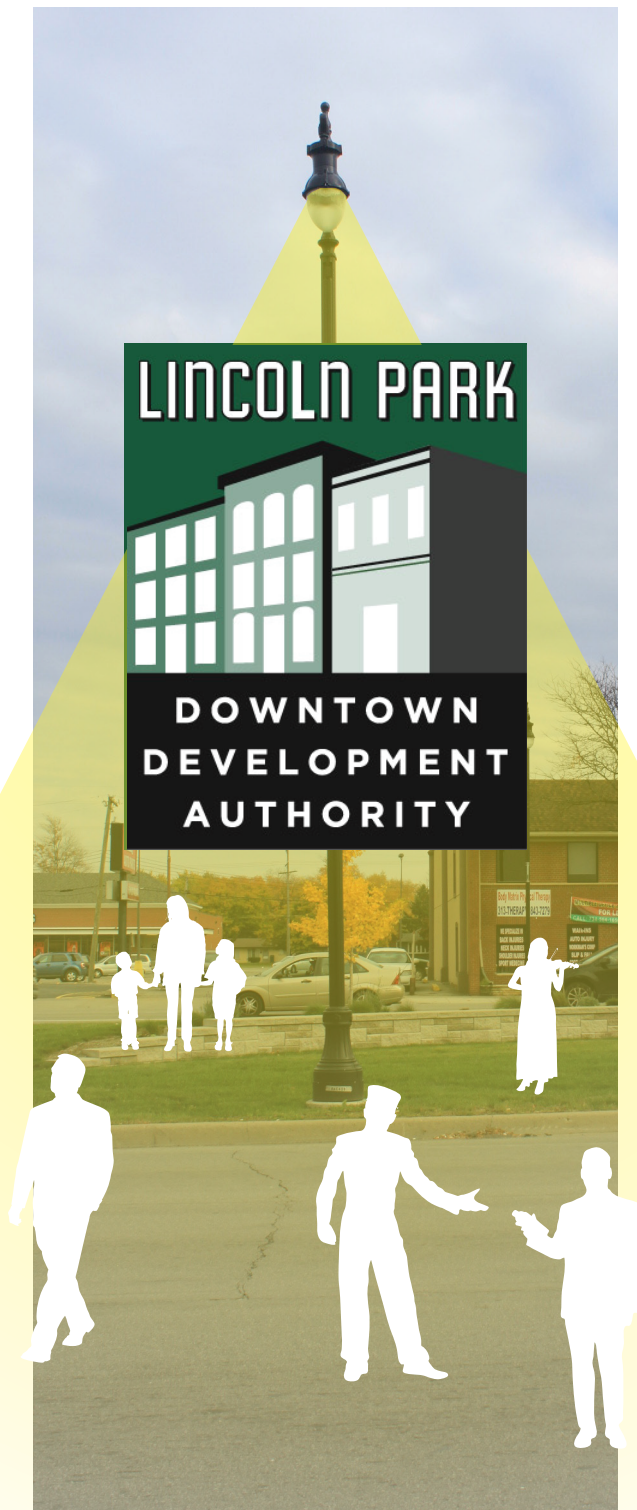


# LINCOLN PARK ALIVE!



STRATEGIC PLAN 2015



LINCOLN PARK ALIVE!  
DOWNTOWN DEVELOPMENT AUTHORITY  
STRATEGIC PLAN  
SEPTEMBER 2015

## Acknowledgements

*Mayor*

THOMAS E. KARNES

*DDA Board Members*

JIM FOX

TODD GALLEY

LESLIE LYNCH-WILSON

ELEAS MORAITIS

VICTORIA MCLAIN

PETER ROMAIN

ROBERT STEELE

B R   
Beckett&Raeder







**L I N C O L N   P A R K   A L I V E !**  
**D O W N T O W N   D E V E L O P M E N T   A U T H O R I T Y**  
**S T R A T E G I C   P L A N**  
**S E P T E M B E R   2 0 1 5**

INTRODUCTION	5
SITE ASSESSMENT	6
COMMUNITY PRIORITIES	10
PROJECT PROGRESS	24
STRATEGY	26
IMPLEMENTATION	28





The Lincoln Park Downtown Development Authority completed a Strategic Plan in 2002. The plan was organized according to the four basic points developed by the National Main Street Center: Organization and Leadership, Design and Physical Improvements, Economic Development, and Promotions and Marketing. This was done in order to facilitate the formation of a committee dedicated to each point, and to provide an immediate workplan for each committee.

The years between 2002 and 2015 have been quite eventful for American municipalities, to say the least. The housing bubble formed and then burst, triggering a series of events that had major national effects on employment, credit markets, investment, real estate valuation, and tax revenue—and that is not a comprehensive list. As a result, considerable attention has been diverted to managing the swiftly-moving conditions of the past decade, and the best-laid plans at every scale have had to be reviewed, retooled, or just plain rethought.

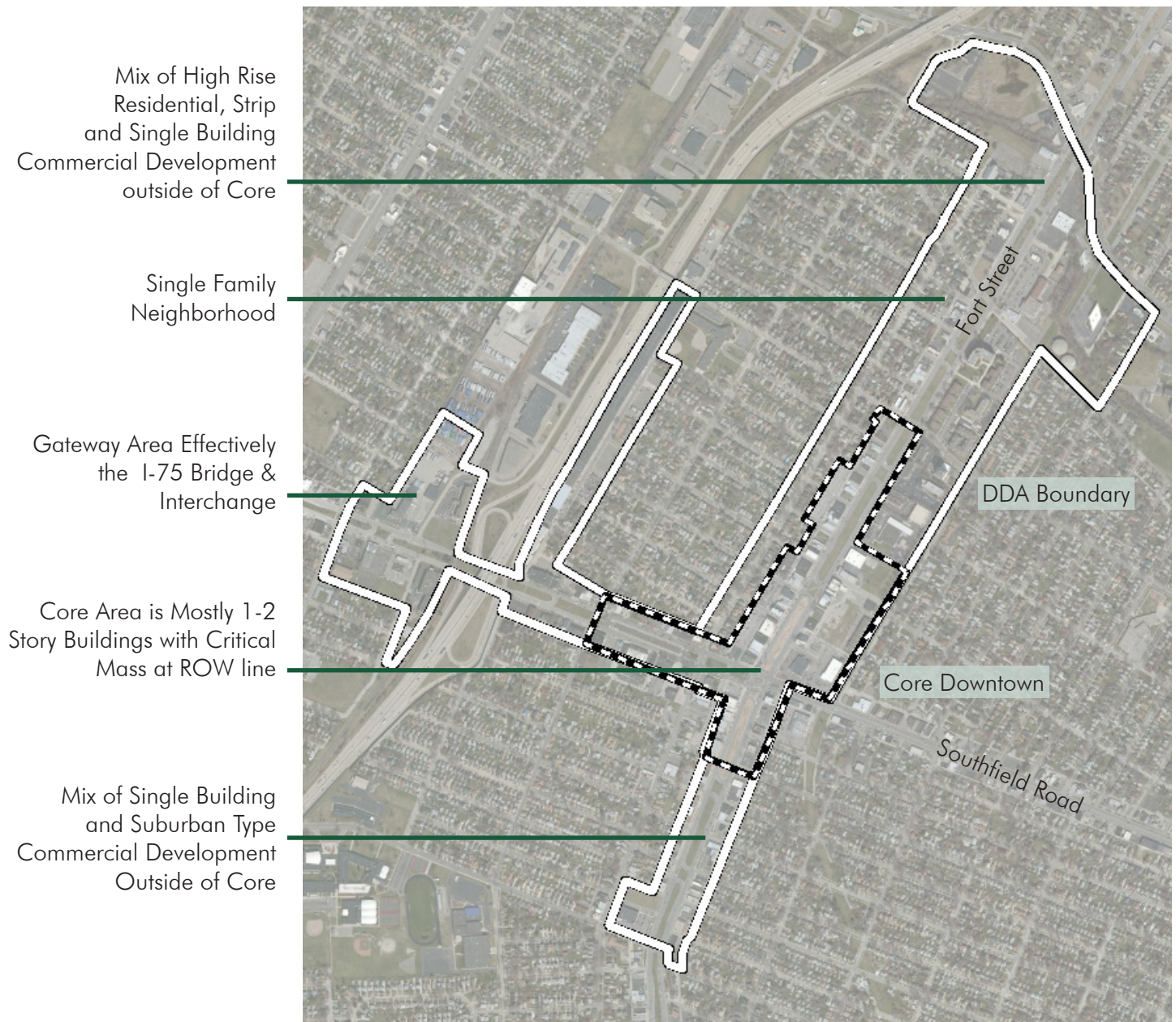
This update comes at a time when the most dramatic events of a generation are beginning to settle into the “new normal,” even here in Michigan where it often feels as though we bore the brunt of it. However, municipal budgets are one place where the effects of the Great Recession will be felt for a long time to come. They are directly and substantially tied to housing values, which are prevented by the statewide Headlee Amendment from rising as fast as they fell. In addition, structural changes to the state revenue sharing program have favored state funding over municipal funding. Careful resource management, then, will continue to be a hallmark of public planning.

The following pages present an evaluation of existing conditions, a summary of the information gathered through a variety of community engagement methods, and a review of the status and continued relevance of projects identified in the 2002 Strategic Plan. The implementation plan is derived from a synthesis of this process, and remains organized according to the Main Street points.



## PHYSICAL INVENTORY

**What we did:** The DDA district was inspected by the consulting landscape architect, who has been working with the City for over a decade on design and implementation. The consultant assessed the physical aspects of the area's aesthetic, planning, and business environments.





## What we found:

The median provides a ready-made space to announce to drivers that they have reached the core shopping district of Downtown Lincoln Park. While efforts to improve the median in the core area have helped to beautify downtown Lincoln Park, much more is left to do and gateway treatments should be included in these improvements to establish the downtown Lincoln Park character.

GATEWAYS



The Lincoln Park DDA has embarked on successful, though modest, streetscape improvements within the last five years. These improvements consist of replacing the existing cobra and 1970s-era square globe street lights with new tear-drop decorative fixtures reminiscent of those used historically in the downtown. Deteriorating and faded concrete pavers have been replaced with plain concrete sidewalk. A custom bench has been added to the ends of many raised pre-cast concrete planters, affording them an updated aesthetic. Litter receptacles and bike hoops have been placed along street. Median retaining walls and plantings have also been added in the boulevard and in the raised planters. The Streetscape Master Plan suggests the addition of bump-outs at intersections, decorative pavement and expanding the new tear-drop light fixtures. These improvements should be implemented in the core area as funding becomes available.

STREETSCAPE



# SITE ASSESSMENT

## ARCHITECTURE

Architectural consistency is lacking throughout the downtown. A comprehensive and intense application of streetscape improvements can substitute for building fabric as a means of establishing the brand or character of a downtown area, when architectural quality does not stand on its own.



## BUSINESS MIX

The business mix in Lincoln Park is not cohesive, functioning more as a collection of individual establishments than as a unified commercial district. The dispersion of vehicular-oriented developments in the core area further dilutes the critical mass. Some businesses in the core area have resorted to closing their street side doors and using rear doors instead. This practice should be discouraged.



## DENSITY

The DDA district is geographically large and lacks density. It is mostly comprised of single- and occasional two-story buildings with critical mass only achieved within the first several blocks of the Fort Street and Southfield intersection, along Fort Street. The exceptionally wide median further exaggerates this horizontal, rather than vertical, massing impression. Outside of the core area, with the exception of some higher rise residential along Fort Street, single- and two-story buildings dominate as mostly stand-alone establishments separated by parking.



Walkability in downtown Lincoln Park is very good, assuming your destination is on the side of Lincoln Park that you happen to already be on. A comprehensive system of sidewalks is provided along all streets and into the neighborhood. However, crossing both Fort Street and Southfield can be intimidating due to their wide rights-of-way and many lanes to be traversed. Further, cross walks are few and far between at the cross streets with crossings commonly being 1,000 to 1,500 and sometimes over 2,000 feet apart. As a result, pedestrians are crossing at will, creating a very dangerous situation.



Lincoln Park has been fortunate to maintain its on-street parking on Fort Street, which provides an added buffer between the pedestrian zone of the sidewalk and the busy, sometimes-congested roadway. Ample parking tends to be available on the street. Similarly, ample parking is available behind the buildings in the core area. These parking lots would greatly benefit from renovations including dumpster enclosures, visual buffering of the lots against the street, added landscaping, and overhead utility burial. On Southfield, on-street parking occurs within the boulevard between Lafayette and Fort Park and is visually exposed. Further, crossing Southfield to reach one's destination can be dangerous with crosswalks limited to the cross-street intersections, approximately 900 feet apart. Parking outside of the core area tends to be provided with front or side parking serving individual businesses. These parking lots, likewise, would benefit from buffering with the use of masonry screen walls, ornamental fencing and landscaping, such as that used in some of the more recent developments.



# COMMUNITY PRIORITIES

## WORKSHOP AND SURVEY



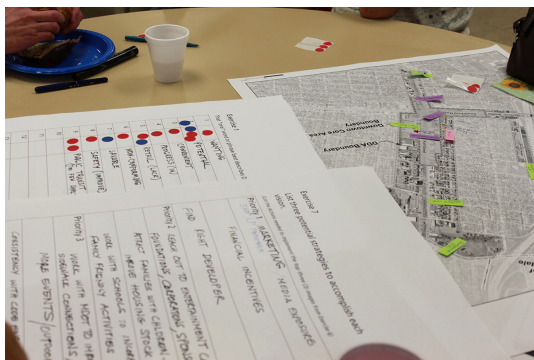
**What we did:** A Community Vision Session was held on June 19, 2014 to collect citizen input.

Working in small groups, the 17 attendees brainstormed answers to a range of questions assessing the community, and then prioritized the answers via sticker vote.

Mapping exercises were conducted using flags and stickers on one large-format paper map per group. Participants were asked to identify priorities for transportation and development, public safety concerns, and community assets.

Each group identified, prioritized, and—addressing the larger audience—presented its top three visions for a revitalized Lincoln Park. For each vision, the groups listed three specific strategies for attaining it. The audience collectively prioritized the visions by voting on them as they departed the meeting.

A public survey was made available to confirm the findings of the Vision Session (except the mapping exercises). Throughout July and August 2014, 148 citizens responded.



**What we found:** The tables on page 11 show the top answers to each question at the workshop. The column on the left shows the order in which they were prioritized by workshop participants, while the column on the right shows the survey respondents' prioritization. As shown by the lines drawn between them, there was considerable agreement on the top responses to three of the four questions.

**All of the top descriptors for Lincoln Park focused on negative space, or the areas which are not currently activated.** The variations came in the characterization of that space: some respondents, particularly those at the workshop, viewed it as an opportunity, while others used less hopeful terms like “ghost town.” This is an important distinction, because citizens and businesspersons who perceive opportunity have an incentive to contribute, whereas those who perceive a ghost town would consider such investment to be futile. A cohesive and comprehensive community strategy is key to transforming these impressions.

**Lincoln Parkers are particularly proud of the physical improvements that have been achieved,** thus affirming the value of the public investments made in this area. This indicates potential for support of further physical improvements.

With regard to things that could have been accomplished better, survey respondents focused more closely on business development and marketing, whereas workshop participants





ONE WORD THAT DESCRIBES OUR COMMUNITY	
Workshop	Survey
Opportunities / Potential / Room for growth	Vacant, Empty
Vacant, Empty	Opportunities / Potential / Room for growth
Under-utilized	Under-utilized
Deserted, ghost town	Deserted, ghost town

WHAT HAVE WE DONE WELL?	
Workshop	Survey
Streetscape/landscaping	Streetscape/landscaping
Spruce/Clean-Up	Spruce/Clean-Up
Street lighting	Street lighting
Demolished derelict buildings	Demolished derelict buildings

WHAT COULD WE HAVE DONE BETTER?	
Workshop	Survey
Code enforcement	New business development/ marketing of commercial properties
New business development/ marketing of commercial properties	Better promotion/marketing of businesses
Condos	Code enforcement
Better promotion/marketing of businesses (tie)	Communication
Lack of events (tie)	Parking
Parking (tie)	Lack of events
Communication (tie)	Condos

WHAT BARRIERS ARE IMPEDING OUR SUCCESS?	
Workshop	Survey
Dilapidated buildings/blight/ rundown buildings	Dilapidated buildings/blight/ rundown buildings
Money/finances	Image/reputation
Image/reputation	Money/finances
Lack of code enforcement	Lack of vision
Lack of vision	Lack of code enforcement

also prioritized code enforcement and development decisions. All, however, are closely interrelated and point to **a feeling that the business community is generally not adequately supported**. A coordinated business recruitment, retention, and marketing strategy would address each of these issues individually as well as cumulatively.

Workshop participants mapped and labeled development and transportation priorities, public safety concerns, and community assets. (This exercise was not translated to the survey instrument.) The maps on page 13 have been digitized to show the aggregated priorities, concerns, and assets named at the workshop. **It is a substantial finding that nearly all items mentioned, including assets, concerns, and potential, were geographically located within the core area.** This strongly reinforces the DDA's decision to focus its resources in this core.

**Development priorities** were split between a desire for particular development types, such as outdoor dining or a pocket park, and the desire to see activity on particular sites, such as the "old bank." These **were highly concentrated in about two-tenths of a square mile** just north of the corner of Southfield and Fort, suggesting a "ground zero" on which to focus intense initial efforts.



As can be seen on the inset, the Community Assets map is complementary to the development map: most parcels within the core area are identified on one of the two. This is excellent news because it indicates existing market strengths in

immediate geographic proximity to market needs, offering both the potential and flexibility to build intentional linkages. Residents implicitly offered support to this strategy by identifying the Fort Street Brewery as the strongest asset in the downtown and locating the greatest number of development requests in its immediate vicinity.

The majority of transportation priorities—four of six—addressed pedestrian safety, which comports with the physical assessment. Safe access to both sides of the street is essential for retail linkage, but it is not easily provided here. **The existing crossing in front of Albert's Furniture and Appliance** is well-situated, providing immediate access to the brewery, the proposed Mellus Park, and several of the sites noted for redevelopment. However, it is neither prominent nor inviting. As such, it **represents a prime location for the diligent application of public improvements**, including lighting, median beautification, and raised crosswalks in contrasting pavement.



When asked about general safety concerns, residents cited several conditions which impacted their feelings of security, such as inadequate lighting and vacant land and buildings. These specific examples are heeded as concrete ways to improve that climate. Concerns related to traffic, such as conditions at the ramps to and from I-75, are unfortunately well outside of the DDA's immediate sphere of influence.

Priorities and strategies are presented on page 14. Here again, survey respondents emphasized business climate and development type, while workshop participants prioritized activity and also focused



## DEVELOPMENT PRIORITIES

*Types*  
 Arts Magnet  
 Outdoor Cafe  
 Pocket Park  
 Possible Community Garden

*Sites*  
 Old Bank (2)  
 Development of City Limits  
 Dorsey Bldg Public Space  
 Fill Vacant Block  
 Moose Lodge  
 Old Dimestore

## TRANSPORTATION PRIORITIES

Slow Traffic  
 Parking  
 Sidewalks  
 Need Crosswalks (2)  
 Parking on Street



## COMMUNITY ASSETS

A&W  
 Al Petri and Sons (3)  
 American Legion  
 Bank  
 B-Story Bldg  
 Calders  
 Celiras Dressshop

Fort St Brewery (5)  
 Historic Facades  
 Library  
 Lobb's  
 McDonalds (2)  
 Museum  
 Park Restaurant (3)  
 RC Alerks

RNR  
 Roller Rink  
 Sign  
 Tim Hortons (3)  
 Todd Gallery  
 White Castle  
 Painter's Supply (2)

## SAFETY CONCERNS

Lighting Security  
 Dark  
 Vacant Land/Lot  
 Empty Block Homes  
 Patrol  
 Parking Lot  
 Exit Ramp



# COMMUNITY PRIORITIES

on more technical aspects of community design. The three highest priorities in aggregate were new businesses, occupied buildings, and family-friendly

nightlife and entertainment. Taken together, the vision is truly one that can be summed up as “Lincoln Park Alive!”

## COLLECTIVE PRIORITIZATION

Survey Ranking	Priority	Strategies
4	<b>Family-friendly nightlife and entertainment for people of all ages</b>	<ul style="list-style-type: none"> <li>• Home grown entertainment, renovate/restore parking, street fairs, bike racks, ‘block’ parties</li> <li>• Reach out to entertainment companies, foundations, corporations, sponsors</li> <li>• Attract families with children; improve the housing stock</li> <li>• Work with schools to incorporate family-friendly activities</li> <li>• Promote to developers/owners (Michigan based)</li> <li>• DDA incentives/financial assistance</li> <li>• Tax incentives/business friendly</li> <li>• Increased police patrols/beat cops/mini stations</li> </ul>
1	<b>New businesses</b>	(no suggestions offered)
9	<b>Fort Street reduced to 2 lanes with angled parking</b>	<ul style="list-style-type: none"> <li>• Develop plan</li> <li>• Work with MDOT, City, County, Federal government</li> <li>• Business/community support</li> <li>• Funding</li> <li>• Grants</li> </ul>
2	<b>Occupied buildings - no vacancies</b>	<ul style="list-style-type: none"> <li>• Inter-department cooperation</li> <li>• Incentives</li> <li>• Marketing</li> <li>• Cleaning up downtown</li> <li>• Keep up with maintenance, snow plow and litter control</li> <li>• Code enforcement</li> </ul>
6	<b>Business start-up incubator</b>	Market commercial properties for that purpose
5	<b>Lighting expanded on Southfield and Fort Street</b>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Grants</li> </ul>
7	<b>Fine arts incubator</b>	Community gallery; shared facility for creating art works (including glass furnace and pottery kiln); rehearsal studios
8	<b>Sidewalks alive with connections across Fort Street</b>	<ul style="list-style-type: none"> <li>• Improve sidewalk connections/bump outs/bike paths/ more events/outdoor cafes</li> <li>• Be consistent with code enforcement</li> <li>• Clean up storefronts, arts/murals</li> <li>• Regular community events</li> <li>• Landscaping/advertising/lighting</li> </ul>
3	<b>High density, mixed use development</b>	<ul style="list-style-type: none"> <li>• Financial incentives</li> <li>• Find the right developer</li> <li>• Marketing/media exposure; shop LP program</li> </ul>





## STAKEHOLDER INTERVIEWS

### Demographics

The ten respondents' tenure of living and working in Lincoln Park ranged from owning commercial property for less than a year to lifelong residency. Four of the respondents had been in the area for less than ten years, three for 10-20 years, and two for 50-60 years.

The business owners' primary target markets were diverse, including low income families, the Hispanic community, "everyone 21 and over," and a "mixed bag." The geographic area of their customer base was wide. In addition to Lincoln Park, they noted that customers came from Ann Arbor, Ypsilanti, Garden City, Livonia, Detroit, and Southfield. Commuter traffic drove one business, and another owner's business was "not supported by Lincoln Park residents – people are driving from all over," generally within 10 miles.

### Municipal environment

**When asked about the top challenges to redevelopment in the downtown business district, the largest share of responses focused on municipal conditions and actions.** One respondent felt that the City made it "very difficult to open or improve a business" and another called the attitudes at City Hall "archaic," but most characterized the environment as

indifferent. Responses included, "The City departments have ignored the downtown for a long time," "Businesses don't want to come in a city that doesn't seem to care," and, "There has been a lack of buy-in by every department and from the people who need to make things happen." According to one respondent, however, "Dealing with the City has not been an issue."

Several stakeholders said that the "leadership could be better than it is." **The Downtown Development Authority, Economic Development Corporation, and Chamber of Commerce were all cited as organizations which, if strong enough, could improve conditions.** One subject noted that "the DDA is working with us on zoning and has been very helpful," while a past DDA director was described as "very enthusiastic about the future and making Lincoln Park an exciting place," and the Economic Development Corporation was said to be "making a concentrated effort to be available to businesses and put a welcome package together." However, "the City seems to be afraid of doing anything" and "City council leaders need to be progressive enough to help make development happen." Three respondents recommended a more pro-business, "open arms," "we'll help you get it done" stance in general. Specific suggestions

included financial incentives, tax relief, property acquisition, redevelopment-ready spaces, less red tape, a coherent approval process with a "point person," a concise checklist of requirements, marketing and promotions support, giving buildings away, and to "stop nickel and diming people—once plans are approved, that should be it." One respondent commented that "people in the DDA need to be open to bringing new businesses in even if it competes with their own," and another said it would be beneficial "if the DDA had a better relationship with city management to help with development."

**Ordinance enforcement was another challenge.** Specifically, interviewees mentioned better enforcement of signage, traffic issues, and blight ordinances to preserve housing and neighborhood quality. They also noted a need for trash pickup, maintenance services, and appropriate ordinances permitting all types of business use. One suggested that lax enforcement stemmed from the fact that "a lot of people that work in the city own businesses and residences" in the city, and another applied the word "cronyism." It was also suggested that the City is reluctant to engage in enforcement action against business owners "because the attitude is that we are lucky to just have them."

An interviewee said the local school

district is “one of the top in the nation,” and that Lincoln Park hosts a “great police department.” Still, **public safety was seen as a barrier to development.** One subject advocated for increased police presence, citing a need “to establish ourselves as a community that does not put up with crime” and for “tougher judges with no or low tolerance for crime.” Gang activity was noted on the other side of the city’s north border and characterized as “definitely a threat.” Another, however, said the City’s crime reputation was “nonsense.”

## Physical environment

Some aspects of physical design presented a challenge. Lack of parking was noted, particularly on Fort Street, although one commenter suggested that “more signage may help to show the parking areas in the back” of buildings. On Fort Street itself, “semis and the divided median are tough logistics,” and it is a “challenge to create a walkable community due to MDOT requirements.” Though the intersection of Southfield and Fort was described as “a hub,” this was not seen as a universal positive: one commenter suggested that “the volume of traffic is unappealing to developers, especially on Southfield.” **Fort Street itself, it was said, “can be a weakness because it splits the community and doesn’t allow for good walkability and pedestrian traffic.”** The statement

TOP CHALLENGES TO REDEVELOPMENT IN THE DOWNTOWN BUSINESS DISTRICT	
Challenge	Suggestions
<b>Indifferent municipal environment</b>	<ul style="list-style-type: none"> <li>• Financial incentives</li> <li>• Tax relief</li> <li>• Property acquisition</li> <li>• Redevelopment-ready spaces</li> <li>• Less red tape</li> <li>• Coherent approval process with a point person</li> <li>• Concise checklist of requirements</li> <li>• Marketing and promotions support</li> </ul>
<b>Vacancy</b>	<ul style="list-style-type: none"> <li>• Focus on northwest corner of Fort Street and Southfield</li> <li>• Manage undesirable uses</li> <li>• Linked to poor physical conditions; continue façade improvement program and publicize its availability and success</li> </ul>
<b>Ordinances</b>	<ul style="list-style-type: none"> <li>• Signage enforcement</li> <li>• Traffic enforcement</li> <li>• Blight enforcement</li> <li>• Trash pickup</li> <li>• Maintenance services</li> <li>• Appropriate ordinances permitting all types of business use</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Address road and sidewalk conditions</li> <li>• Add lighting</li> <li>• Increase parking / visibility of parking</li> <li>• Address accessibility</li> <li>• Increase investment in City offices and public complexes</li> <li>• Work on connections across Fort Street</li> </ul>





that “everyone wants to have a drive thru” points to tension between immediate business preferences and a multimodal physical environment.

**On the other hand, the top strength cited by interviewees was “traffic.”** They described the area as “accessible,” “visible,” and “close to the expressways.” All of the business owners mentioned traffic as the major advantage to having their establishment located downtown; one cited it as the primary factor in choosing a business location.

**Four respondents mentioned proximity to Detroit as an opportunity,** although one qualified the statement with the phrase “if and when Detroit comes back” and another added that “the opportunity needs to be seized.” **Other locational assets included the airport, Canada, waterways, and fishing launches.** Physically, one interviewee said there are “enough small spaces available and enough sidewalks for people to walk to and from stores.” Another believed there are “real opportunities to turn into a very quaint downtown area with shops, benches and outdoor cafes” and added that “with a little bit of façade improvement, it could be a wonderful place, including beautifying the median.” A business owner “would love to be in an architectural building like the bank building.”

**There were a number of suggestions for infrastructure improvements.** Some were

maintenance-oriented, including paving the roads, fixing the sidewalks, adding lighting, increasing parking signage, addressing accessibility for seniors, and increasing investment in City offices and public complexes. These were seen as actions supportive of new development. Other improvements had a more transformational focus. It was recommended that the LPDDA “focus on development of the northwest block of Fort and Southfield” and “work on connections across Fort Street.” A respondent “would like to continue on with the streetscape with lights to extend on Fort Street” and create a “gateway” atmosphere in the parking lot across from the city hall by including lights and flower boxes. It was also suggested that now is the “perfect time to add angle parking” on Fort Street. **Several respondents mentioned the pavilion in the park, saying the opportunity presented by this public space for events and other programs would be warmly welcomed.** Defining the Downtown area, opening up the fronts of buildings, and implementing outdoor seating, pole banners, and bike racks rounded out the list of possible physical changes.

**Vacancy was cited as the downtown business district’s primary weakness.** Though there are “a lot less vacancies than 10 years ago” and calls come in when

property is available, a “whole block of buildings are basically empty” on the northwest corner of Fort and Southfield. Many respondents linked this directly to poor physical upkeep, saying that “Lincoln Park needs to improve its image so investors will be attracted,” “façade improvement will help attract new businesses,” and recommending a “focus on trying to improve the appearance and maintenance to attract employers to attract jobs and help make Lincoln Park a destination.” Said one respondent, **“The City needs to make it a priority to be brighter, crisp, well maintained—to show that the community is taken care of.”** We need people to say, ‘This is where we need to be!’ The first impression is negative coming off the ramps—it’s blight, and it starts with garbage on the ground.” There was a general understanding that the private sector bore much of the responsibility for this, as reflected in statements like, “a lot of property owners don’t keep their buildings up,” “there is a need to work with more businesses to improve their properties,” and, “the DDA is keeping things clean and maintained; they would be better off to encourage businesses to update their properties.”

**Several interviewees cited the façade improvement program as a success and recommended more widespread dissemination of that success by publicizing**



**the opportunities available and the return on that investment.** It was also suggested that the Economic Development Corporation's billboard was "unsightly," that "storefront churches detract developers from opening businesses," and that the County be asked to "make more of a commitment to keeping the maintenance up" in areas it is responsible for, such as sewers and street sweeping.

## Financial

**Affordable property was mentioned seven times throughout the interview process as an attraction to Lincoln Park,** both in general and with reference to the stakeholders themselves. The ability to purchase or lease "at a reasonable price," the availability of property for demolition and rebuild, and "opportunities for staff to live in the general area" were all cited as reasons for investment in Lincoln Park. **However, financial considerations were another top challenge linked directly to poor physical conditions.** "Rents are so low that it is challenging to be able to invest in the building," said one interviewee, while another cited upgrading business and residential property values as a top priority and added that "nobody wants to be in a City that looks like a slum." It was one stakeholder's opinion that "not enough income is being generated by the DDA to make a real impact."

TOP STRENGTHS FOR REDEVELOPMENT IN THE DOWNTOWN BUSINESS DISTRICT	
Strength	Assets
Traffic	<ul style="list-style-type: none"> <li>• Accessible</li> <li>• Visible</li> <li>• Close to freeways</li> <li>• Proximity to Detroit</li> <li>• Airport</li> <li>• Close to Canada</li> <li>• Waterways</li> <li>• Fishing launches</li> </ul>
Organizations	<ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• Economic Development Corporation: "Making a concentrated effort to be available to businesses and put a welcome package together"</li> <li>• DDA: "helpful," "enthusiastic"</li> </ul>
Affordability	<ul style="list-style-type: none"> <li>• Lower overhead</li> <li>• Available property for demolition or rebuild</li> <li>• Opportunities for staff to live in the area</li> </ul>



On the other hand, one subject said that the sale price of available lots was “unreasonably high” and contributed to vacancy, and it was suggested that “property owners may have unrealistic price expectations” and “future business owners need to be better educated about what can be supported by the surrounding area.” The difficulty of obtaining bank financing was also noted.

## Business

### Businesses in Lincoln Park were a concern in terms of both quantity and quality.

“If we can bring in businesses that can bring in jobs, other businesses will follow to serve the needs,” said one stakeholder. Another was encouraged by the Emergency Manager, saying he “seems to be going in the right direction” and “understands that if you don’t have businesses, you don’t have neighborhoods.” Incentives were recommended for people who both work and live in the city. An interviewee suggested that the question “Where do people today want to live?” be examined, and that “meaningful investment will fall behind” a successful answer. Royal Oak, Ferndale, Allen Park, and Wyandotte were held up as examples of communities with a successful business mix.

**The brewery was described as “a destination” and “the type of business that could draw people, including restaurants.”**

There were many suggestions for businesses which could contribute positively to Lincoln Park. They included auxiliary offices for Ford, a mixed housing project, pet stores and a “pet friendly downtown,” small mom and pop businesses such as a kitchen store or small hardware store, little coffee shops, a bakery, a five and dime, women’s clothing, nice restaurants, Panera Bread, a grocery store, boutique fitness, dental office, physical therapy, specialty bars such as an Irish pub/ethnic restaurant or craft beer establishment, ice cream shop, or Mongolian Barbeque.

However, **respondents noted an imperative to “attract the right kinds of businesses” and “to be more particular about what businesses are let in.”** Pawn shops in particular were cited as having “quadrupled,” including one establishment in the old bank building. “The DDA should forcefully fight that kind of thing using rezoning or whatever they can do,” said an interviewee, adding that the community “needs to be more proactive with the Mayor and Council and speak up about it.” Another suggested that Lincoln Park officials “work with the State to be able to have restrictions to allow only certain uses.” Said one stakeholder, “There is nothing to attract a business here. I would not want to open a business here because the existing businesses are undesirable and they attract undesirables.”

## Citizen engagement and market

Several stakeholders agreed that **“the strength of downtown Lincoln Park is the people in the community.”** One noted that people are trying to work together, and another suggested getting business owners together with the public “to discuss ways to improve downtown and foot traffic.” Another interviewee “felt the area went through a transition and it is coming back, due in part to the influx of Hispanic population”; a business owner offering a traditional Mexican product based her decision to locate in Lincoln Park on that emerging demographic. It was suggested that a further opportunity would be understanding why young families are not moving into the city and taking steps to attract them, including providing a “safe, affordable” community. Another suggestion was the promotion of a “dog friendly” reputation. **Events were mentioned in a number of interviews as a strategy for encouraging connection with the downtown,** including a street fair, a Saturday afternoon social, and “more events where the community can come out and bring their kids.”

**Some respondents linked the indifferent municipal environment described above to the challenge of low citizen involvement** and lack of “people with vision who are upbeat people

who can see the possibilities":  
 "People don't want to get involved. Common citizens are tired of talking and not having change. They don't always understand the reasons that may be hindering the change, and they are tired of expressing what they want and being told no. They are tired of the decline." Another response mentioned previous visioning sessions but said that "there has never been a real commitment to actually work the plan." Failing to work together was described as "the culture in the City."

## Image / perception

Stakeholders said that the "perception of the city is tough" for a variety of reasons. **They described Lincoln Park as "the buffer zone between Detroit and the other communities they prefer to be in," an "older, low-income community," a "bedroom community sister to Detroit," a "drive-through city," and "at the bottom of the list of where you want to expand, even over Detroit, because more things are happening in Detroit."** The slogan "Crossroads of Downriver" was described as inadequate because "we don't want to be the crossroads, we want to be the place to be," and another respondent thought that the general public identified Allen Park more strongly as a "downriver community" than Lincoln Park. Some felt that

lack of business attraction was driving lack of redevelopment, citing "no retail anchors" and "the number of low-income people surrounding our community" as reasons for low business interest in the community. A "vast amount of vacancies" has led to the perception that there are a lot of options, but one interviewee didn't "know if the retail spaces are what the retailers need." Two respondents said that Lincoln Park simply "isn't thought of as the place to invest. Money goes to where it makes sense."

**Marketing and promotion were named as the top strategy for improving the City's image.** This included both formal efforts, such as a "full marketing package from Laura Stern," and more general directives such as "be positive, "don't get down on ourselves," and "get more people involved." Said one subject, "Attitudes have to change—we need a groundswell." Another proposed strategy was based more on physical conditions, including a "vision for the community" and "improving appearances and showing that the community cares." "When people cross the border, we want them to know they are in Lincoln Park and not Detroit," said a stakeholder. Another assessed this strategy's chances of success pragmatically: "It's viable property located in a desirable area. If it looks like a place people want to invest, they will."

## **Business suggestions:**

**Auxiliary offices for Ford**

**Mixed housing project**

**Pet stores**

**Kitchen store**

**Small hardware store**

**Coffee shops**

**Five and dime**

**Bakery**

**Boutique fitness**

**Nice restaurants**

**Grocery store**

**Dental office**

**Physical therapy**

**Specialty bars**

## BOARD PLANNING SESSION

**What we did:** A DDA Board Planning Session was held on October 29, 2014. After a review of all findings, a facilitated discussion was held in which Board members were asked to consider two questions in relation to the community attributes and proposals presented throughout the planning process: first, “Do we have it?” and second, “Do we want it?” The answers to these questions sorted the responses into the four recommendation categories shown in the green boxes below. Board members were then asked to prioritize the projects they would like to achieve; the selected projects are in bold type.

**What we found:**

		DO WE HAVE IT?	
		NO	YES
		ACHIEVE	PRESERVE
DO WE WANT IT?	YES	<ul style="list-style-type: none"> <li>• <b>Public space for events: Mellus Park signature project</b></li> <li>• <b>Lighting throughout the core area and at Southfield parking lot</b></li> <li>• <b>Vacant storefronts filled (even with window dressing)</b></li> <li>• <b>Code enforcement</b></li> <li>• Branding: a “destination” rather than a “crossroads”</li> <li>• New businesses</li> <li>• Cooperation among organizations, citizens, and city</li> <li>• Median improvements, left turn and crossing amenities on Fort St.</li> <li>• Four events per year</li> <li>• Better parking management and access to front of buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Independent businesses</li> <li>• Snow, lawn, trash, leaf maintenance</li> <li>• Historic buildings</li> <li>• Identity: school system and community share a name; school is a landmark</li> <li>• Cohesive urban fabric</li> <li>• Stability of Fort St. south of core area</li> </ul>
	NO	AVOID	ELIMINATE
		<ul style="list-style-type: none"> <li>• Getting involved in projects and programs outside the core area</li> </ul>	<ul style="list-style-type: none"> <li>• Negative self-image</li> <li>• “Turf” mentality among organizations</li> </ul>



## STATUS INVENTORY

**What we did:** DDA members were asked to complete a survey to assess the status and continued relevance of projects identified in the 2002 Strategic Plan. The project list was structured in accordance with the four points of the Main Street Program for community revitalization: organization and leadership, design and physical improvements, economic development, and promotions and marketing.

**What we found:** The following table shows the prioritized survey responses.

	<b>ORGANIZATION &amp; LEADERSHIP</b>	<b>DESIGN &amp; PHYSICAL IMPROVEMENTS</b>	<b>ECONOMIC DEVELOPMENT</b>	<b>PROMOTIONS AND MARKETING</b>
<b>Most relevant</b>	DDA standing committees for organization, design and physical improvements, economic development, and marketing and promotions	Public parking lot improvements	Business retention / expansion program Business recruitment program	Downtown directory
<b>Quite relevant</b>	Technical assistance program for property and business owners Annual planning session with Council, Economic Development Corporation, Planning Commission, Zoning Board of Appeals	Core area building design and cost studies Improvement of DDA involvement in Site Plan Review process Curb signage improvements (bus stops, parking, etc.)	Development incentives program Improvements to database of available properties Review of and improvements to the City permitting process, especially with regard to renovation projects Market assessment to identify potential retail for recruitment "Pre-development" of targeted redevelopment sites	Website Four major events per year Downtown Business Association established Cross marketing between businesses Media contact designated; regular press releases issued Cooperative advertising program DDA quarterly newsletter DDA presence at service clubs, Chamber, etc.



	ORGANIZATION & LEADERSHIP	DESIGN & PHYSICAL IMPROVEMENTS	ECONOMIC DEVELOPMENT	PROMOTIONS AND MARKETING
On deck	<p>Technical training in city operation and economic development for City and DDA officials</p> <p>Nomination subcommittee for the DDA and committees</p> <p>By-laws for a future Downtown Business Association</p>	<p>Comprehensive parking strategy</p> <p>Core area overlay zoning district</p>	<p>Property acquisition and development</p>	<p>Common Dumpster program</p> <p>Core shopping hours established</p> <p>Public Safety roundtable</p> <p>Michigan Humanities Council "Touring Grant"</p>
Suggestions	<p>Store fronts open on main highways</p> <p>Strategies to resolve vacancies</p> <p>Historic preservation roadmap for DDA District</p> <p>Strategies to engage community</p> <p>Establish priority projects</p> <p>Establish a brand</p> <p>Create a downtown business association</p>	<p>Lighting of walkways</p> <p>Work with MDOT/ County to allow left turns on Southfield, Fort Street</p> <p>Façade Improvement Program design guidelines</p> <p>Crosswalks for Fort St</p> <p>Recognize outstanding business improvement</p> <p>Creation of public space and pavilion</p> <p>Reconfigure parking on Fort Street - convince MDOT to allow angle parking</p> <p>Identify critical property acquisitions</p>	<p>Co-ordination with County and MEDC</p> <p>Develop economic strategies that are based on historic preservation</p> <p>Marketing strategies</p> <p>Identify assets</p> <p>Allow outdoor seating for restaurants as a use by right</p> <p>Meet with businesses on a regular basis to identify their needs</p>	<p>Art sidewalk walk</p> <p>Educate DDA district property owners on historic preservation</p> <p>Roundtable for DDA businesses</p>
Maybe later		<p>Southfield Road access management plan</p> <p>Reconfiguration plan for Fort Street</p>	<p>New municipal complex</p>	
Completed	<p>Full-time DDA director</p>	<p>Core area Fort Street streetscape improvements</p>		

## RECOMMENDATIONS

**Outreach:** An increase in cooperation among the citizens, businesses, organizations, and administration, and subsequent reduction in “turf mentality” or “silo thinking,” are needed to get things done in Lincoln Park. This is in part because there simply are not enough resources at any one entity’s disposal, but the benefits of cooperation within the community extend beyond cost savings to the creation of social capital—the norms and networks that enable collective action. Downtown District Authority members have long served as community ambassadors: the position is governmental but outside the municipal chain of command; it directly supports the business community; and many of its activities are for the immediate enjoyment of the residents. These conditions amount to an opportunity to forge connections and smooth communications with no monetary cost at all. However, considerable investment will need to be made in terms of time, patience, diligence, attention, repetition, and commitment.

**Branding:** Stakeholders, visioning session participants, and survey respondents all agreed that the Lincoln Park reputation could use some help. The development of a branding campaign, conducted by a public relations specialist in community image and economic development, offers an opportunity to have an extended public conversation about the past, present, and future unique and great aspects of Lincoln Park.

One specific aspect for inclusion is the changing ethnic culture as a result of evolving demographics: between 2000 and 2010, Lincoln Park welcomed more than 3,100 new Hispanic residents and over 1,300 new African American residents, an increase of 122% and 168% respectively, against a backdrop of an overall population decline of 5%. This is the local expression of a national trend that is truly fundamental and foreseen to extend indefinitely. A Lincoln Park brand which is re-imagined with enthusiastic participation by its emerging demographic sectors, and dedicated accommodation of this demographic shift by its established sectors, will be poised to capture the market opportunities inherent in this growth. By the same token, however, strategies designed to “take advantage” of a demographic shift without including the actual people it represents in the City’s decision-making processes run the risk of alienating that same market segment.

The branding campaign *should not* be viewed as a task, to be undertaken as efficiently as possible in a City Hall office. It should be viewed as a chance to offer as much strength as possible to the overall cohesion of the community and to generate momentum for action and investment. Cross-marketing strategies, cooperative advertising, and coordinated store hours are all subjects which can begin a conversation between the DDA and business owners; this conversation then can be guided into a regular communication avenue through which to handle other tasks such as core area zoning and a comprehensive parking strategy.

**Partnership implies coming together as equals; it means the end of assimilation that perceives culture as a barrier to advancement, instead of a natural source of strength when one is free to express their authentic identity. Through the acceptance of our differences and knowing how these differences can solve problems and create new types of opportunities, we will also solve the economic chaos and identity crisis that exists across America.**



**Programming:** A programming plan for the four events per year to which the DDA has committed should be developed in conjunction with the branding campaign. Events should be related to Lincoln Park's specific strengths—the Cinco de Mayo festival celebrating the city's Hispanic population is a perfect example. Through this interrelationship, the events offer wide brand exposure, and the brand is associated with distinct economic and social activities.

**Physical Planning:** Though design and physical improvements represent the most substantial and expensive wish list in this plan, there are two pieces of good news: it is the area for which the greatest number of external resources is available, and previous efforts are highly regarded within the community. Lincoln Park has made excellent use of the 2006 Fort Street Physical Design Plan and has developed a cohesive vision for a new public space on the former Mellus Newspaper site; as implementation moves forward on those projects, planning of the next projects should begin. The Fort and Southfield parking lot is a priority due to its visibility and its current use as the host of the Lincoln Park Farmer's Market, which may also open up funding sources. Parking, access, vehicular and pedestrian circulation, and lighting should be addressed in the next Core Area Physical Design Plan.

An item that bears immediate consideration and attention is the decision by the Michigan Department of Transportation to increase the speed limit on Fort St. to 45 mph through the core area. This decision is highly inconsistent with local planning efforts to increase multimodal access and safety throughout the City's core, and should be immediately reversed.

**Business Strategy:** Commerce is the lifeblood of a downtown, and all efforts recommended in this plan support it to some degree. Regular outreach and a standing forum for input will help the DDA and other officials offer assistance that could prevent potential vacancies; branding and programming supplement merchants' marketing efforts; and physical planning offers access and appeal to their properties. However, a direct and targeted approach to vacancy reduction is also warranted. The Michigan Department of Economic Development's Redevelopment Ready program offers no-cost technical assistance with many of the Economic Development goals of this report, including zoning analysis, process review, site inventory, and "pre-development" services. This intensive support is particularly helpful to small businesses such as those represented in the emerging Latino market, for whom start-up or expansion costs can be particularly daunting, and it enables an "economic gardening" approach focused on local entrepreneurs.

**Code enforcement:** All participants recognize the importance of maintenance to both the form and the function of the downtown, and there was widespread agreement that it could be improved. There is little to recommend in this area except doing it, however, and little supplement available for the resources required to do it well. It must simply be made a priority and supported by investment.

**A new enlightened form of leadership must emerge that rewards individuality and has the wisdom and cultural acumen and insight to most effectively leverage our differences so that together we can support common goals and values. The 21st century leader knows that assimilation is being replaced with accountability to understand the impact culture plays in strengthening human capital and business strategy.**

## LINCOLN PARK DOWNTOWN DEVELOPMENT AUTHORITY LINCOLN PARK ALIVE! ACTION PLAN

A plan is only ever as successful as its implementation.

### ORGANIZATION

TIME	TASK	PARTNERS	BUDGET
NOW	Quarterly oral reports from DDA Director to City Council		Time
	Recruit DDA standing committees for organization, design and physical improvements, economic development, and marketing and promotions	Michigan Main Street, citizens	Time
	Resources Michigan Main Street (MSHDA technical assistance) – Provides intensive technical assistance in four areas: organization, promotion, design and economic restructuring as it relates to business, housing, and historic preservation in downtowns.		
	Cooperation among organizations, citizens, city; reduction of “turf” mentality	Anyone willing to help	Time: to include attendance at meetings, proactive contact, active listening, facilitation, etc.
	Resources Mlplace Curriculum Module 5: Collaborative Public Involvement (Michigan Sense of Place Council resource) – ( <a href="http://www.mlplace.org">www.mlplace.org</a> )		
1 - 3 YEARS	Review and improve code enforcement policies, including resource dedication for consistent application	City of Lincoln Park Building Department	Policy review and recommendations: Time Increased enforcement: \$12,000 per year (10% increase in part-time help from FY 2014-15)
	Review of general business ordinances		
	Relocation of DDA offices to 2041 Fort St. (Chase Bank branch)	EDC, Chamber of Commerce	TBD
ONGOING	Expand DDA staff to include one part-time admin support and one part-time events coordinator		\$30,000 per year
	Full-time volunteer grant writing team comprised of six college students	HFCC, Baker, WCCC	Time (oversight and organization)
	Maintain snow, lawn, trash, leaf services	Service contractors; merchants	As currently allocated
	Resources Business Improvement Zone (MEDC resource) – A Business Improvement Zone (BIZ) can be created by private property owners of those parcels in a zone plan within a city or village and may levy special assessments to finance activities and projects outlined within a zone plan for a period of seven years. A BIZ is created by a petition driven by at least 30 percent of the property owners within a zone plan.		

## ECONOMIC DEVELOPMENT

TIME	TASK	PARTNERS	BUDGET
NOW	Recruit local Hispanic and African American business leaders to serve as advisors	Economic Development Corporation	Time
	Develop programs for business recruitment, retention, and expansion	Economic Development Corporation	\$25,000 per year
1 - 6 YEARS	Resources <p>Redevelopment Ready Communities (MEDC service and technical assistance) – RRC supports communities to actively engage stakeholders to vision and plan for the future. Based on a set of best practices, RRC measures key community and economic development elements and certifies communities that integrate transparency, predictability and efficiency into their development practices.</p> <p>Business Development Program (MEDC grants and loans) – The Michigan Business Development and Michigan Community Revitalization Programs replace the state’s previous MEGA, Brownfield and Historic tax credit. The community applies to the MEDC through the Michigan Strategic Fund Board.</p> <p>Redevelopment Liquor Licenses (MEDC resource) – The Liquor Control Commission may issue new public-on-premises liquor licenses to local units of government. A business must be located in either Tax Increment Finance Authority, Corridor Improvement Authority, Downtown Development Authority, Principal Shopping District or a City Redevelopment Area.</p> <p>EPA Brownfield Revolving Loan Fund (Local grants and loans) – Four local entities (in Wayne County, Downriver Community Conference municipalities, Grand Rapids, and Genesee County) received supplemental funding in July 2013 through the United States Environmental Protection Agency’s Brownfield Revolving Loan Fund for cleanup activities at eligible brownfield sites within their governmental jurisdictions or service areas. Funds may be disbursed to eligible borrowers or subgrantees in the form of loans and grants. The EPA Revolving Loan Funds are generally used to support the redevelopment of brownfield sites into commercial and industrial enterprises that generate new tax revenue and create jobs.</p> <p>Retention and Engagement Program (MCACA grants) – Grants are offered through the New Leaders Arts Council of Michigan to support projects focusing on the retention and community engagement of young people in Michigan through arts and culture. Funding is available for projects that involve the creativity of young people: their mentorship, project already in progress, ideas they have to make the community a better place, and projects that use arts and culture to: empower young people in Michigan, support an atmosphere of entrepreneurship and creativity, and encourage the retention of young people in their communities.</p>		
ONGOING	Support independent businesses	Citizens	Time; funds as currently allocated
	Preserve stability of Fort St. south of core area	Citizens; merchants	Time, attention, funds as currently allocated
ONGOING	Resources <p>Housing Resource Fund Rental Rehabilitation (MSHDA grants and loans) – OCD will consider funding for the rehabilitation of rental property in downtowns and commercial centers: (a) generally CDBG funded, (b) affordability at initial occupancy, (c) \$35K limit all-in for the creation of units in previously non-residential space; (d) \$25K limit all-in for any unit in legal residential use and occupied during the last 5 years. OCD is allowing up to \$40,000 per unit for the creation of new HOME units as part of a downtown rental rehabilitation program. HOME funded projects do have longer affordability requirements than CDBG funded projects. Application deadlines do not apply for downtown rental rehabilitation proposals.</p> <p>Neighborhood Enterprise Zones (MEDC incentive) – Tax incentive for the development and rehabilitation of residential housing.</p>		

# IMPLEMENTATION

## DESIGN AND PHYSICAL IMPROVEMENTS

TIME	TASK	PARTNERS	BUDGET
NOW	Negotiate with MDOT to reverse the decision to increase Fort St. speed limit to 45 mph	Lincoln Park Planning Commission, City Council	Time and attention
	Concentrate projects and programs in the core area	Lincoln Park Planning Commission	Attention
	Preserve historic buildings and cohesive urban fabric	Michigan Main Street, Planning Commission	
	Resources State Historic Preservation Office (MSHDA service and technical assistance) – A commitment to the preservation of the character of our communities makes good economic sense because it enhances property values, creates jobs, revitalizes downtowns, and promotes tourism. Obsolete Property Rehabilitation Act (MEDC incentive) – The Obsolete Property Rehabilitation Act (OPRA) provides for a tax incentive to encourage the redevelopment of obsolete buildings. OPRA tax abatements may be given for those eligible projects that take place on an obsolete property and result in a commercial or mixed-use building project located in only the qualified local units of government.		
	Window-dress vacant storefronts	Organizations, schools, businesses, citizens	\$1,000
1 - 3 YEARS	Volunteers, schools, or organizations may set up informational displays at no cost Local businesses or events may set up promotional displays for a small fee or no cost		
	Public parking lot improvements	MDOT, consultant	\$550,000
3 - 6 YEARS	Resources Farm to Food (MEDC/CDBG grants) – Grants are available for communities seeking to construct, rehabilitate, acquire, expand or improve a facility for the support of a three- to four-season farmer's market. When the structure(s) is not operating as a farmers market, the space must be used for additional community activities. Evaluation of projects will be determined based on community impact, market operation history, financial viability, location visibility, start and completion date, off-season building/site use, and innovative design elements. Contribution of at least 25% of total cost is required and must request funding of at least \$30,000. The maximum grant amount is \$750K.		
	Implement Mellus Park project		\$916,000
	Resources Land Water Conservation Program (MDNR grants) – The LWC Program provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities. The program is intended to create and maintain a nationwide legacy of high-quality recreation areas and facilities and to stimulate non-federal investments in the protection and maintenance of recreation resources across the United States. MI Natural Resources Trust Fund (MDNR grants) – Grants for recreation land acquisition and development.		
	Core Area Physical Design Plan Update	Citizens, business owners, planning commission	\$35,000
	Resources Community Revitalization Program (MEDC grants and loans; applies to projects and therefore should be kept in mind during the planning phase to increase viability of proposed projects) – The Michigan Business Development and Michigan Community Revitalization Programs replace the state's previous MEGA, Brownfield and Historic tax credit programs, which were features of the Michigan Business Tax that will be eliminated under business tax restructuring legislation. Community Forestry (MDNR grants and services) – Michigan's urban forest resources provide a range of environmental benefits including reduced energy use, carbon sequestration, oxygen production, erosion control, improved water quality, biophysical diversity (plant and animal) and reduced noise. Trees improve physical and mental health and enhance spiritual, emotional and cultural well-being.		

## DESIGN AND PHYSICAL IMPROVEMENTS CONTINUED

TIME	TASK	PARTNERS	BUDGET
6 - 10 YEARS	Expand lighting throughout the core area	DTE	\$12,000 per light
	Comprehensive parking and access improvements	MDOT	\$3500-\$5000 per space
	Pedestrian crossings and amenities on Fort St.	MDOT	\$250,000
	<p>Transportation Alternatives Program (MDOT grants) – Eligible applicants include county road commissions, cities, villages, regional transportation authorities, transit agencies, state and federal natural resource or public land agencies, and tribal governments. MDOT may partner with a local agency to apply for funding and implement the project. Other organizations such as townships or non-motorized trail groups may work with an eligible agency to apply. The Transportation Alternatives Program (TAP) is a competitive grant program that funds projects such as bike paths, streetscapes, and historic preservation of transportation facilities that enhance Michigan’s intermodal transportation system and provide safe alternative transportation options. These investments support place-based economic development by offering transportation choices, promoting walkability, and improving the quality of life. The program uses Federal Transportation Funds designated by Congress for these types of activities.</p> <p>Region Planners and Transportation Service Centers (MDOT services) – Region Planners are responsible for all planning activities including local initiatives on state highways. TSCs provide information regarding permitting for project on state highways. TSCs also provide oversight on projects within the MDOT right-of-way.</p> <p>Context-Sensitive Solutions (MDOT technique) – Context Sensitive Solutions (CSS) is a collaborative interdisciplinary approach to developing transportation projects. Under CSS, MDOT solicits dialogue with local governments, road commissions, industry groups, land use advocates, and state agencies early in a project’s planning phase. A cooperative spirit and an awareness of community interests help achieve the ultimate goal – projects that fit their surroundings while effectively serving transportation needs.</p>		

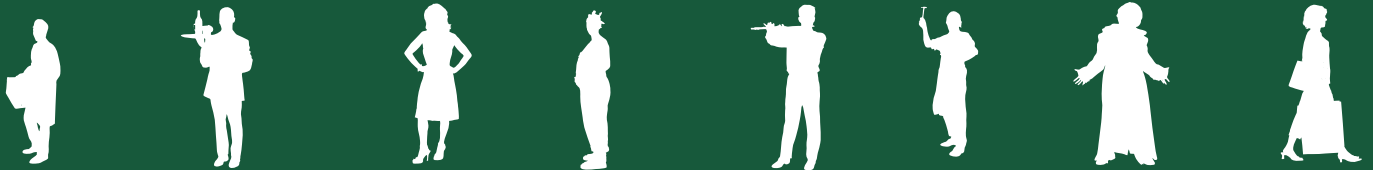
## MARKETING AND PROMOTIONS

TIME	TASK	PARTNERS	BUDGET
NOW	Recruit three event volunteers per Board member	Friends, neighbors, coworkers	Time
1 - 3 YEARS	Program four all-ages entertainment events per year	Lincoln Park Public Schools, City of Lincoln Park Parks and Recreation	\$10,000 per year
	<p>Sponsorships, volunteer efforts, pay-to-play activities, beer/wine tent, vendor booths, merchandise, institute a DDA “FUND” to receive dedicated fundraising dollars</p> <p>Resources</p> <p>Program for Project Support (MCACA) – The focus is to provide arts &amp; cultural, as well as educational, projects to citizen. This category funds arts projects conducted by non-profit organizations, municipalities, educational institutions and other organizations that utilize the talents of professional artists or educators in all arts. Funding may only be used for artist fees, salaries, wages, space rental, or marketing &amp; promotional expenses directly related to the project, or project supplies and materials including performance or other production costs, project-related curriculum materials.</p>		
3 - 6 YEARS	Reinvigorated branding that preserves the Lincoln Park identity, rebuts the current negative self-image, and introduces a “fresh take”	Consultant branding strategist, citizens; concurrence with programming is ideal	\$50,000
	Create a downtown directory	Economic Development Corporation	\$5,000

# LINCOLN PARK



DOWNTOWN  
DEVELOPMENT  
AUTHORITY



B R   
Beckett&Raeder