	Now	CC, PC, PR, CA	P	
2. Ensure that the pedestrian, bicycle and non-motorized amenity recommendations of this plan are completed in conjunction with scheduled road improvement projects.	Ongoing	CC, CA	P	
3. Engage with local and regional organizations and advocacy groups such as LAFF pathways, bicycle users, seniors, and schools to promote non-motorized travel and improvements within Linden, including Safe Routes to School improvements.	Ongoing	CA	P	
4. Identify and seek outside funding in support of road enhancements and non-motorized improvements.	Ongoing	CC, PC, PR, CA	O	

Theme: Community Sustainability				
Action	Timeframe	Responsibility	Funding	
1. Work toward implementation of the City of Linden Parks and Recreation Plan.	Ongoing	PR, CC, CA	P, O	
2. Regularly review and update the City of Parks and Recreation Plan.	Ongoing	PR, CA	P	
3. Create a public art program for parks and public spaces.	Next	PR, CC, CA	P	
4. Consider zoning changes to allow for sustainable energy production.	Near	PC, CA	P	
5. Consider zoning changes that encourage rain gardens, permeable paving materials, LEED certification, and other sustainable development goals.	Near	PC, CA	P	

Table 22: Implementation Matrix (cont.)

Theme: First-Class Community Services				
Action	Timeframe	Responsibility	Funding	
1. Develop a 6 year Capital Improvement Plan (CIP) and update it annually.	Ongoing	CC, CA	P	
2. Connect to the Genesee County water system to alleviate long-standing pressure and water capacity issues.	Now	CC, CA	P	
3. Create promotional materials for residents and businesses describing the various sustainable practices that can be deployed in the city.	Now	CA	P	
4. Improve the user experience of the City's website to be an efficient resource for information, transparency, and basic functions.	Ongoing	CA	P	
5. Establish a public participation strategy.	Now	CA	P	
6. Develop a documented policy to guide the internal review process including tasks, times, responsible parties, etc.	Now	CA	P	
7. Create a tracking system for development projects.	Now	CA	P	
8. Create an orientation packet for development-related boards and commissions.	Now	CA	P	
9. Hold an annual joint meeting with City Council, Planning Commission and DDA.	Ongoing	CC, PC, DDA	P	

Appendix

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



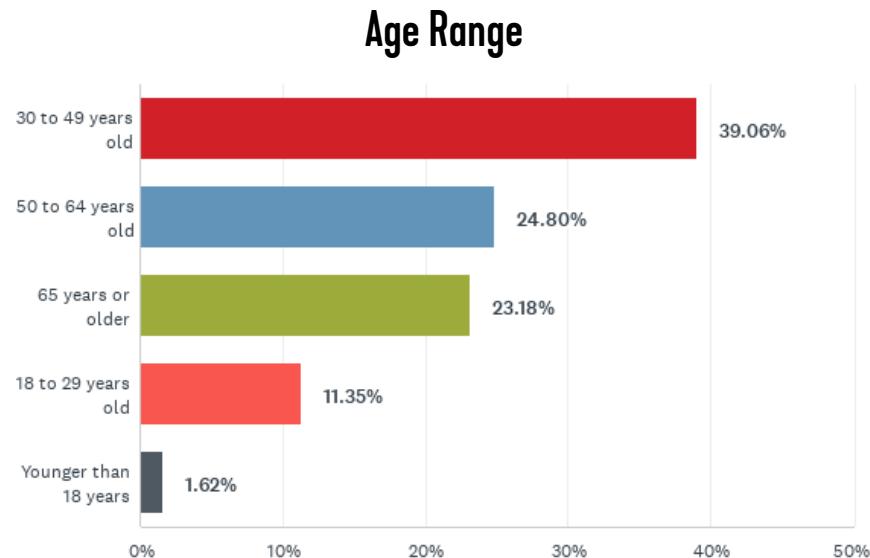
CITY OF LINDEN MASTER PLAN UPDATE

Citizen Survey Results Summary

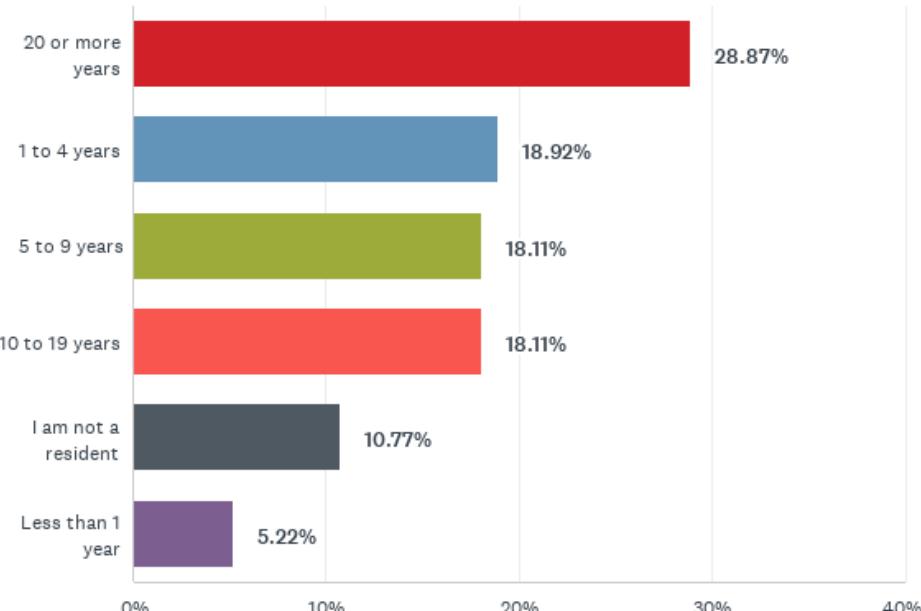
Prepared by Wade Trim, April 26, 2022

Survey Response & Respondent Profile

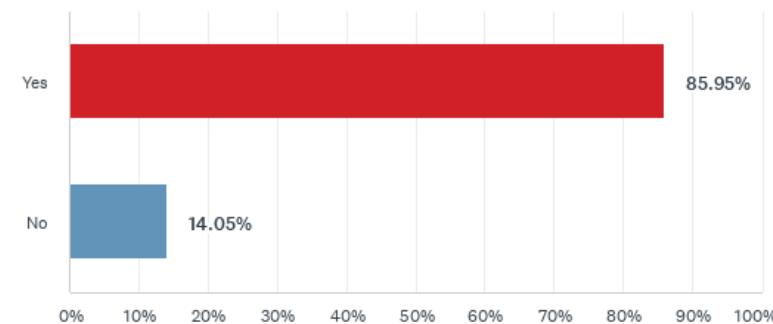
- 624 total responses
- Nov. '21 – Jan. '22



Length of Residency in Linden



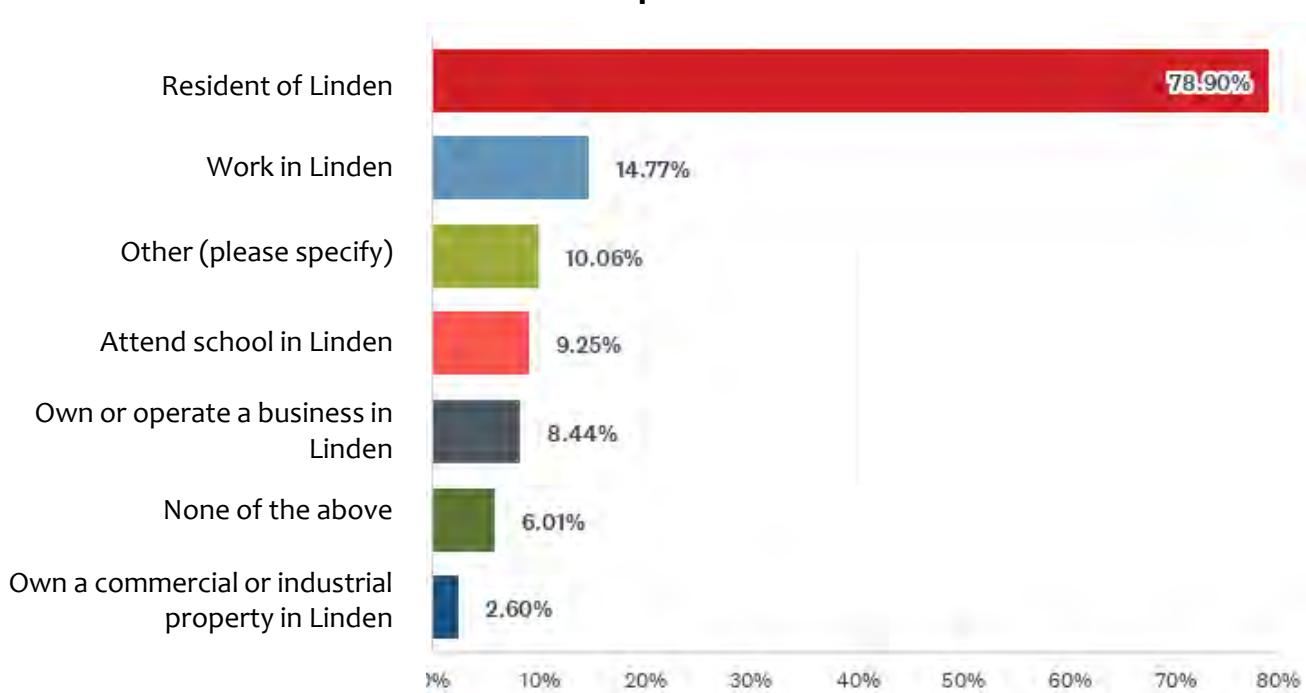
Citizen Status



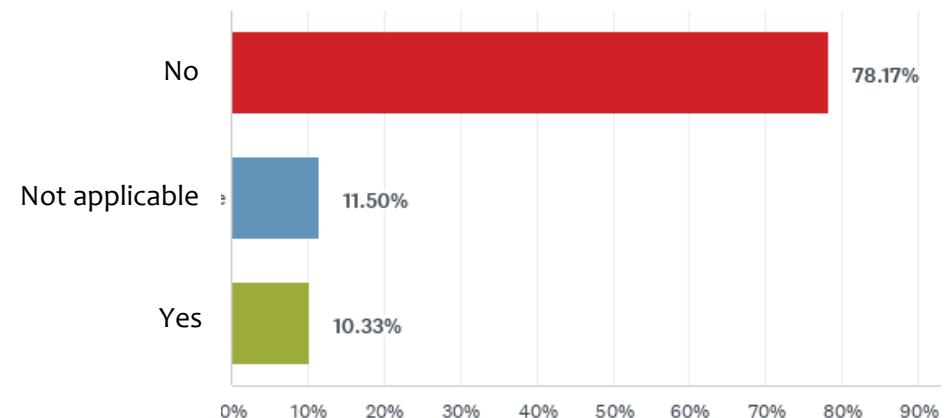
Where relevant, notes have been added to this summary to indicate differences in opinions between resident and non-resident respondents, and younger (<29 years) and older (>65 year) respondents.

Respondent Profile (cont.)

Relationship to Linden



Do you plan on moving out of Linden in the next 5 to 10 years?



Most Positive Aspects of Linden

- Top 10 Most Positive Aspects
 1. Small-town atmosphere (74%)
 2. Safe neighborhoods and community (65%)
 3. Friendly people or atmosphere (44%)
 4. Historic character of the community (44%) ← Ranked #3 for non-residents
 5. No or limited congestion (31%)
 6. Quality of the school district (30%) ← Ranked #4 for 29 years and under
 7. Proximity to family or friends (29%)
 8. Community spirit or civic mindedness (28%)
 9. Access to non-motorized transportation (bike paths, sidewalks, etc.) (27%)
 10. Recreation options (23%)

Conclusions: There was broad consensus about the small-town character of the community being Linden's most positive aspect. Several other aspects in the top 10, such as no or limited congestion, are related to small-town character.

Least Favorable Aspects of Linden

- Top 10 Least Favorable Aspects

1. Lack of dining options (60%)
2. Lack of shopping, retail and service options (41%)
3. Lack of entertainment options (37%)
4. Downtown district is not vibrant enough (35%) ← Ranked #2 for 65 years and over
5. Other (please specify) (18%)
6. Congestion (17%)
7. Lack of youth activities (16%) ← Ranked #5 for non-residents
8. Housing costs (12%) ← Ranked #6 for 29 years and under
9. Lack of recreation options (12%)
10. Loss of small-town atmosphere (12%)

Conclusions: “Lack of dining options” was the clear choice for survey respondents. “Lack of shopping, retail and service options,” “lack of entertainment options,” and “downtown district is not vibrant enough” were also commonly noted as least favorable.

What is the one thing you would change?

- Common Responses (375 total):

(As compiled by Wade Trim and listed in no particular order)

- More retail, dining and entertainment options
- Maintain small-town character
- Add businesses/more vibrant downtown
- Improve roads
- Increase parking downtown
- Need for youth facilities/activities
- Sidewalk improvements/connections
- Mill Building improvements
- Reduce congestion/traffic
- Blight/improvements to older buildings

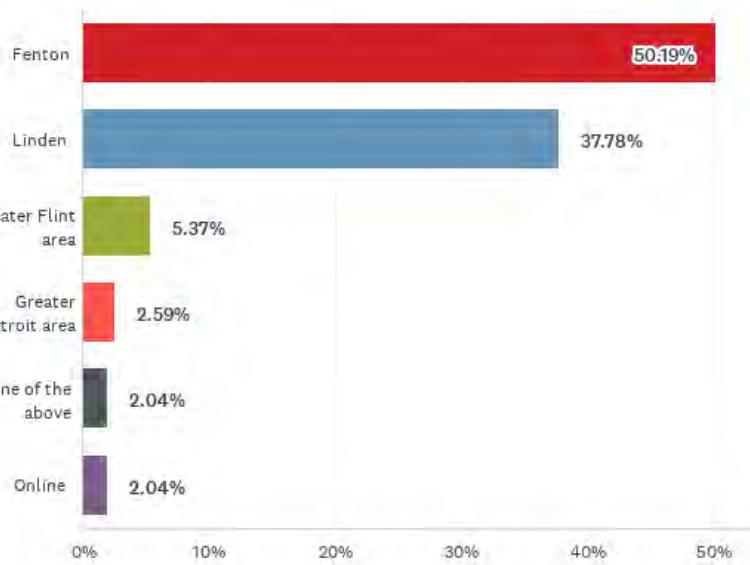


families Please drive open will Living N lot Fenton right Improve homes traffic Clean look post office Pave Ripley road conditions road use etc new know sidewalks neighborhood big entertainment make rid see water downtown area River options Stop restaurants old add thing shopping many better help park nice city Rolston Rd Linden roads Mill Building Ripley Road downtown new gas station need condition people side go especially businesses dining streets Lack dining options subdivisions paved think environment property change one S keep town try residents Increase now draw people closer see doctor improve Nothing year places bridges Fix Repair housing walk really Limit everyone Fire moved coming development low taxes Bridge Street

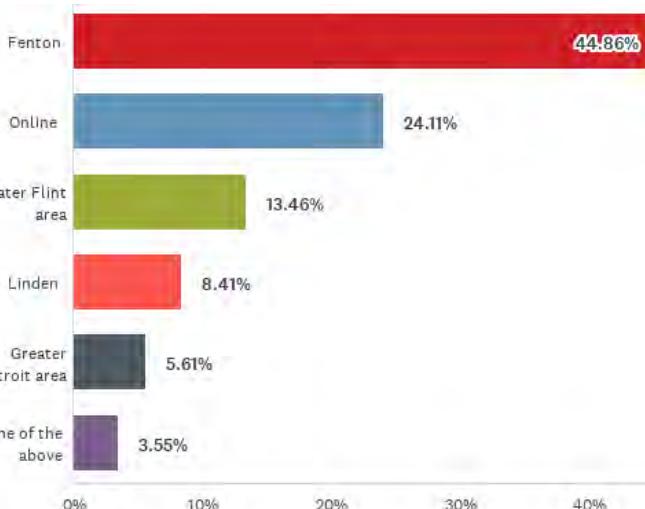
Conclusions: A great variety of responses were received. Common sentiments and themes are listed above.

Shopping Habits

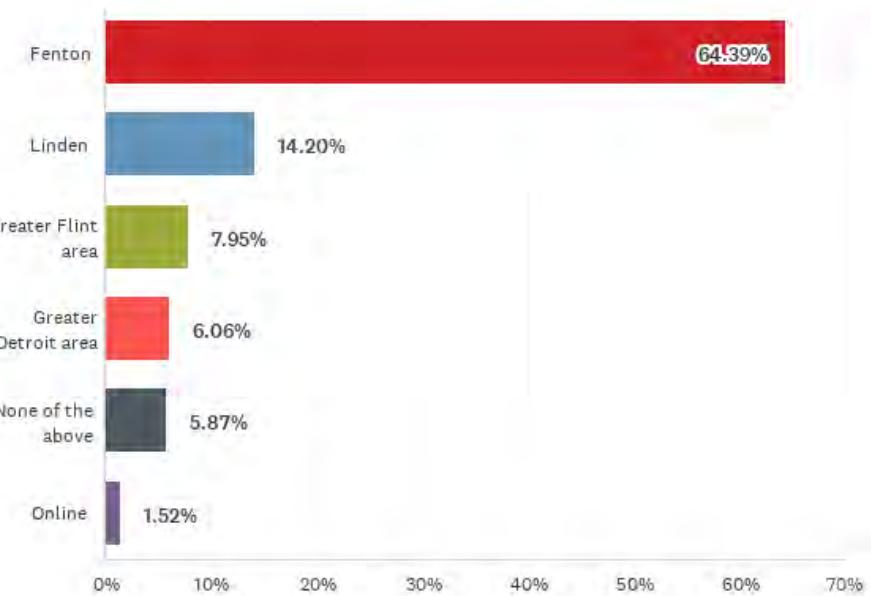
Most Common Location for Convenience Shopping and Service Needs



Most Common Location for Comparison Shopping and Service Needs



Most Common Location for Dining and Entertainment Needs



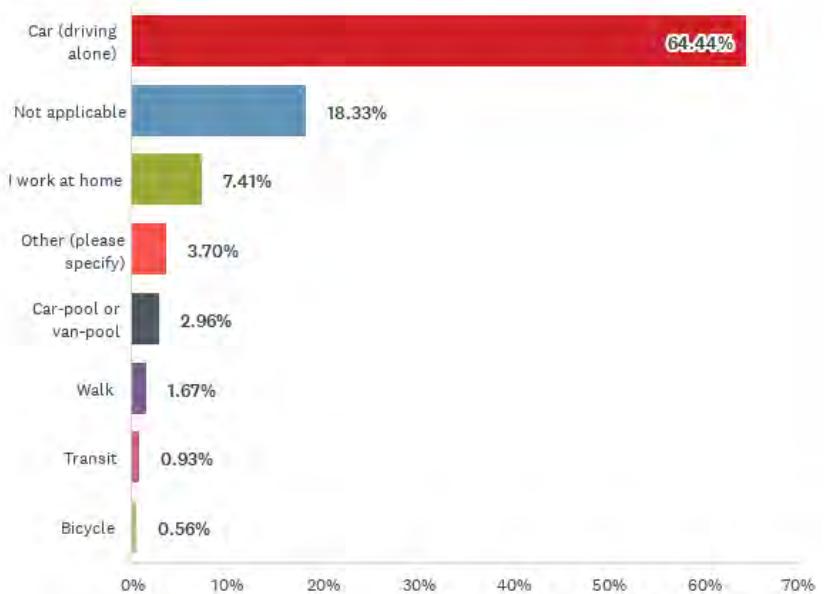
Conclusions: Most respondents go outside of the Linden to fulfill their shopping needs, mostly to Fenton. Even for convenience shopping and service, such as groceries, drugs, salons and hardware, respondents most commonly left the City.

Transportation Habits

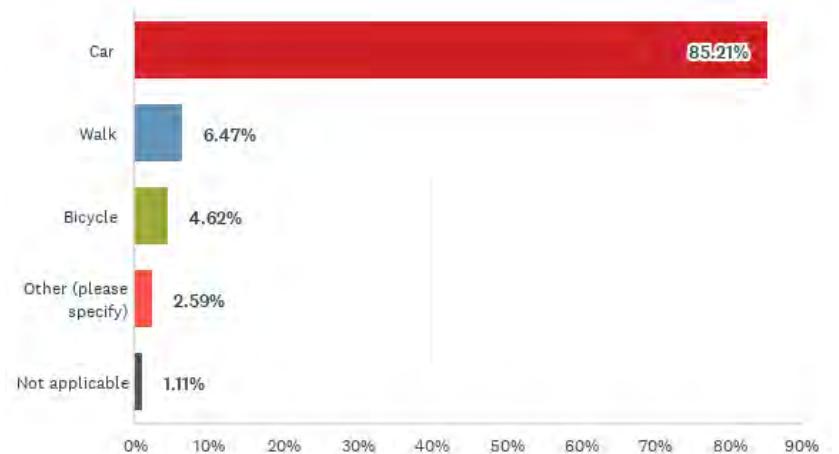
- What barriers exist that prevent you from using your preferred mode of transportation or a different mode of transportation?
 - Common responses (266 total):
(As compiled by Wade Trim and listed in no particular order)
 - None
 - No other options
 - Sidewalk conditions/gaps
 - No bike paths
 - Poor road conditions
 - Traffic congestion

Conclusions: Survey respondents rely heavily on their car as their primary mode of travel to work and between destinations within Linden. When asked about transportation barriers, many respondents indicated that there are none. For those who did, common sentiments and themes are listed above.

Primary Mode of Transportation to Work

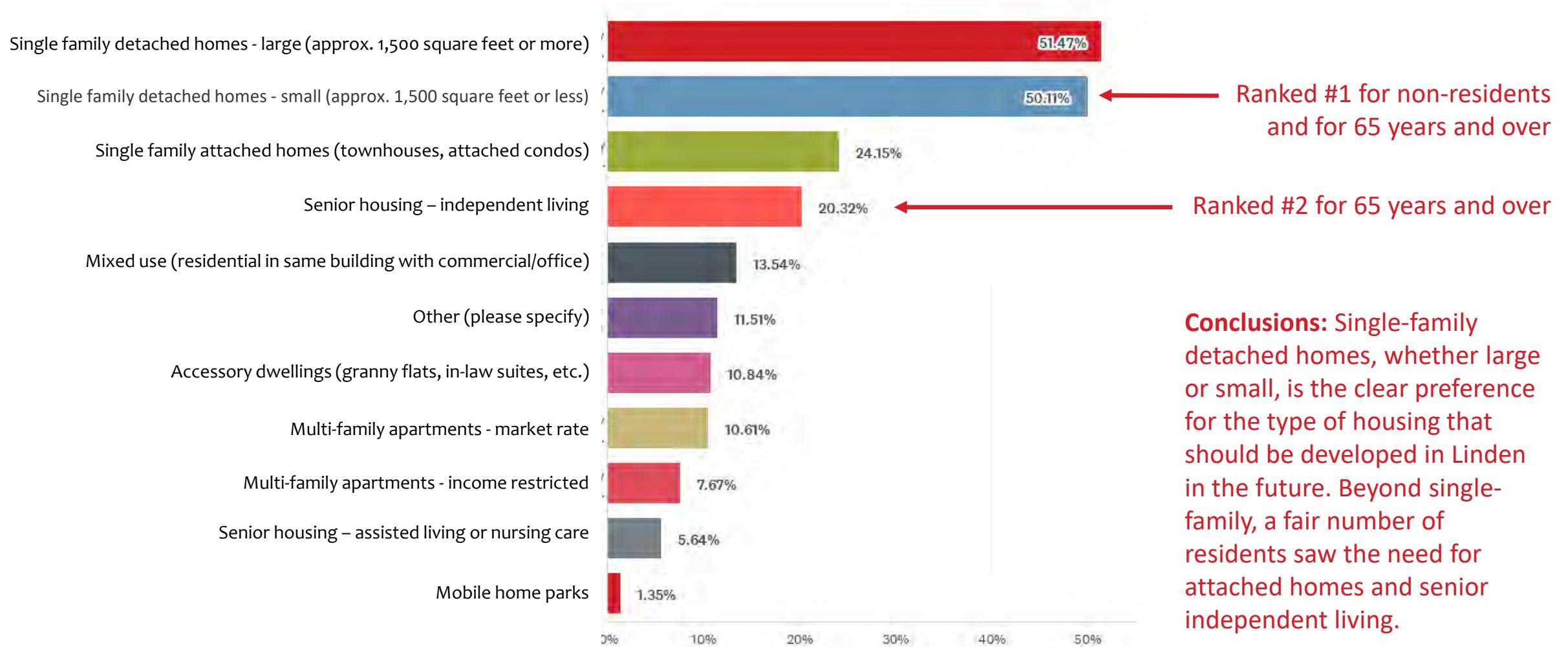


Primary Mode of Transportation between Destinations within Linden



Future Housing Development

In the next 5 to 20 years, what type of housing should be developed in Linden?



Land Use Strategy Prioritization

- The following is a list of potential land use development strategies that Linden could employ over the next 5 to 20 years. In your opinion, what is the level of importance of each of these potential strategies?

Land Use Strategy	Weighted Average
Preserve natural features (floodplains, wetlands, woodlands, etc.)	3.27
Enhance and direct new development to Downtown Linden	3.09
Improve/expand the motorized transportation network (roads, bridges, etc.)	3.07
Improve/expand community services and infrastructure	3.02
Improve the appearance of existing homes and neighborhoods	2.98
Improve/expand the non-motorized transportation network (bike paths, sidewalks, etc.)	2.95
Capitalize on or maximize access to the Shiawassee River/Mill Pond	2.94
Improve/expand recreational facilities and programming	2.9
Encourage additional commercial development outside of Downtown	2.69
Encourage additional housing development	2.28
Encourage additional industrial development	1.86

Conclusions: The highest priority strategies are listed at the top (table is sorted by weighted average).

Targeted Redevelopment Sites

- Please list up to 3 sites/locations in Linden that should be targeted for redevelopment. These could be vacant sites or sites which are currently underutilized.
 - Common responses (238 total):
(As compiled by Wade Trim and listed in no particular order)
 - Downtown (in general)
 - Mill Pond area (in general)
 - North end business district (in general)
 - City DPW building/property
 - Site in front of Eagle's Park
 - 122 S. Bridge
 - 117 W. Broad
 - Evan's building
 - City hall building
 - N. Bridge vacant site (n. of RR tracks)
 - Surrounding Price's Airport
 - Linden Mills Building
 - Ripley/Rolston property (SW corner)
 - 495 W. Broad

Conclusions: A great variety of responses were received. Common locations, either site-specific or generalized, are listed above.

Branding

- What are three words or phrases that come to mind when describing Linden?
 - Common responses (334 total):
(As compiled by Wade Trim and listed in no particular order)
 - Quaint
 - Beautiful
 - Small
 - Quiet
 - Peaceful
 - Cute
 - Home/hometown
 - Community
 - Charming
 - Sweet
 - Safe
 - Cozy
 - Family
 - Small town/small town feel
 - Great
 - Historic
 - Friendly
 - Living
 - Good
 - People
 - River
 - Clean
 - Growing
 - Charm

Conclusions: A great variety of responses were received. Common sentiments and themes are listed above.

Visitor Experience and Appeal

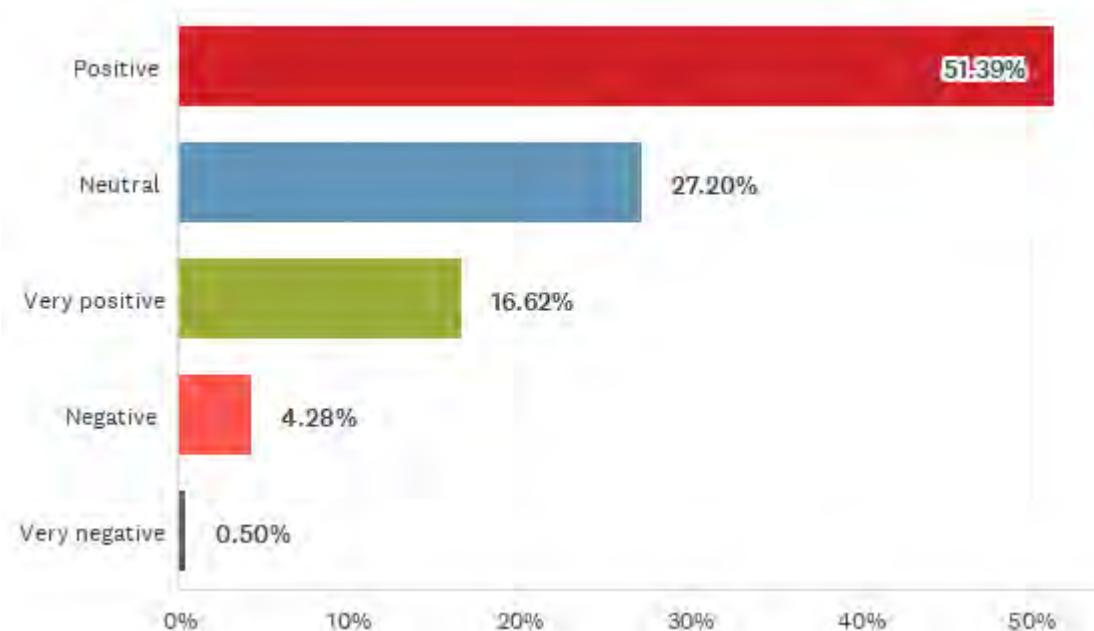
- Pretend your job is to explain and convince someone who is not familiar with Linden to relocate their residence and/or business here. What do you say to encourage them to move to Linden?

- Common responses (256 total):

(As compiled by Wade Trim and listed in no particular order)

- Friendly community
- Close to everything you need
- Good schools
- Safe community
- Historic character
- Small town feel
- Reasonably affordable
- Quiet, less congestion
- Don't come, we're full

How do you believe visitors, either business or personal, experience the City of Linden?



Conclusions: Most respondents believe that visitors have positive experiences in Linden. Only a very small number perceived a negative visitor experience.

Economic Development

- Top 5 Challenges to Jobs and Economic Growth (weighted average)
 1. Keeping young, skilled workers (2.75)
 2. Competition from nearby business districts and employment centers (2.61)
 3. Availability of jobs (2.46)
 4. High costs (business and living) (2.25)
 5. Inadequate transportation infrastructure (2.13)
- Bottom 3 Challenges to Jobs and Economic Growth (weighted average)
 1. Lack of industrial facilities (1.65)
 2. School systems (1.75)
 3. Collaborative mindset (2.01)
- What does economic development mean to you? (Top 3 by weighted average)
 1. Expanding the growth of existing businesses in the city (5.50)
 2. Launching new businesses in the city (5.49)
 3. Attracting businesses to locate to the city (5.25)

Conclusions: Respondents felt that the greatest economic development challenges included “keeping young, skilled workers” and “competition from nearby business districts and employment centers.” Respondents largely felt that economic development means supporting business growth and development, for both existing and new businesses.

Future Aspirations

- What would you like to see in Linden that doesn't currently exist?
 - Common responses (274 total):
(As compiled by Wade Trim and listed in no particular order)
 - More grocery options
 - Pedestrian/bicycle connections
 - New/more businesses (in general)
 - More/better restaurants
 - Improved roads
 - More recreational facilities/recreation center
 - Entertainment establishments
 - Youth amenities & activities
 - Public art
 - Keep it the way it is

area Quality restaurants street fast food one Mill pond see connected buildings alone events nice things gym center bar new beautiful another industrial river recreational bakery water Good restaurant Aldi dining options used town small town roads farmers market community evening Linden place Better downtown theater restaurants want city Nothing park feel businesses food options shop go store public walk teens dining trails nice restaurant make Look bigger family great Decent around options chain need Leave kids way opportunities bike paths expanding youth activities old gas station sidewalks maybe

Conclusions: A great variety of responses were received. Common sentiments and themes are listed above.



CITY OF LINDEN

MASTER PLAN UPDATE



Focus Group Discussions Summary

April 14, 2022

Focus Group Discussions

- Held on Thursday, April 14, 2022
- Three “topics” (see image at right)
- Attended by 15 community stakeholders representing different elements of the community, including:
 - Citizens
 - Business owners
 - Property owners
 - Real estate professionals
 - Schools
 - Public service organizations
 - Religious organizations
 - City government

Focus Group Discussions



Thursday, April 14th, 2022

Location: VFW Hall
(VFW Post 4642, located on Mill Street, just north of Linden Mills Park)

Focus Group Topics / Schedule

8:15am - 9:30am Land Use, Redevelopment & Economic Development

9:45am - 11:00am Community Life

11:15am - Noon Youth

Refreshments will be provided.



Topic: Land Use, Redevelopment & Economic Development

The following slides provide a summary of comments received relating to the topic of Land Use, Redevelopment & Economic Development.



Neighborhoods

- What are the most valued features of Linden's neighborhoods?
 - Pedestrian circulation and connectivity provided by sidewalks and trails and the close proximity of most neighborhoods to downtown.
 - Small-town feel
 - A little further from the highway, but less hustle and bustle
 - Big enough to provide amenities, yet small enough to maintain small town character
 - Safe feeling
- What is lacking in Linden's neighborhoods?
 - Needed road improvements
 - Enhanced code enforcement to improve aesthetics

Housing

- What are future needs related to housing?
 - Limited housing inventory currently
 - Need housing for young families
 - Need greater housing affordability (current gap in the \$150k - \$250k range)
 - However, Linden doesn't have to provide everything for everybody

Business Districts

- What are the most valued features of Linden’s business districts?
 - New development in Downtown – recent momentum in highly visible locations
 - The “vibe” is more positive, in contrast to negative voices in the past
 - Opportunity to build on the momentum – more people equals more businesses
 - Strong and active Downtown Development Authority, including improved collaboration and communication
 - Significant traffic volumes
- What are the areas for improvement?
 - Need for clear marketing and advertising what’s good
 - Establish a business recruitment packet, noting incentives and funding opportunities
 - More financial assistance for businesses
 - Need to attract a well-established, reputable restaurateur
 - Revisit site development restrictions, such as signage, to ensure that businesses can advertise
 - Need to re-frame the narrative on the “we need more parking” perception
 - Having a parking problem is a good sign for a healthy district
 - Be a part of the solution by parking further away and walking

Targeted Business Types/Locations

- What targeted business types are in greatest need and could be successful in Linden?
 - Family-oriented businesses (toddler play spot, etc.)
 - Fitness establishment
 - Sit-down restaurant
 - Businesses selling retail “experience”
 - Water/river-oriented service (kayak rentals, etc.)
 - Event center / banquet hall
 - Business incubator / “maker-space”
- What are the locations that should be targeted for redevelopment?
 - Evan’s building site
 - City Hall site
 - City DPW site

Topic: Community Life

The following slides provide a summary of comments received relating to the topic of Community Life.



Community Life

- What aspects of social/community life in Linden are most important to you?
 - Small town feel, “one-stoplight town”
 - Close knit community, with the ability to meet people you know at the grocery store
 - Care and concern for the wellbeing of our neighbors
 - Safety – not concerned about crime, and feel comfortable allowing our kids to explore and enjoy the town
 - Active and involved community groups – not something that is seen in larger communities
 - Our great schools are a community focal point
- What are the points of pride in Linden?
 - Safety
 - Hometown
 - River
 - Caring
 - Family
 - Local businesses
 - Schools
 - Cooperation

Future Needs

- What can the City do to better facilitate community life?
 - Enter into discussions with outside groups to invite them in
 - Continue to facilitate and support community events
 - Evaluate and ensure that community events contribute to the City's mission and values. However, the City should not be an event "micro-manager."
 - Event sponsors should be sensitive to weekend availability of City/DPW staff to assist at events
 - Advertise and encourage citizens to join the community service organizations – they are losing members and under pressure to survive. If this would happen, it may cause a void in community services.
 - Provide information on service groups and the needs they serve
 - There are a variety of lesser-known non-profits and service groups who serve specific special needs
 - Fenton Area Resource & Referral (FARR) has a website listing area groups and resources

Civic Mindedness

- How can we increase civic-mindedness?
 - Starts with the youth
 - Coordinate with the schools to get them involved at a young age
 - City and service groups should reach out to junior/senior high school students to help in community events
 - Opportunity to connect the youth with the senior populations – youth service activities at the Senior Center
 - Service organizations need to be more creative in their advertising, programs and events
 - Actively invite people to participate
 - An active invitation to participate is more often met with a “yes” as opposed to a passive invitation
 - Better collaboration
 - Consider facilitating a “community leadership round-up” meeting once or twice a year which engages all community groups and service organizations
 - Eliminate “silos” across the various community service groups

City Services

- What are current issues and/or future needs related to infrastructure (water, sewer, internet) and community services (police, fire, etc.)?
 - Water pressure concerns
 - Provide more efficient and cost-effective services through better intergovernmental cooperation and shared services
 - City, including the Fire Department, is seeing challenges in finding staff and volunteers
 - Opportunity to coordinate with the schools to hold a “fire academy” and a career day related to police, fire, DPW, etc.
 - Need for a community center in Linden
 - VFW Hall serves as a defacto community center
 - Possibility of creating a new civic complex at the Linden Schools property to include City municipal services

Environment & Sustainability

- What steps can the City take to be more sustainable?
 - Enhance the City recycling program
 - Facilitate and promote Earth Day in Linden
 - Idea to provide free samplings to plant new trees around town
 - Coordinate with DTE Energy to construct electric vehicle charging stations in strategic locations
 - Better advertise the County's hazardous waste program to citizens
 - Construct a bicycle rental/sharing station
 - Share information and remain transparent regarding recent environmental contamination and clean-up efforts
 - Need for clean-up and redevelopment of the old Marathon station site
 - Increase awareness of steps to improve water quality
 - Install signage by catch basins that drain directly to the river

Recreation

- What are the City's most pressing needs related to recreational facilities and programming?
 - LAFF pathway connection to Fenton is a highly utilized asset
 - Need to take the pathway into and through Linden, through sharrows and bike lanes
 - Increase awareness (signage, apps) to make LAFF pathway users aware of Linden destinations
 - LAFF is currently working to implement consistent wayfinding signage
 - Don't try to do everything – focus on a few things and do them well
 - Continue to coordinate with outside recreation providers such as the County and Southern Lakes Parks & Recreation
 - Recreation Commission is doing a “Thursdays in the Park” series of events
 - New kayak launch at the Mill Pond Park is coming soon

Topic: Youth

The following slides provide a summary of comments received relating to the topic of Youth.



Deficiencies

- From the perspective of youth, what are Linden's most significant drawbacks? What is lacking?
 - Nothing to do – lacking entertainment
 - Options for sports and activities is limited largely to school-related programs
 - Special events often lack an element that is of interest to youth
 - Many amenities and programs for the senior population, but not much for the youth

Opportunities

- What opportunities exist to retain and attract the youth population in Linden?
 - Promote community assets that the younger population may be drawn to:
 - Downtown living
 - Natural Resources: Mill Pond/Shiawassee River
 - Recreation: LAFF pathway
 - Hometown feel
 - Often the kids who grow up here want to settle down in a place that has a similar small-town character
 - There are great examples of young people who came back to their hometown and have made a difference
 - Provide in-demand amenities for the youth population:
 - Skate park
 - Gaming/family entertainment centers
 - Camping
 - Splash pad
 - Basketball courts
 - Disc golf
 - Theater/arts programs



CITY OF LINDEN

MASTER PLAN UPDATE



Community
Visioning
Workshop

July 14, 2022

Agenda

1. Welcome, Introductions & Project Overview
2. Public Engagement Results Presentation
3. Strategic Opportunities Presentation
4. Small Group Exercises
5. Close & Next Steps

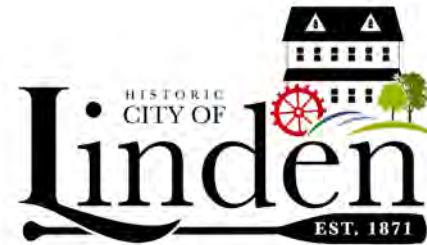
Welcome, Introductions & Project Overview

Community Visioning Workshop



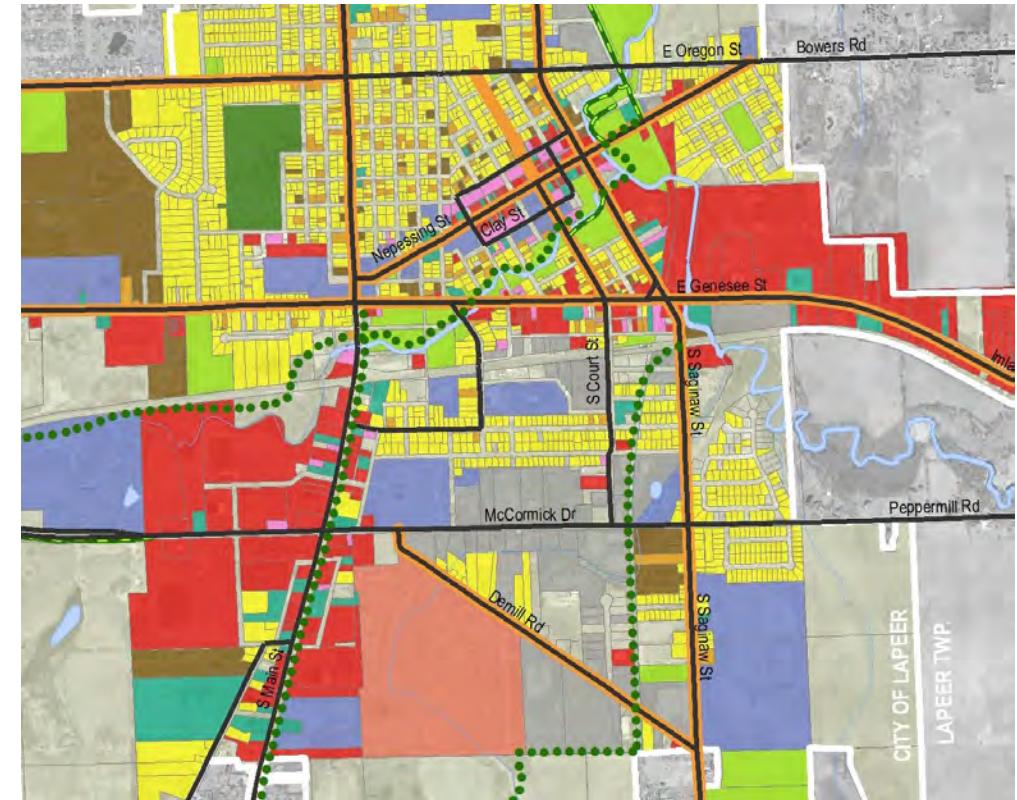
Welcome & Introductions

- City of Linden
 - Danielle Cusson, Mayor
 - Ellen Glass, City Manager
- Consultant Team
 - Wade Trim
 - CIB Planning



What is a Master Plan?

- A comprehensive, long-range plan which provides a framework for growth, development, and the community vision
- A master plan describes...
 - Where the community has been
 - Where the community wants to go
 - How the community plans to get there



Why Plan?

“If you fail to plan, you are planning to fail” – Benjamin Franklin

- Set the community’s vision for the future
- Protect and enhance community character, the environment, and quality of life
- Establish a blueprint for development and redevelopment
- Promote collaboration within and between communities



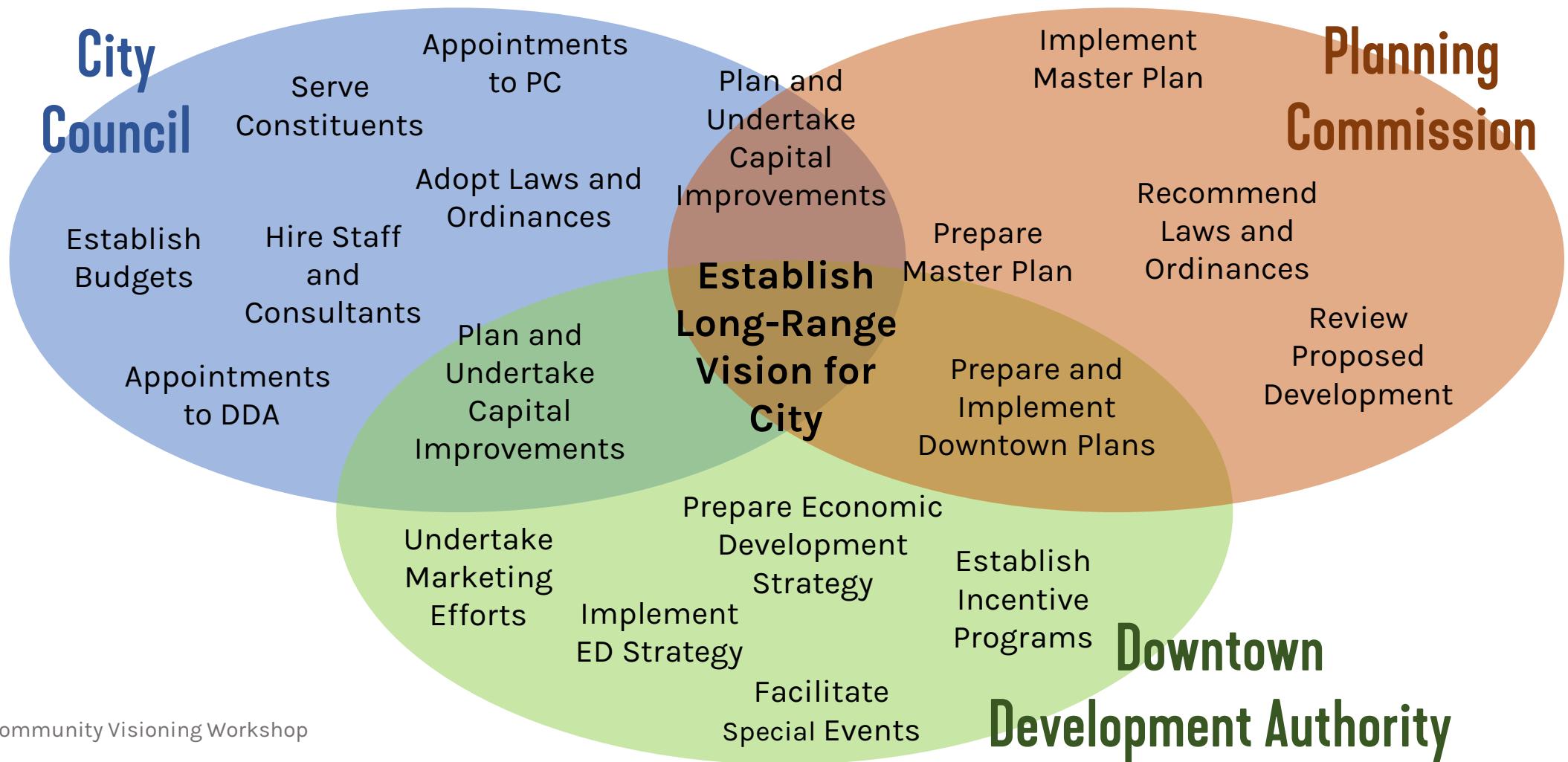
The Value of a Master Plan

- With competing and limited resources, communities must plan in order to determine the wisest use of their resources to reach established goals
- Provides support/increases likelihood of funding
- A word of warning...
 - The value of the master plan is directly related to the community's willingness to follow it and its diligence in keeping the plan current by anticipating changing conditions
 - A plan that is ignored has no value

Economic Development & Marketing Strategy

- Being undertaken concurrently with the Master Plan
- Strategy supporting business growth and investments and providing economic opportunity
- Framework for a coordinated telling of Linden's unique story

Roles and Responsibilities



Scope of Work

- Where are we now?
 - Background studies/existing conditions
- Where do we want to go?
 - Public engagement
 - Goals and objectives
- How will we get there?
 - Redevelopment ready sites
 - Circulation plan
 - Future land use plan
 - Zoning and implementation plan



Project Schedule

- Background studies – complete
- Public engagement – largely complete after tonight's meeting
- Future planning recommendations – late Summer 2022
- Draft plan review – Fall 2022
- Adoption – late 2022

Public Engagement Results

Community Visioning Workshop



Public Engagement Results

- Two key methods used to gain citizen and stakeholder feedback to-date:
 - Citizen Survey
 - Focus Group Discussions
- Others:
 - Steering committee work sessions
 - Booth & comment card at City events



Citizen Survey Summary

- Nov. '21 – Jan. '22
- 624 total responses
 - 86% Linden citizens
 - 13% under 29 years old / 23% over 65 years old
- More detailed summary found on City website:
 - <https://www.lindenmi.us/master-plan-2021>

Most Positive Aspects of Linden

■ Top 10 Most Positive Aspects

1. Small-town atmosphere (74%)
2. Safe neighborhoods and community (65%)
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Conclusions: “Lack of dining options” was the clear choice for survey respondents. “Lack of shopping, retail and service options,” “lack of entertainment options,” and “downtown district is not vibrant enough” were also commonly noted as least favorable.

What is the one thing you would change?

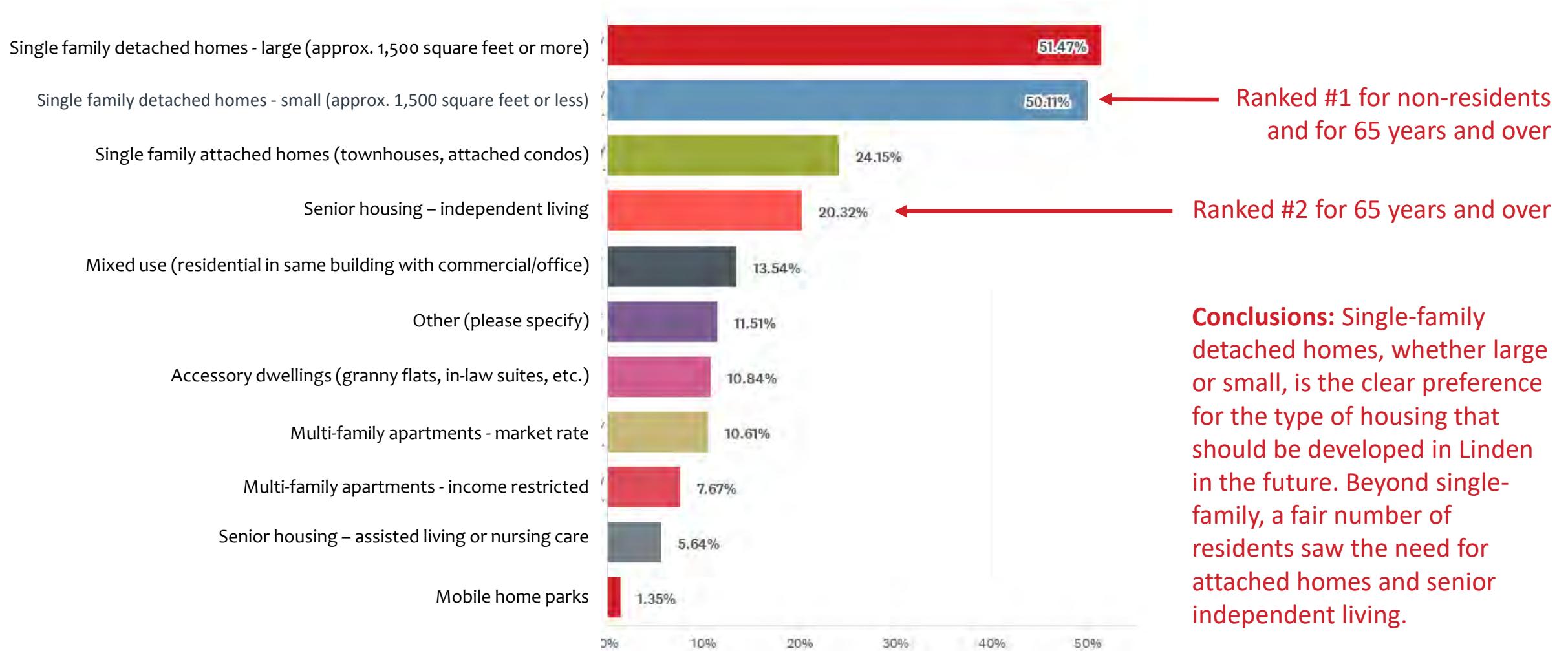
- Common Responses (375 total):

(As compiled by Wade Trim and listed in no particular order)

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Future Housing Development

In the next 5 to 20 years, what type of housing should be developed in Linden?



Land Use Strategy Prioritization

Which potential strategies are most important?

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Conclusions: The highest priority strategies are listed at the top (table is sorted by weighted average).

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- Common Responses (238 total):

(As compiled by Wade Trim and listed in no particular order)

- Downtown (in general)
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Visitor Experience and Appeal

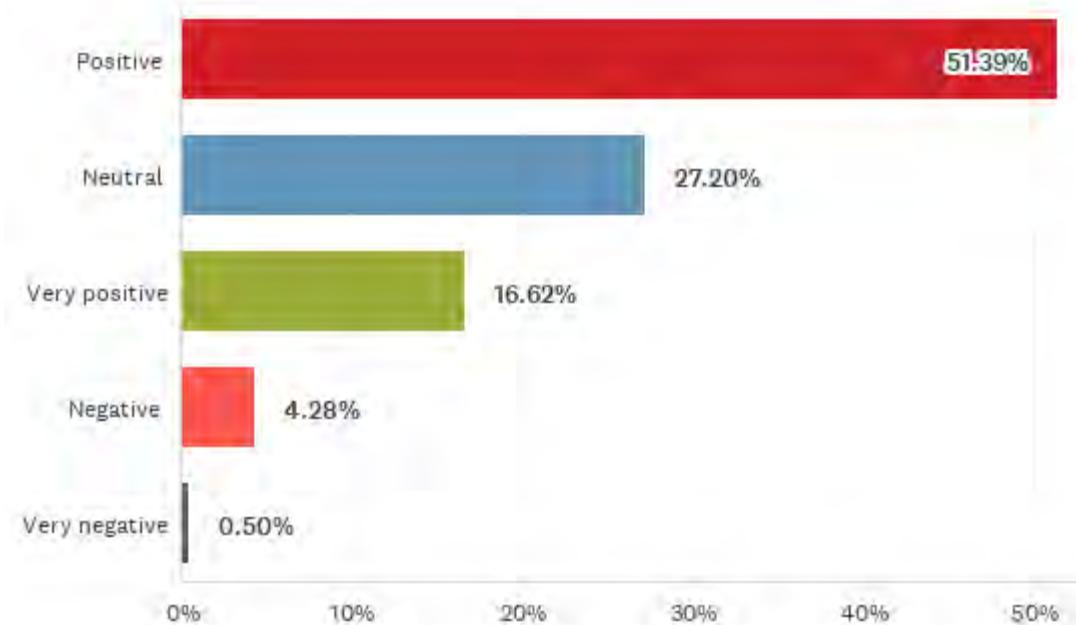
What would you say to someone to encourage them to move to Linden?

▪ Common Responses (256 total):

(As compiled by Wade Trim and listed in no particular order)

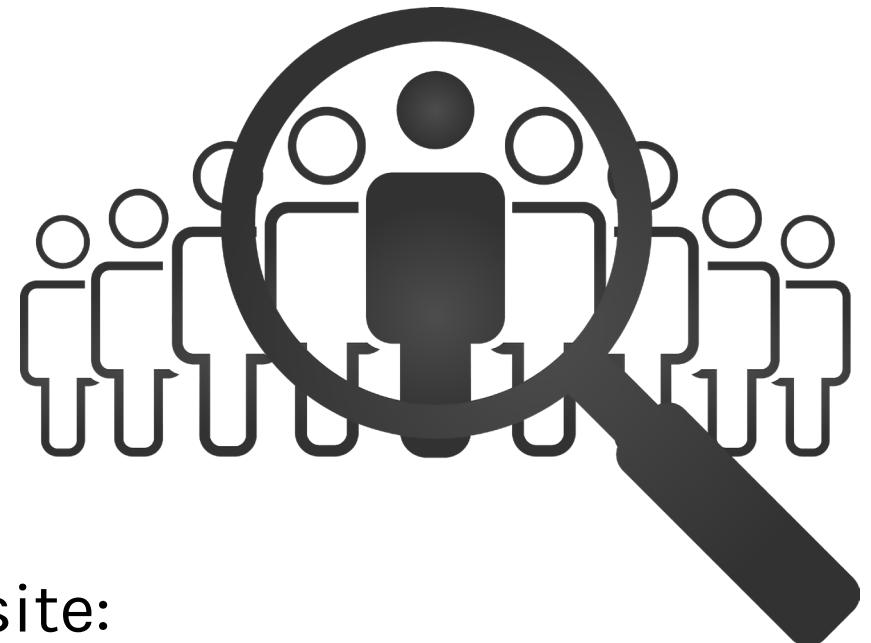
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How do you believe visitors, either business or personal, experience the City of Linden?



Focus Group Discussions Summary

- Held on Thursday, April 14, 2022
- Attended by community stakeholders, including:
 - Citizens
 - Business owners
 - Property owners
 - Real estate professionals
 - Schools
 - Public service organizations
 - Religious organizations
 - City government
- More detailed summary found on City website:
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Neighborhoods

- What are the most valued features of Linden's neighborhoods?
 - Pedestrian circulation and connectivity to downtown
 - A little further from the highway, but less hustle and bustle
 - Big enough to provide amenities, yet small enough to maintain small town character
 - Safe feeling
- What is lacking in Linden's neighborhoods?
 - Needed road improvements
 - Enhanced code enforcement to improve aesthetics

Housing

- What are future needs related to housing?
 - Limited housing inventory currently
 - Need housing for young families
 - Need greater housing affordability (current gap in the \$150k - \$250k range)
 - However, Linden doesn't have to provide everything for everybody

Business Districts

- What are the most valued features of Linden's business districts?
 - New development in Downtown – recent momentum in highly visible locations
 - The “vibe” is more positive, in contrast to negative voices in the past
 - Opportunity to build on the momentum – more people equals more businesses
 - Strong and active Downtown Development Authority, including improved collaboration and communication
 - Significant traffic volumes

Business Districts (cont.)

- What are the areas for improvement?
 - Need for clear marketing and advertising what's good
 - Establish a business recruitment packet, noting incentives and funding opportunities
 - More financial assistance for businesses
 - Need to attract a well-established, reputable restauranteur
 - Revisit site development restrictions, such as signage, to ensure that businesses can advertise
 - Need to re-frame the narrative on the “we need more parking” perception
 - Having a parking problem is a good sign for a healthy district
 - Be a part of the solution by parking further away and walking

Targeted Business Types/Locations

- What targeted business types are in greatest need and could be successful in Linden?
 - Family-oriented businesses (toddler play spot, etc.)
 - Fitness establishment
 - Sit-down restaurant
 - Businesses selling retail “experience”
 - Water/river-oriented service (kayak rentals, etc.)
 - Event center / banquet hall
 - Business incubator / “maker-space”
- What are the locations that should be targeted for redevelopment?
 - Evan’s building site
 - City Hall site
 - City DPW site

Community Life

- What aspects of social/community life in Linden are most important to you?
 - Small town feel, “one-stoplight town”
 - Close knit community, with the ability to meet people you know at the grocery store
 - Care and concern for the wellbeing of our neighbors
 - Safety – not concerned about crime, and feel comfortable allowing our kids to explore and enjoy the town
 - Active and involved community groups – not something that is seen in larger communities
 - Our great schools are a community focal point

Environment & Sustainability

- What steps can the City take to be more sustainable?
 - Enhance the City recycling program
 - Facilitate and promote Earth Day in Linden
 - Idea to provide free samplings to plant new trees around town
 - Coordinate with DTE Energy to construct electric vehicle charging stations in strategic locations
 - Better advertise the County's hazardous waste program to citizens
 - Construct a bicycle rental/sharing station
 - Share information and remain transparent regarding recent environmental contamination and clean-up efforts
 - Need for clean-up and redevelopment of the old Marathon station site
 - Increase awareness of steps to improve water quality

Opportunities to Retain/Attract the Youth Population

- Promote community assets that the younger population may be drawn to:
 - Downtown living
 - Natural Resources: Mill Pond/Shiawassee River
 - Recreation: LAFF pathway
 - Provide in-demand amenities
 - Hometown feel
 - Often the kids who grow up here want to settle down in a place that has a similar small-town character
 - There are great examples of young people who came back to their hometown and have made a difference

Strategic Opportunities

Community Visioning Workshop



Strategic Opportunities

- Strategic opportunities based on findings and insights gained from:
 - Existing conditions analysis (natural, physical, etc.)
 - Demographic analysis
 - Economic development strengths
 - “Smart Growth” planning principles



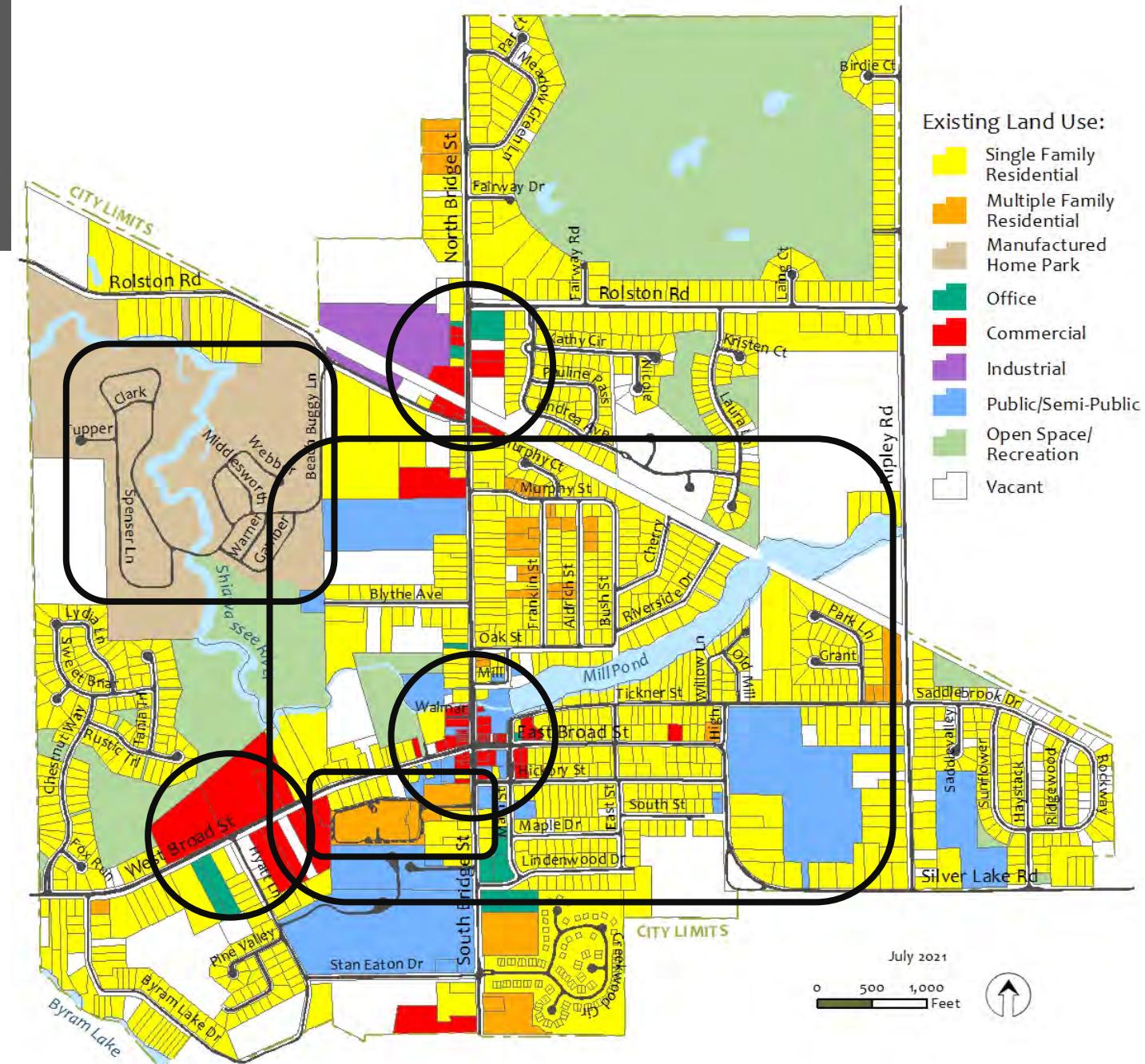
Natural Assets

- Shiawassee River & Mill Pond
 - Driver of city's history & culture
 - Environmentally significant habitats
 - Recreational opportunities
 - Shiawassee River Water Trail
 - Eagle's Wooden Park/Mill Pond Park
 - Water & recreation-driven business growth
- 180+ acres of woodlands/wetlands/floodplains in west-central portion of city



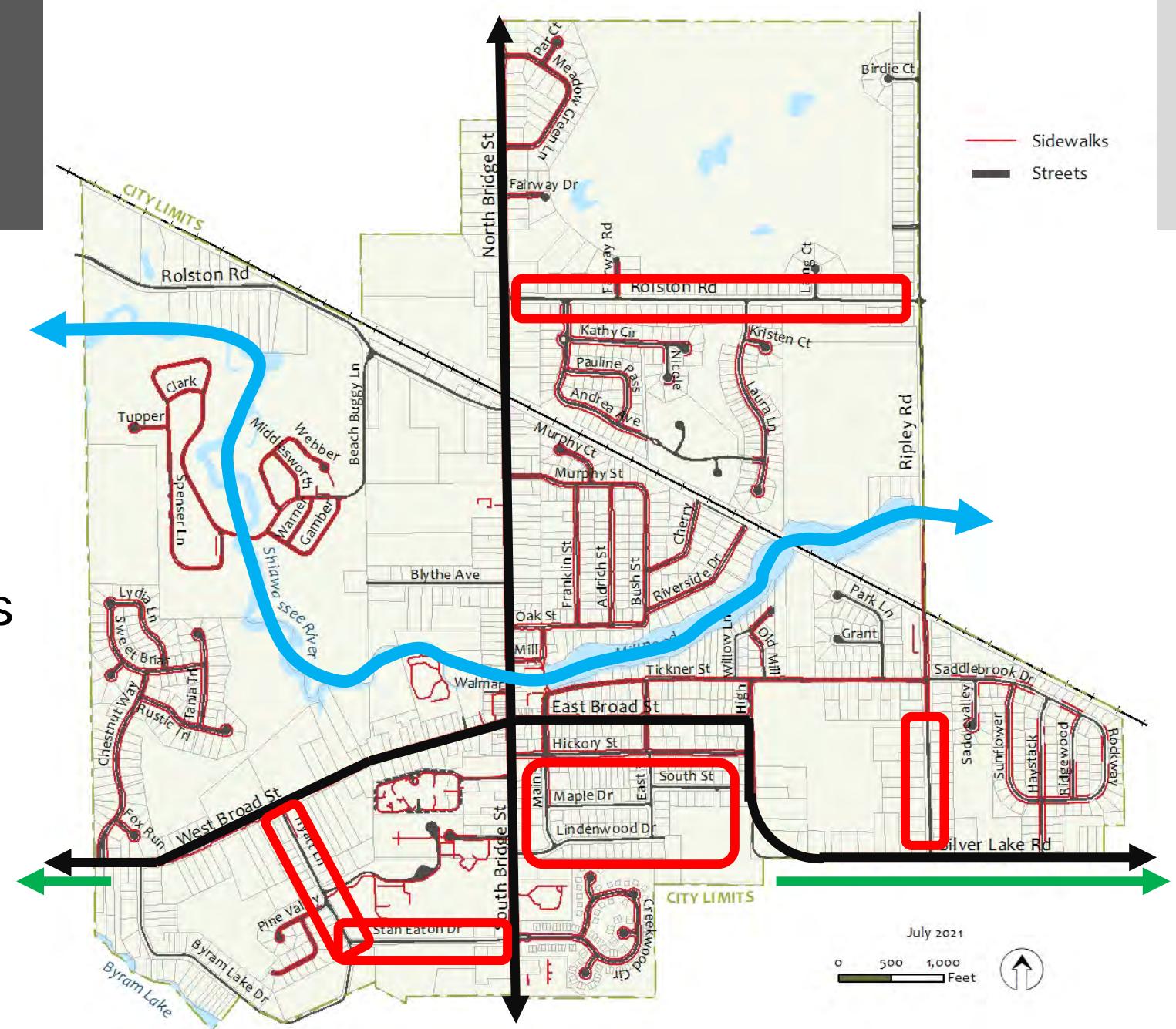
Existing Land Use

- Downtown mixed-use district
- Core residential neighborhoods
- Senior housing
- Local business districts



Circulation Network

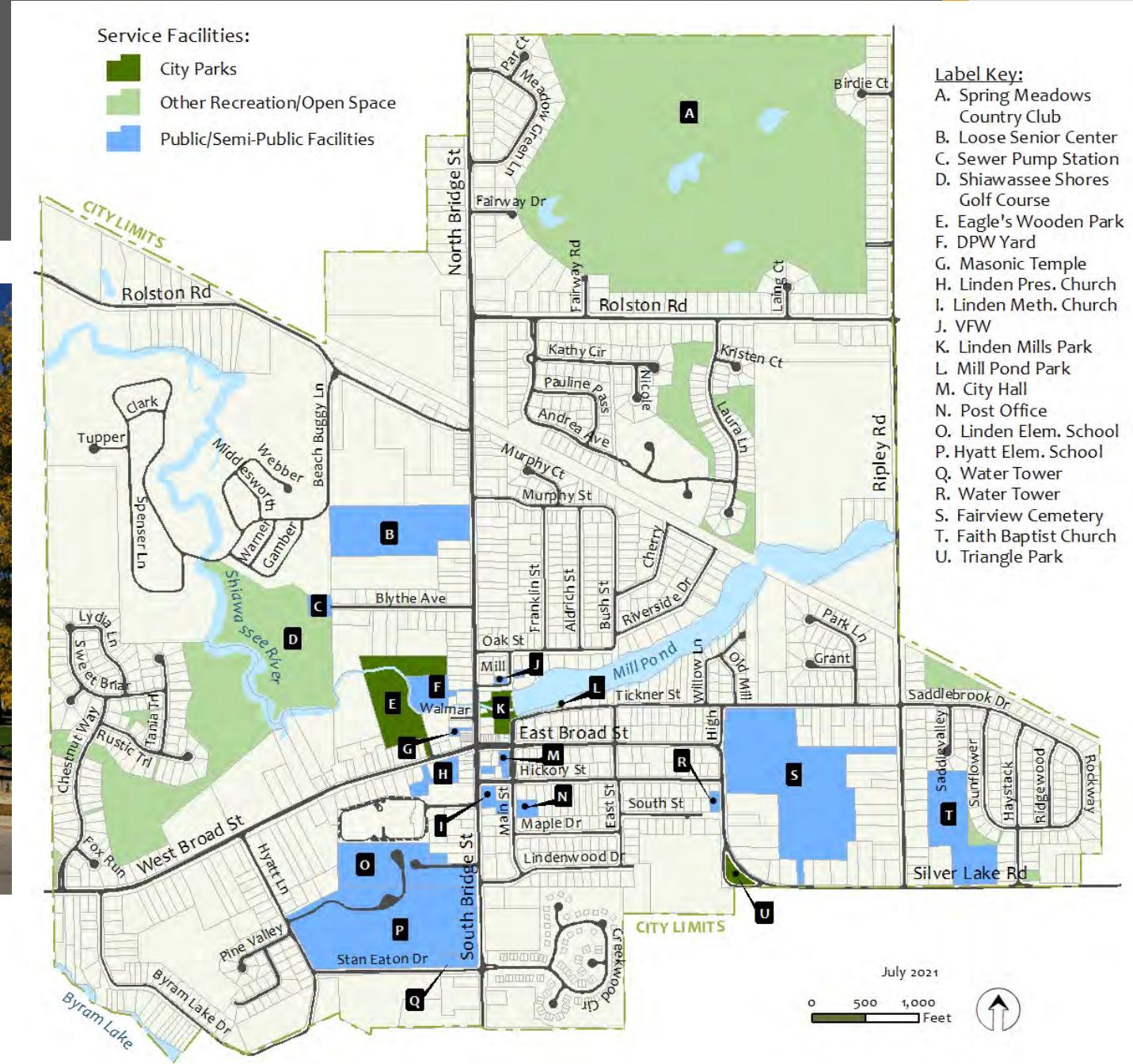
- Broad/Bridge Streets
 - 12,918 ADT W. Broad near Hyatt
 - 11,512 ADT N. Bridge near RR tracks
- Sidewalk network gaps
- Shiawassee river trail
- LAFF Pathway
- Bike lanes/amenities



Community Facilities & Services



Community Visioning Workshop



Demographic Change

- Population trends & projections
 - 1,146 persons in 1960 to 4,142 in 2020 (+261%)
 - Projected increase to 4,514 by 2040 (+9%)
- Aging population
 - 21.8% 65+ years old in 2026 (19.9% in 2010)
 - Largest decrease in the 20 to 44 years age group 2010-2026
 - Median age - 39.4 years in 2010; 41.1 years in 2026
- Changing household make-up
 - Married couple families - 64% in 2010; 53% in 2019
 - Households with children under 18 - 36% in 2010; 34% in 2019
 - Households with persons 65+ years - 29% in 2010; 38% in 2019

Housing

- Population growth driving need/opportunity for more housing
 - 1,695 housing units in 2010; projected 1,769 by 2026 (+4.4%)
 - 4.4% housing unit vacancy rate (2021)
- Current housing stock (2019):
 - 75% one family detached; 4% one family attached; 12% manufactured home; 9% multi-family
- Housing affordability (2019)
 - 17% of households with a mortgage and 36% of renters in Linden paid more than 30% of their household income on housing costs
 - Nationally (and locally), home prices continue to rise, outpacing incomes

Demographic Change: Challenges/Opportunities

- Serve an aging population
 - Senior services/programming/health care
 - ADA improvements
 - Housing
 - Senior living/care facilities
 - Housing “downsizing”
- Keep/attract families and younger population
 - Provide unique places (“placemaking”)
 - Diversify housing stock - affordable housing, rental units
 - Quality of life improvements (recreation, safety, walkability, etc.)
 - Quality educational system

Capitalize on Economic Development Strengths

- Natural resources/river
- History & historic structures
- Recent momentum of new development
- Active DDA
- Significant traffic volumes
- Businesses well connected to the community
- Small town character, but close to big city amenities
- Resident pride - shop local
- Available waterfront properties
- Niche market opportunity
- LAFF Pathway/walkability
- Relatively affordable housing in comparison to nearby communities
- Safe, connected community
- Active and involved community groups
- Quality schools
- Available infrastructure & services (water, sewer, broadband, etc.)

Follow Smart Growth Principles

- What is “smart growth”?
 - Smart growth is development that supports economic growth, strong communities and environmental health
 - Smart growth covers a range of development and conservation strategies that help protect our health and natural environment and make our communities more attractive, economically stronger, and more socially diverse
- 10 smart growth principles
 - Based on the experience of communities around the nation that have used smart growth approaches to create and maintain great communities
 - www.smartgrowth.org

Smart Growth Principles

1. Mix land uses



2. Take advantage of compact building design



Smart Growth Principles

3. Create a Range of Housing Opportunities and Choices



4. Create Walkable Neighborhoods



Smart Growth Principles

5. Foster Distinctive, Attractive Communities with a Strong Sense of Place



6. Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas



Smart Growth Principles

7. Strengthen and Direct Development Towards Existing Communities



8. Provide a Variety of Transportation Choices



Smart Growth Principles

9. Make Development Decisions Predictable, Fair and Cost Effective



10. Encourage Community and Stakeholder Collaboration in Development Decisions



Small Group Exercise #1

Application of Smart Growth Principles



Application of Smart Growth Principles

Small Group Exercise #1

- Refer to instructions sheet
- Working together, rank the 10 principles by importance
 - 1 = not important
 - 2 = some importance;
 - 3 = moderate importance
 - 4 = great importance
- Working together, brainstorm at least 1 specific action of how each principle can be applied within Linden
- Time permitting, a group spokesperson may be asked to share results

Small Group Exercise #2

Redevelopment Ready Sites



Redevelopment Ready Sites

Small Group Exercise #2

- Refer to instructions sheet
- Working together, choose 3 sites that are most “ready” for development and would provide the greatest benefit, if redeveloped
- For at least 1 site (or all 3, time permitting), work together to flesh out future redevelopment options/opportunities
- Time permitting, a group spokesperson may be asked to share results

Close & Next Steps

Community Visioning Workshop

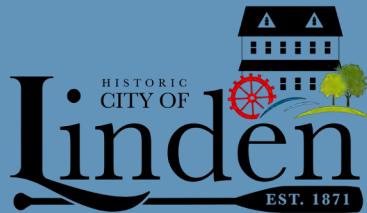


Master Plan Website

<https://www.lindenmi.us/master-plan-2021>



CITY OF LINDEN MASTER PLAN UPDATE



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