Fairlane Planning Area Economic Development Strategy and Vision Plan

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FAIRLANE PLANNING AREA DEARBORN, MICHIGAN

ECONOMIC DEVELOPMENT STRATEGY
AND VISION PLAN

Table of Contents

List of Tables

List of Figures:

Acknowledgements

Executive Summary

This project is a collaboration between the Michigan State University (MSU) Urban and Regional Planning Program and the City of Dearborn, Michigan during the spring semester of 2017. The purpose of this project is to create a vision and guidelines for the future development of the Fairlane Planning Area. The focus of our guidelines include identifying areas of potential growth or development, and improving the connection of uses within the Fairlane Planning Area and with the surrounding downtowns.

The Fairlane Planning Area, just north of Michigan Avenue and east of the Rouge River includes the Fairlane Town Center mall, the focal point of the site, as well as various educational institutions, businesses, hotels, and medical facilities. To gain a better understanding of the community and the built environment, several studies were conducted. The data collected for this report came from existing reports and statistics from the City of Dearborn, the United States Census, ESRI Business Analyst, and observations and data generated by the Practicum team.

Our research included a detailed socioeconomic profile that found that the population of the Fairlane Planning Area has increased since 1990, and is now younger and more educated in comparison to Wayne County and the state of Michigan. The zoning and land use analysis found a shift towards mixed-use development and transit oriented development, with a need for flexibility in zoning. A study conducted for transportation and connectivity revealed poor pedestrian access between points of interest within the Fairlane Planning Area, and between transit and destinations. Existing trails and bike paths were geared towards recreational purposes, and were insufficient for the purposes of commuting. Sidewalks and crosswalks were sporadic and unpredictable. The retail gap analysis found significant leakage from the Fairlane Planning Area, and concluded that businesses such as *Lawn and Garden Equipment Supply Stores, Grocery Stores, and General Merchandise Stores* might be beneficial to the site. The Housing profile of the area found that there were significantly more renter-occupied units and a greater variety of types of housing units in the Fairlane Planning Area than in the City of Dearborn or Wayne County. Additionally, the report includes several case studies and a Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) analysis.

The results of the studies conducted, in addition to selected case studies, observations made during visits to the area, and information received from the City of Dearborn and other stakeholders, informed the recommendations made for the Fairlane Planning Area. Recommendations focused on a range of short-term to long-term strategies and are divided into four main goals. These goals are subdivided into a series of objectives, each of which contains several actions the City of Dearborn can take in conjunction with relevant stakeholders. The overall focus of the recommendations is on the connectivity of the area, as well as fostering development and a community that will contribute to the Fairlane Planning Area's economic viability and sense of identity. The recommendations also heavily emphasize having strong community and stakeholder engagement.

Goal 1: Create a unified identity for the Fairlane Planning Area.
> **Objective 1.1:** Improve and create public spaces that enhance the sense of community and place
> **Objective 1.2:** Create a brand for the Fairlane Planning Area that identifies it as a unique neighborhood within the City of Dearborn.
> **Objective 1.3:** Create a Fairlane Planning Area community built around the needs and interests of the local population.

Goal 2: Increase non-motorized transportation connections.
> **Objective 2.1:** Implement bicycle path and sidewalk improvements.
> **Objective 2.2:** Provide amenities that complement walking and bicycle use.

Goal 3: Enhance opportunities for multi-modal transit.
> **Objective 3.1:** Create an environment that is conducive to multi-modal transit and development.
> **Objective 3.2**: Attract more transit options to the area.
> **Objective 3.3:** Improve existing transit facilities.

Goal 4: Foster cohesive future land uses and development.
> **Objective 4.1.** Update the zoning code to coincide with the future land use goals from the Master Plan.
> **Objective 4.2:** Continuing retail development and potential expansion within the Fairlane Area to attract people into the area.
> **Objective 4.3:** Encourage the future development of a wide range of housing options within the Fairlane Planning Area.
> **Objective 4.4:** Development of a form-based code.

Chapter One: Project Introduction

The goal for this project is to create a vision and economic strategy for the evolution of the Fairlane Planning Area as a way to guide future changes in connectivity, retail development, and land use. The focus will be on connecting the variety of land uses within the Planning Area with each other and surrounding downtown developments, while also identifying areas for future growth.

Project Overview

Dearborn, Michigan, is a city of almost 100,000 people located nine miles to the west of downtown Detroit, Michigan. The city is surrounded by similarly-constructed suburban municipalities: Dearborn Heights (northwest), Allen Park (south), and Melvindale (southeast). The Ford Motor Company World Headquarters is located within the city, as is the Henry Ford Museum; the museum is the second-largest attraction in Michigan, attracting over 1.6 million visitors annually. The city has two downtown areas, East and West Dearborn; the downtowns are separated by the Fairlane Planning Area. East Dearborn is influenced heavily by the resident Arab-American population located there, but is not well-connected to the Fairlane Planning Area. West Dearborn is characterized by businesses catering to young professionals interested in nightlife and entertainment.
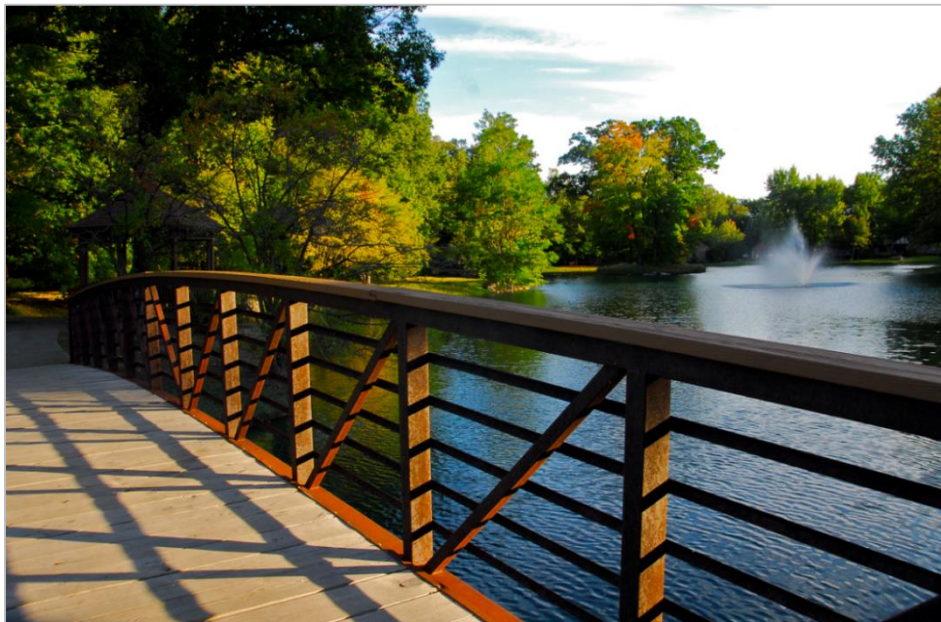
Figure 1.1: Bridge over water at the Fairlane Woods Apartments in the Fairlane. (Fairlane Woods Apartments, 2017)

The Planning Division for the City of Dearborn is interested in a plan that provides a vision for the future of the Fairlane Planning Area and Fairlane Town Center. The Fairlane Planning Area is located between the two downtowns of Dearborn along the east bank of the Rouge River. The area is home to a diverse group of stakeholders including the Ford Motor Company World Headquarters, the University of Michigan-Dearborn and Henry Ford College campuses, Henry Ford hospital network, and the Fairlane Town Center mall. National lifestyle trends and increasing housing and employment needs have led the City to envision a future evolution of the planning area that includes a diverse mix of uses and different configuration of spaces. The Practicum group was tasked with providing recommendations based on their assessments of the physical, social, and economic conditions of the area. Ultimately, the goal of the project is to determine feasible paths forward for redevelopment within the Fairlane Planning Area to meet the needs of existing stakeholders while also catering to future demands.

Practicum Purpose

Planning Practicum (UP454/854) is a project capstone course for both undergraduate and graduate students in the Michigan State University Urban and Regional Planning (URP) program within the School of Planning, Design and Construction. The course requires groups of students to complete professional project reports for clients in the field of planning with municipal or community planning organizations. Prior to the course, which is offered every Spring Semester, clients propose projects from their municipality or community organization to Practicum faculty. Those projects which are selected are then presented in basic terms to the students on the first day of class. During the course of the semester, the student groups develop a project scope, conduct research both on-site and through literature review, and make recommendations to accomplish client goals. In the process of completing the reports, students are exposed not just to team skills that may be applicable for future work in the planning field, but also in the various aspects that comprise a professional planning report.

Fairlane Planning Area Location Reference
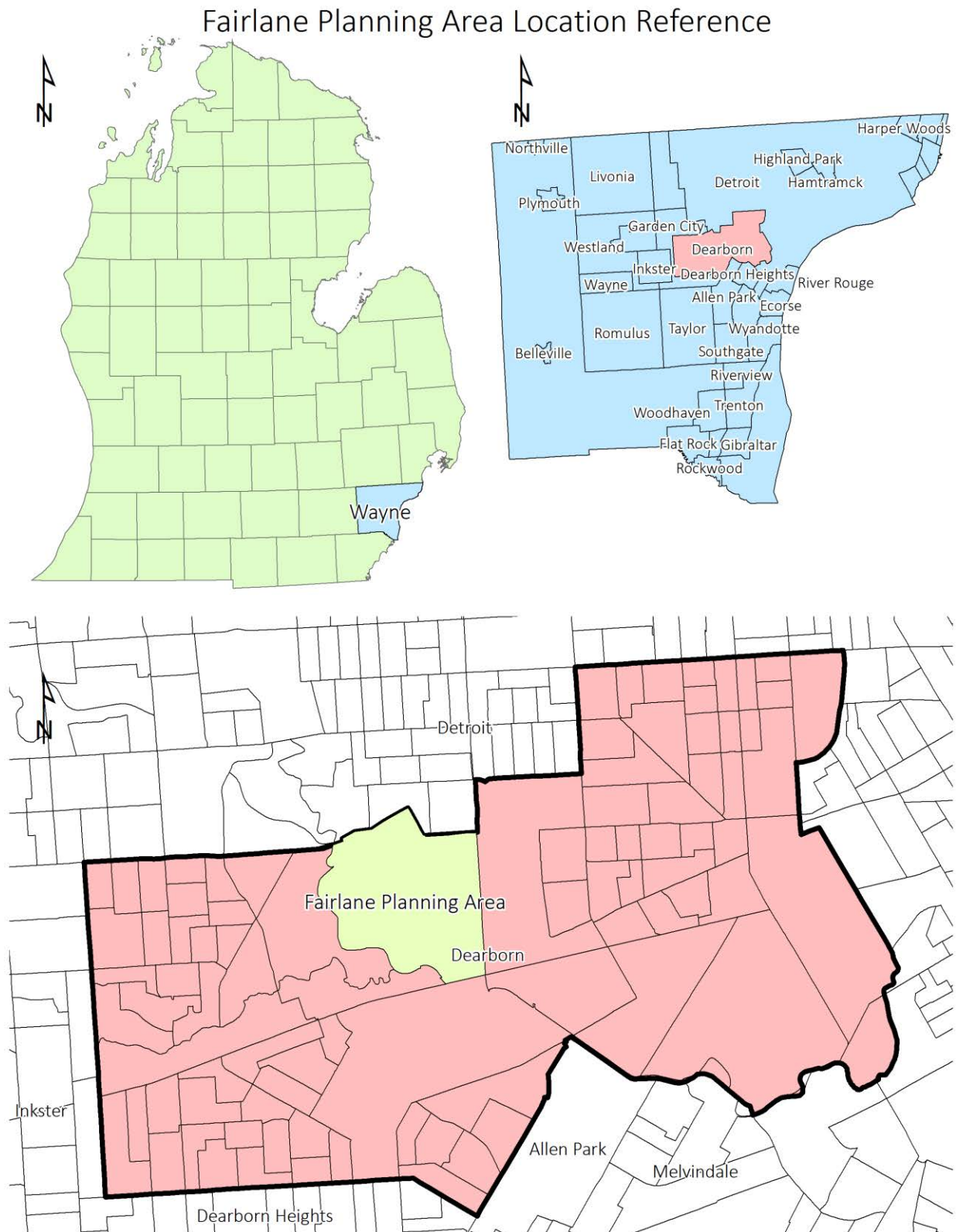
Figure 1.2: Fairlane Planning Area Location Reference Map (Practicum Team, 2017)

Fairlane Planning Area Introduction

The Fairlane Planning Area within the City of Dearborn, Michigan was largely undeveloped until the 1950s. Prior to development, the area was comprised mostly of open farmland and wilderness, with a large portion of the land located within the Rouge River floodplain. In the early 1910's, Henry Ford bought 1,300 acres east of the Rouge River to build his estate. At this time, the area was part of Dearborn Township between the original City of Dearborn and the City of Fordson. In 1929, all three communities were consolidated into the new City of Dearborn. Fairlane took another step forward in its development when it became the home of the Ford Motor Company World Headquarters in 1956. The Ford Motor Land Development Corporation was soon established to manage Ford's large landholdings in the area. These major additions spurred further development within the community that was suited towards complementing Ford's investment.
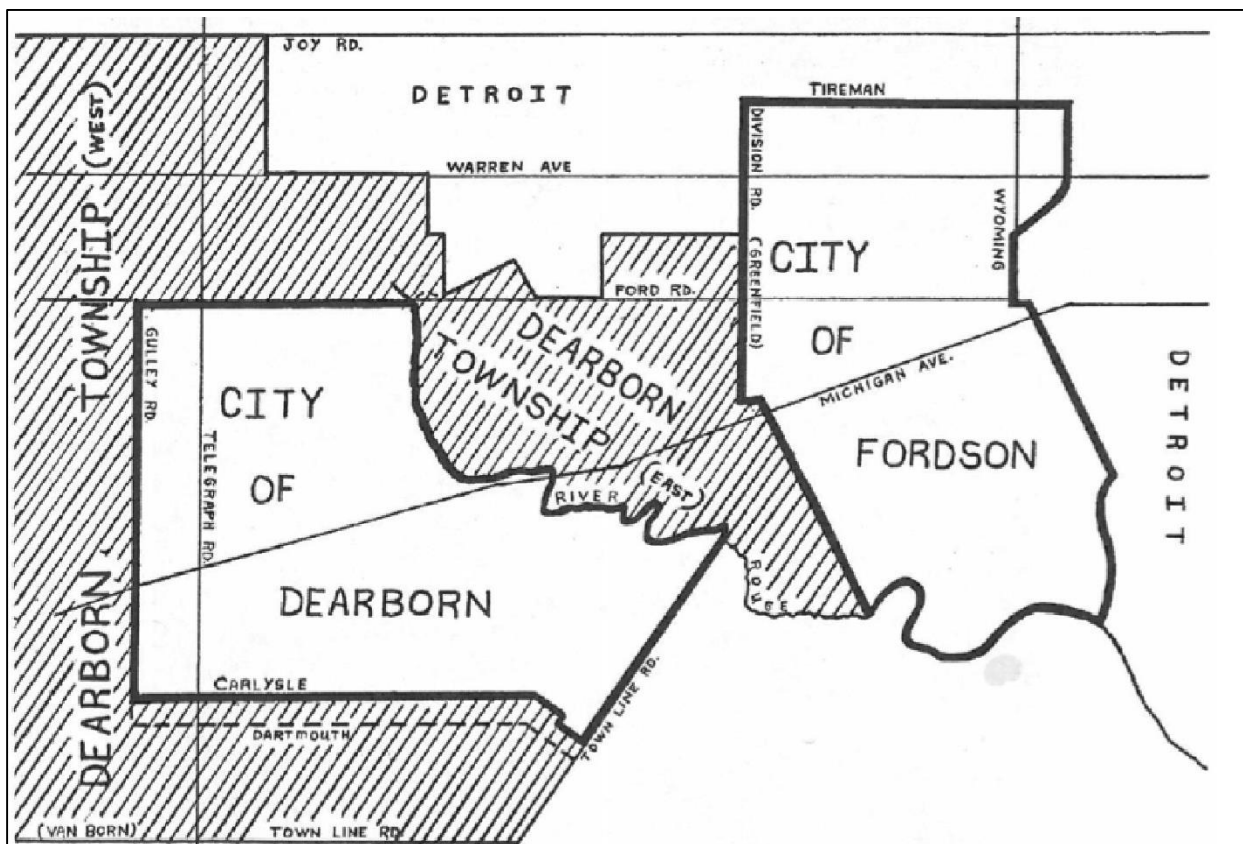
Figure 1.3: Fairland Planning Area before consolidation with the City of Dearborn and the City of Fordson (Dearborn, 2016)

The Fairlane Planning Area is located north of the Michigan Avenue corridor, between the distinctive West and East downtowns of Dearborn. The Southfield Freeway (M-39) runs through the middle of the community, directly connecting to Interstate I-96 four miles to the north and Interstate I-94 four miles to the south. This connectivity has made Fairlane a regional destination with multiple employment centers, a large shopping mall, major educational institutions, major places of worship, several health facilities, and numerous hotels.
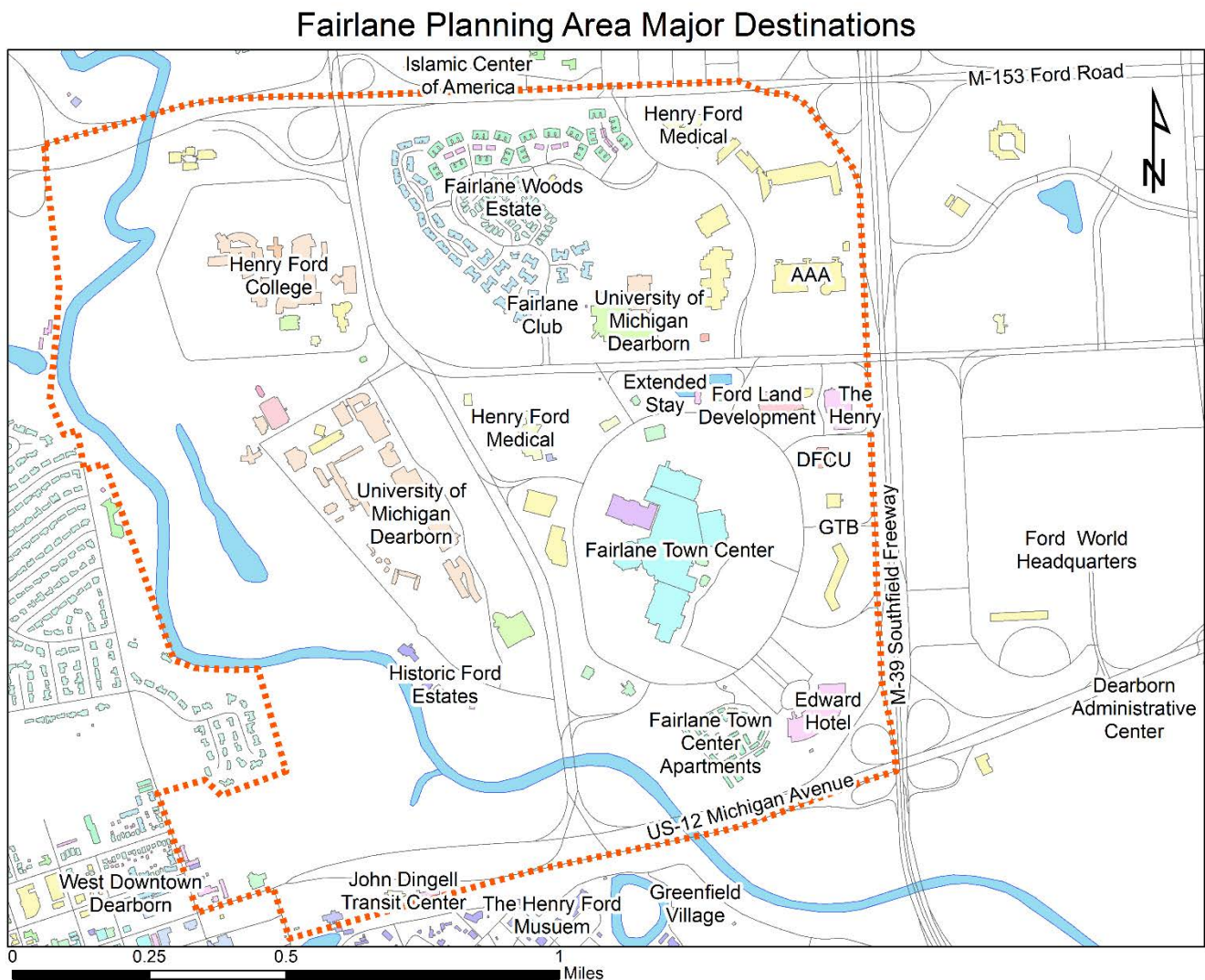
Figure 1.4: Major Destinations in the Fairlane Planning Area (Practicum Team, 2017)

Focus Area

As requested by the Planning Division at the City of Dearborn, this report focuses on a particular area within the Fairlane district, as shown in Figure 1.4. Measuring approximately 1,100 acres, or 1.7 square miles, this section of Fairlane is defined by three major roadways: M-153, M-39, and US-12 (to the north, east, and south, respectively). The Rouge River and extensive green space on the western edge of the district further delineates the focus area from the surrounding neighborhoods, creating a geographically distinctive region containing a variety of land uses and several significant stakeholders and institutions.

Fairlane Town Center is the largest retail space in the city. Developed by prominent Michigan developer A. Alfred Taubman in the 1970s, the mall offers 1.386 million square feet of leasable space. In 2014, Fairlane Town Center was acquired by the Starwood Capital Group. In addition to traditional retail, the site includes an AMC movie theater, food court, gym, two exterior restaurant spaces, and 240,000 square feet of recently-converted office space. Over 8,000 parking spaces comprising of surface lots surround the retail structure at the center of the property.

Figure 1.5: Picture of the inside of the Fairlane Town Center Mall (Practicum Team, 2017)

The focus area encompasses two institutions of higher education: The University of Michigan-Dearborn (UM-Dearborn) and Henry Ford College (HFC). Established in 1959, University of Michigan-Dearborn was built on 200 acres of land along the Rouge River that was donated by the Ford Motor Company. In addition, the Fairlane Campus is a separate facility located to the northeast of the main campus that houses the school's College of Education, Health, and Human Services, as well as the College of Business. In total, the university offers 78 Bachelor's, 33 Master's, and four Doctoral/Specialist degrees, and has an enrollment of 9,308 total students. The university has 583 faculty members and employs 499 additional staff. Henry Ford College was also created on land donated by the Ford Motor Company, and preceded the founding of the University of Michigan-Dearborn. The latest available enrollment count was taken during the fall semester of 2014, in which there were 12,755 total students enrolled. Henry Ford College offers 76 different Associates degrees, one Bachelor's of Science degree, and 57 Certificate programs.

Figure 1.6: University of Michigan Dearborn (Practicum Team, 2017)

There are three residential developments within the planning area. Fairlane Woods Apartments is a gated, 127-acre complex consisting 288 units of one, two, and three-bedroom apartment townhomes that is surrounded by woodlands. The Fairlane Woods complex also includes several condominiums, the only owner occupied housing in the area. Fairlane Town Center Apartments is located off Town Center Drive (the ring road that surrounds the Fairlane Town Center mall) and offers one and two-bedroom apartments. There are 200 units of multifamily rental units on the site. The newest development is The Union at Dearborn, a privately-owned student housing complex that offers fully furnished one, two, three, and four-bedroom apartments. The initial building was completed in 2013, featuring 145 apartments with a total of 505 beds. An addition was built in 2015 with 63 new units and 99 more beds. While the University of Michigan-Dearborn was involved in the development of the complex and occupies a section of the main building, The Union at Dearborn is independently owned and operated. Units are not exclusively rented to the University of Michigan-Dearborn college students, and are available to the general public as well as students at Henry Ford College.

Figure 1.7: Fairlane Woods Apartments with the Edward Hotel in the background (Practicum Team, 2017)

The Fairlane district includes three distinct Henry Ford Medical Centers. Henry Ford Medical Center–Fairlane is a full-service care center with emergency room and primary care services, as well as a walk-in clinic. The Ford Road location offers specialized services including speech therapy, pain management, and ophthalmology. Henry Ford Behavioral Health–Dearborn provides outpatient mental health services for a variety of conditions.

Three major hotels are located within the district. The Henry is a boutique hotel, part of Marriott Hotels International, and marketed under the exclusive Autograph Collection tag. This hotel features 308 guest rooms and 26,000 square feet of space for meetings and events. Additionally, the hotel hosts an art gallery in the hotel's common areas with 475 unique pieces. The Edward Hotel is the second largest hotel in Michigan with 772 guest rooms, 64,000 square feet of event space, two restaurants, and a revolving rooftop ballroom. The Extended Stay America Dearborn is a 93 suite hotel that accommodates extended duration stays with full kitchens featured in each room.

Figure 1.8: Picture of The Henry Hotel (Planning Practicum Team, 2017)

The John D. Dingell Transit Center is located across Michigan Avenue at the southern border of the Fairlane Planning Area. It is a newly constructed intermodal transit station that serves as a nexus between Amtrak's Wolverine service line, the Suburban Mobility Authority for Regional Transportation SMART bus system, and Dearborn's non-motorized transportation infrastructure.

Figure 1.9: Rendering of the John D. Dingell Transit Center (SmithGroupJJR)

Numerous companies have their headquarters located within this district. Ford Motor Land Development has their main offices in the Fairlane Plaza tower, with 300 employees at the site. As the real estate subsidiary of Ford Motor Company, Ford Land owns approximately five million feet of commercial space around Dearborn and Allen Park, including much of the property in the project area. GTB is an advertising agency that works exclusively with Ford Motor Company. The agency's headquarters hold 1000 employees, occupying two buildings to the east of the Fairlane Town Center, directly across M-39 from Ford World Headquarters. GTB has an additional 45 offices in major cities around the world. Neighboring the GTB complex is the headquarters of Dearborn Federal Credit Union, one of the largest credit unions in Michigan with over 200,000

members. Around 200 of DFCU's employees work in the Fairlane Planning Area. AAA-Michigan's headquarters have been located at the corner of Hubbard Drive and Southfield Road since the 1960s. The site received a major renovation in 1998. The organization employs approximately 2,300 employees at this location.

Figure 1.10: Ford offices (formerly Lorde and Taylor) located in the Fairlane Town Center Mall (Practicum Team, 2017)

Additional amenities within the district include numerous dining options, a childcare center, and a private athletic club. Fairlane also provides access to the Rouge Gateway Trail, a two-mile scenic walking and biking trail that runs along the Rouge River through wooded green space, the two college campuses, and the Historic Ford Estates along the River. This trail begins in West Downtown Dearborn and connects to longer trails located throughout southeast Michigan. Located on the western grounds of University of Michigan-Dearborn, the Historic Ford Estates National Historical Landmark was the home of Henry and Clara Ford after they moved to the site in 1915. The grounds include the original house, the Ford's personal powerhouse, Henry Ford's laboratory, a greenhouse, and stables. Just outside the focus area are major employment centers such as Carhartt Headquarters a few miles northeast of the planning area, the Ford Motor Company World Headquarters on the east side of M-39, and Ford's Research and

Engineering Center one block south of Michigan Avenue. The Henry Ford Museum, which attracts 1.6 million visitors annually and is one of the largest tourist attractions in Michigan, is located less than a mile from the Fairlane Town Center. The focus area is also in close proximity to the West Downtown Dearborn, which is directly connected through the Rouge Gateway Trail. Lastly, the Islamic Center of America, the largest mosque in America at the time of its construction, is located just north of the Fairlane Planning Area.

Figure 3.11: The Henry Ford Estate (Practicum Team, 2017)

Chapter Two: Socioeconomic Profile

In order to gain a better understanding of how the Fairlane Planning Area has changed over time, and to better predict future change, we collected a variety of demographic data from the United States Decennial Census. The data collected includes a general population count, race, median age, housing units, income, employment information, and educational attainment. This data was collected for the Fairlane Planning Area, as well as the City of Dearborn, Wayne County, and the State of Michigan, for the years 1990 to 2015. Data from 1990 to 2010 is from the Decennial Census, while the data from 2015 is from the American Community Survey 5-Year Estimates.

Population
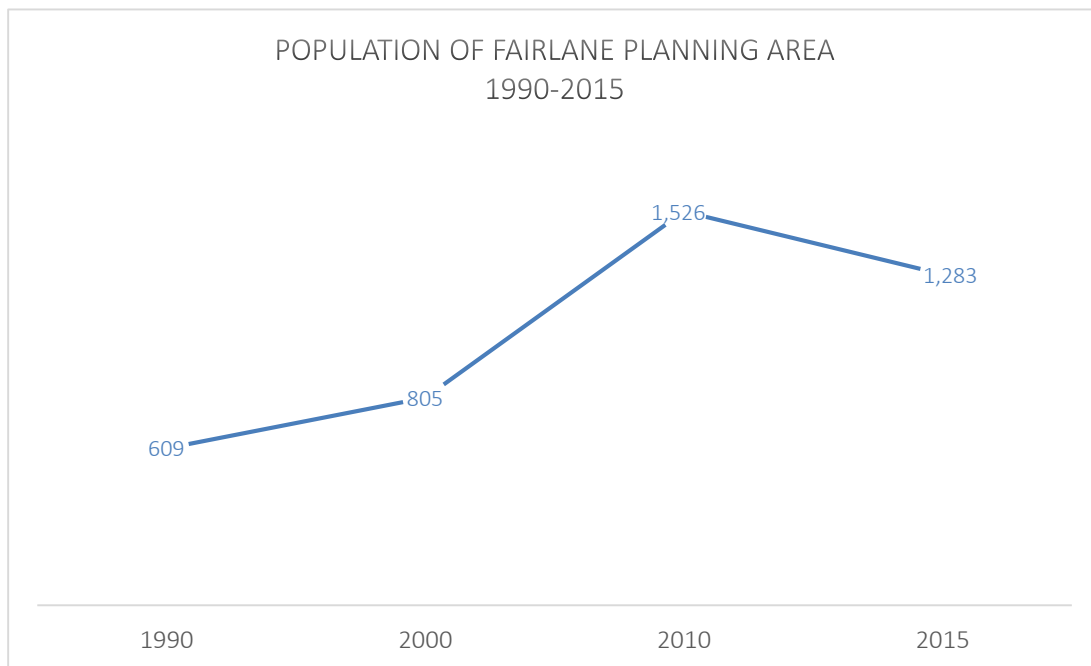
Figure 2.1: Fairlane Town Center Population 1990-2015 (U.S Census Bureau)

Figure 2.1 shows the population changes in the Fairlane Planning Area from 1990 to 2015. The Planning Area experienced growth of 150.6% from 1990 to 2010, and a slightly decrease in population between 2010 and 2015.
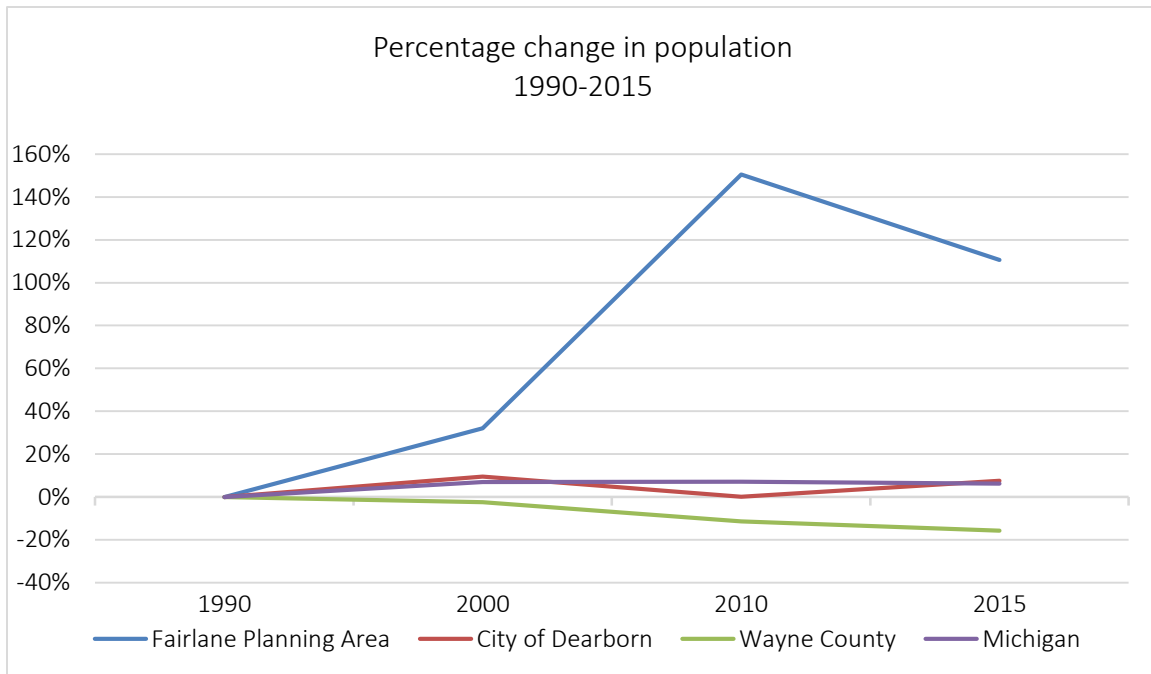
Figure 2.2: Percentage change in population from 1990 to 2015 (U.S Census Bureau)

Figure 2.2 compares the overall populations in the Fairlane Planning Area, City of Dearborn, Wayne County, and State of Michigan from 1990 until 2015. The Fairlane Planning Area experienced the highest percentage change in population during that span of time. Its population reached a peak in 2010 after growing approximately 150% from 2000 figures before experiencing a slight decline by 2015. In contrast, the Dearborn and Michigan populations were very consistent between 1990 and 2015. Wayne County has experienced constant population decline since 2000.

Race

The Fairlane Planning area experienced a change in its distribution of persons by race from 2010 to 2015 in. The percentage of the population that is white dropped by 21% between 2010 and 2015, while the Black and Asian population both experienced significant increases in the same period. Dearborn, Wayne County and Michigan experienced only minor demographic shifts by race between 1990 and 2015. The White population comprises roughly 80% of entire population in Michigan, 90% of the population in Dearborn, and roughly 50% in Wayne County. The State of Michigan features the most diverse minority (non-White population) of the four areas, while the City of Dearborn features the highest percentage of White persons out of the total population. It

should be noted that, although the city of Dearborn has a high amount of diversity in the community, the census results do not reflect that as middle eastern populations are represented in the white population total.
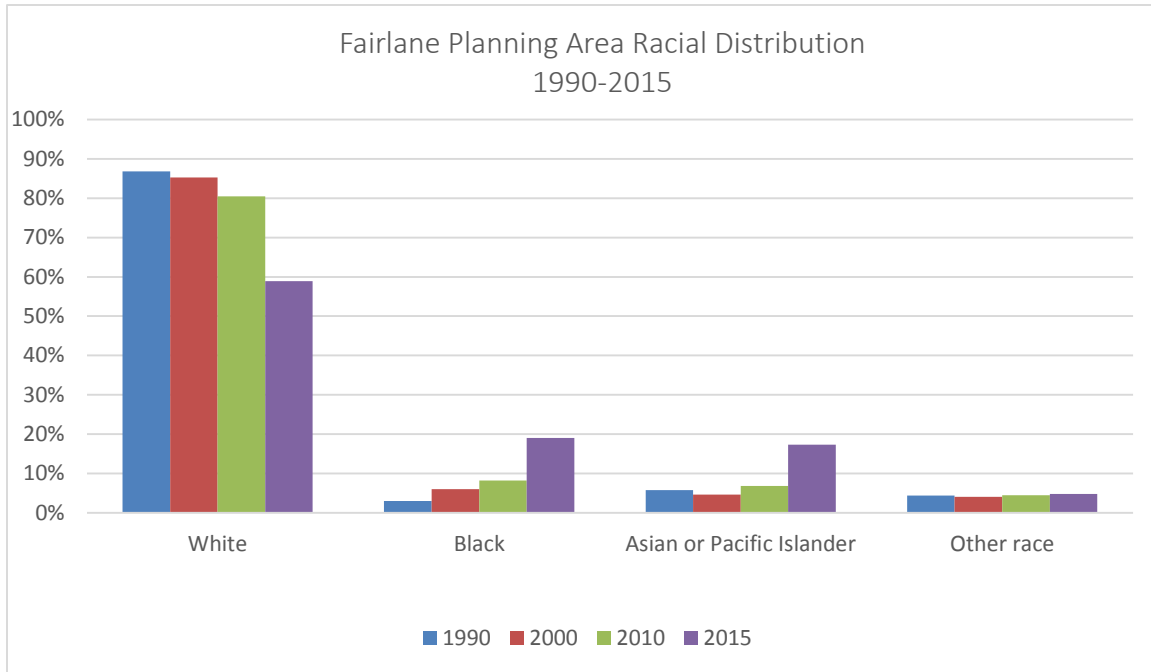
Figure 2.3: The distribution of persons by race in the Fairlane Planning Area from 1990 to 2015 (U.S Census Bureau)
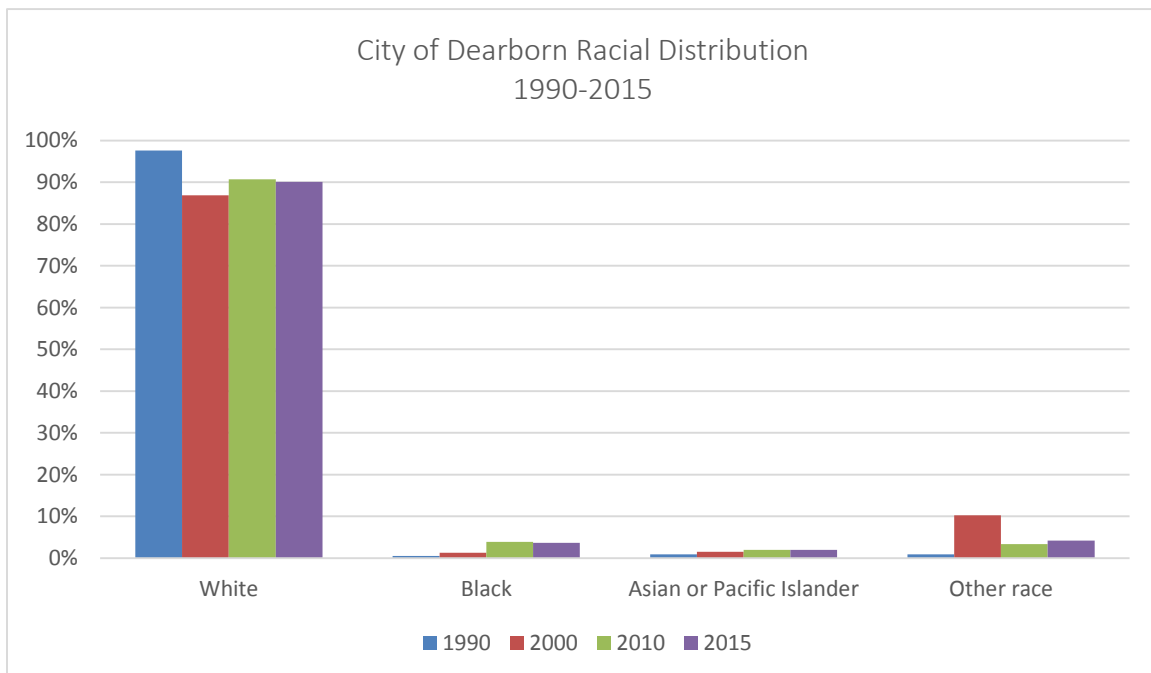
Figure 2.4: The distribution of persons by race in The City of Dearborn from 1990 to 2015 (U.S Census Bureau
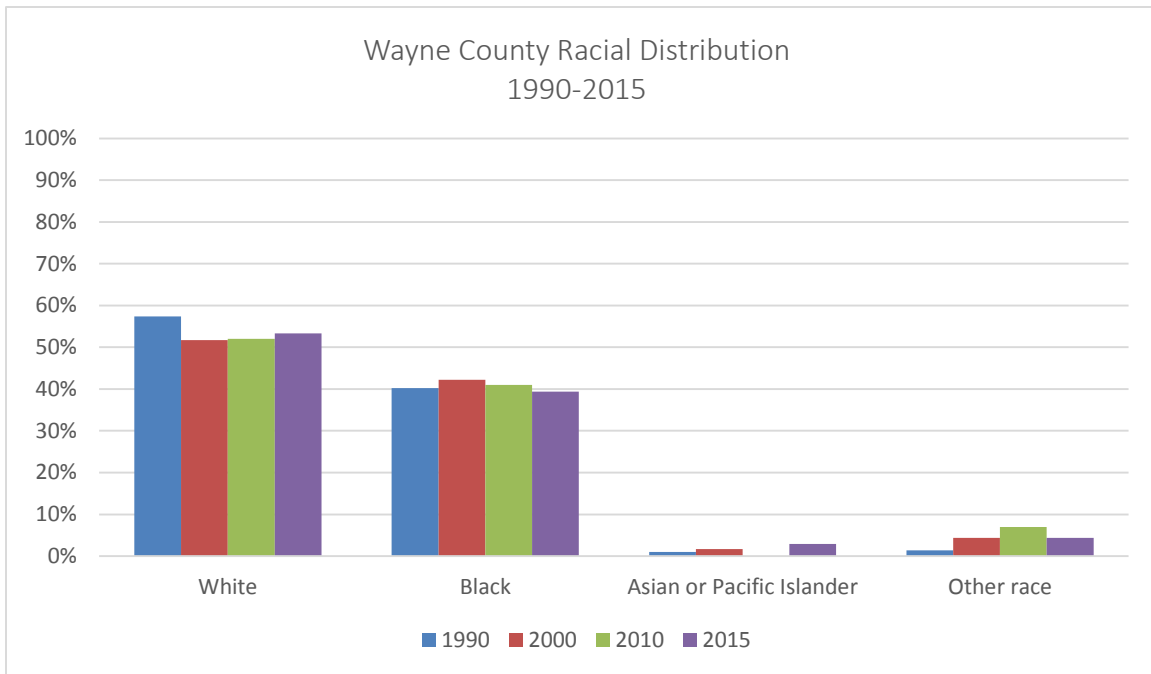
Figure 2.5: The distribution of persons by race in Wayne County from 1990 to 2015 (U.S Census Bureau)
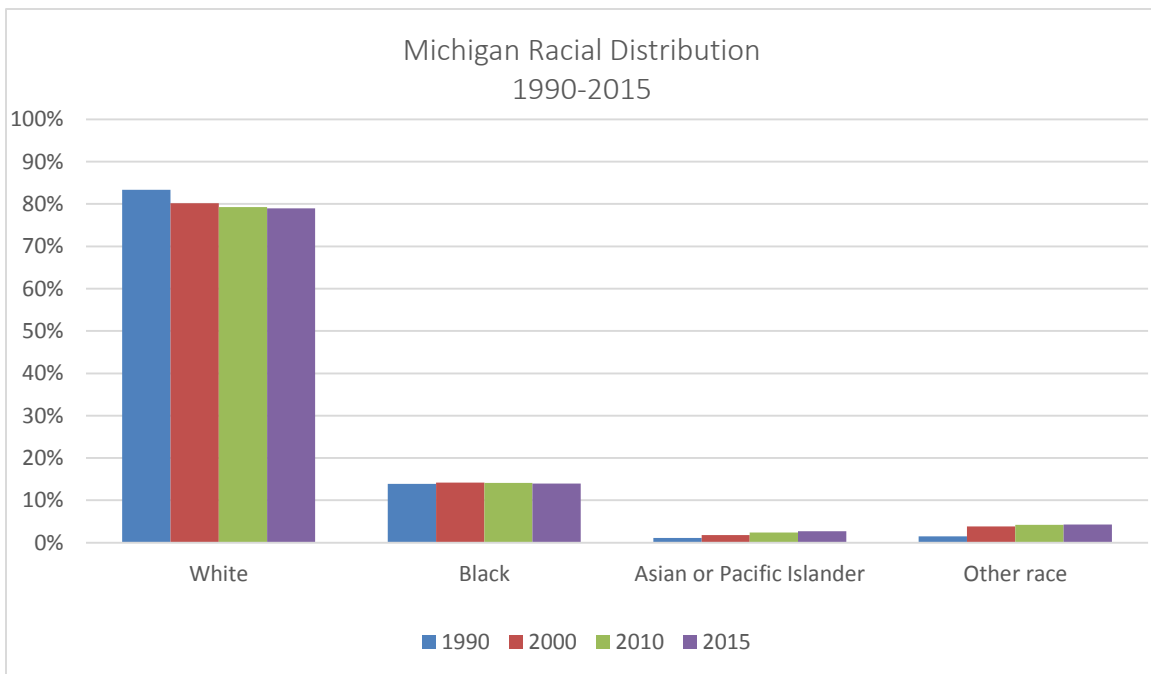
Figure 2.6: The distribution of persons by race in Michigan from 1990 to 2015 (U.S Census Bureau)

Figures 2.3 through 2.6 display the population distribution by race in each of the four sample areas: Fairlane Planning Area, Dearborn, Wayne County and Michigan. The Figures utilize data from the period of 1990 until 2015.

Age
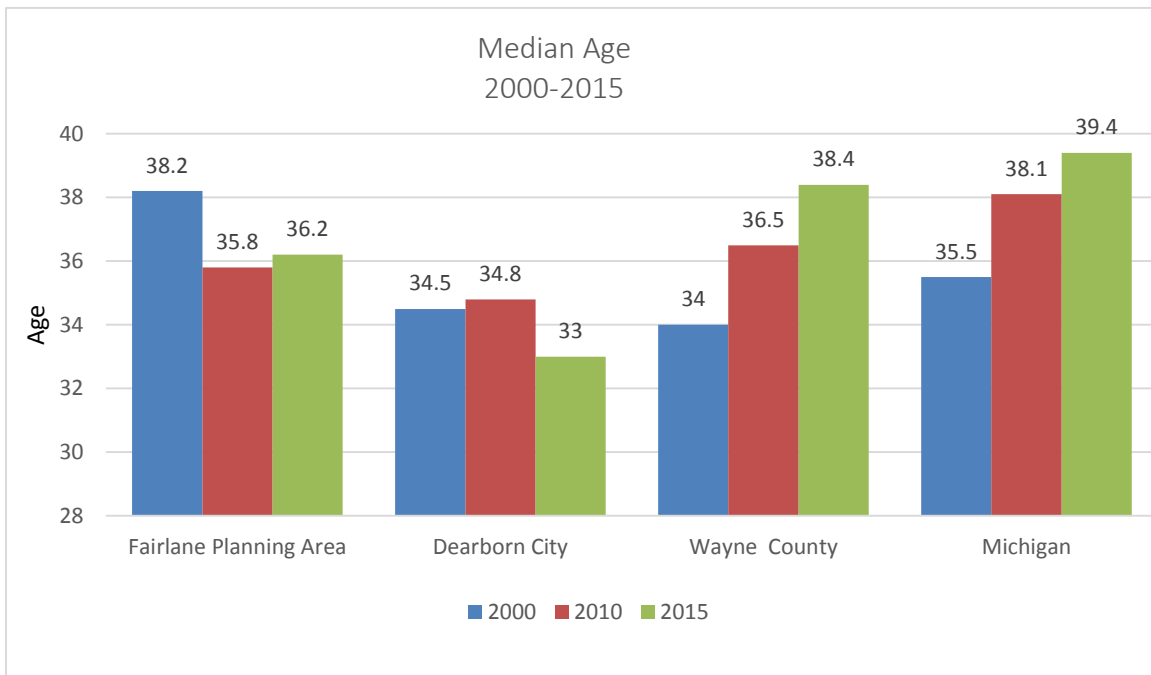
Figure 2.7: The Median age comparison of the four sample areas from 2000 – 2015 (U.S Census Bureau)

Figure 2.7 demonstrates the comparison of median age in the Fairlane Planning Area, Dearborn, Wayne County and Michigan from 2000 to 2015. The median age in Fairlane Planning Area declined between 2000 and 2010 from 38.2 to 35.9 years of age. There was a small uptick in median age in the Planning Area between 2010 and 2015, most likely signifying that the established population had stayed in the area during that time period. Dearborn also experienced a decrease in it median age, with the median dropping by almost two years between 2010 and 2015. Both Wayne County and Michigan experienced an increase in the median age from 2000 until 2015, with Wayne County's median growing by 4.4 years and Michigan's median age increasing by 3.9 years.

Housing

Year	1990	2000	2010	2015
Location	Total Vacant Housing Units			
Fairlane Planning Area	20.0%	20.3%	17.0%	10.9%
City of Dearborn	4.0%	5.7%	10.3%	9.7%
Wayne County	6.3%	7.0%	16.4%	18.4%
State of Michigan	11.1%	10.6%	15.1%	15.4%
Location	Total Occupied Housing Units			
Fairlane Planning Area	80.0%	79.7%	83.0%	89.2%
City of Dearborn	96.0%	94.3%	89.7%	90.3%
Wayne County	93.7%	93.0%	83.6%	81.6%
State of Michigan	88.1%	89.4%	84.9%	84.6%

Table 2.1: The Housing Profile for the four sample areas between 2000 and 2015. (Source: US Census Bureau)

Table 2.1 displays the housing profile in the Fairlane Planning Area in comparison to Dearborn, Wayne County and Michigan from 1990 to 2015. With the exception of Wayne County, the total number of housing units increased overall

Year	1990	2000	2010	2015
Location	Owner Occupied Housing Units			
Fairlane Planning Area	15.4%	32.0%	24.1%	16.1%
City of Dearborn	74.4%	73.4%	71.8%	67.3%
Wayne County	63.9%	66.6%	67.2%	63.0%
State of Michigan	71.0%	73.8%	74.2%	71.0%
Location	Renter Occupied Housing Units			
Fairlane Planning Area	84.6%	68.0%	75.9%	83.9%
City of Dearborn	25.6%	26.6%	28.2%	32.7%
Wayne County	36.1%	33.4%	32.8%	37.0%
State of Michigan	29.0%	26.2%	25.8%	29.0%

Table 2.2: Owner to renter occupancy comparison for the four sample areas between 2000 and 2015. (Source: US Census Bureau)

Table 2.2 shows occupancy status of housing units in the Fairlane Planning Area, City of Dearborn, Wayne County and Michigan. 83.9% of housing units in the Fairlane Planning Area were renter-occupied in 2015, while 16.1% of housing units were owner-occupied. The remaining 10.9% of housing units were reported as being vacant. Inversely, owner-occupied housing units made up the majority of housing units in all of the sample areas in 2015. 67.3% of Dearborn, 63.0% of Wayne County, and 71% of Michigan housing units were listed in the 2015 ACS data as being owner-occupied units. These figures provide a sharp contrast to the housing situation in the Fairlane Planning Area, which is predominantly renter-occupied. The numbers suggest that the majority of housing units in the Fairlane Planning Area have been designed for rental occupancy instead of owner-occupied structures.
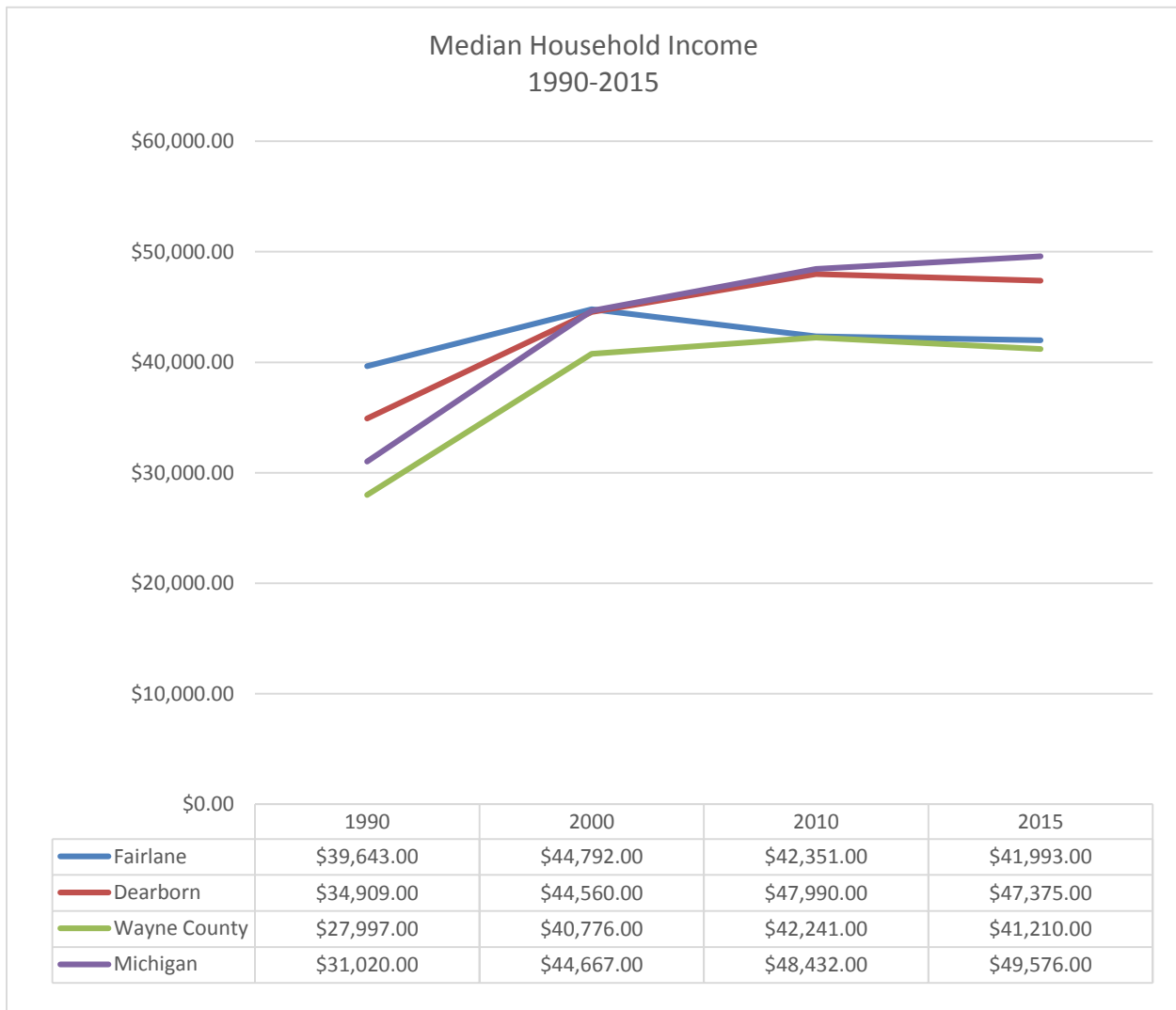
Income

Figure 2.8: Median household income comparisons for the four sample areas between 1990 and 2015 (U.S Census Bureau)

Figure 2.8 shows the change in median household income for the four sample areas between 1990 and 2015. The median household income increased in all locations between 1990 and 2000. Dearborn, Wayne County, and Michigan have all experienced a rise in median income between 1990 and 2015, although there was no significant change for Wayne County between 2010 and 2015. The Fairlane Planning Area experienced an increase in median household income between 1990 and 2000, but has seen a decrease in median income since 2000.

Employment

This section shows the overall employment statistic in the Fairlane Planning Area, Dearborn, Wayne County and Michigan. The Fairlane Planning Area experienced almost a threefold increase in total employment between 2000 and 2010, with a slight increase to over 1,000 employed persons by 2015. Dearborn saw an increase in employment between 1990 and 2000, but has since seen a decrease in overall employment. Wayne County experienced an increase between 1990 and 2000, but has steadily declined since 2000. The State of Michigan experienced a major increase in employment between 1990 and 2000 before suffering a significant loss of employment between 2000 and 2010. By 2015, overall employment experienced a slight increase.

Employed Labor Force 1990-2015								
Year	Fairlane Planning Area	Percent Change	City of Dearborn	Percent Change	Wayne County	Percent Change	State of Michigan	Percent Change
1990	372		38,978		843,731		4,166,196	
2000	321	-13.7%	40,973	5.1%	930,640	10.3%	4,926,463	18.2%
2010	973	203.1%	36,606	-10.7%	726,108	-22.0%	4,369,785	-11.3%
2015	1,029	5.8%	36,499	-0.3%	684,580	-5.7%	4,450,805	1.9%

Table 2.3: The Employed labor force in the four sample areas between 1990 and 2015
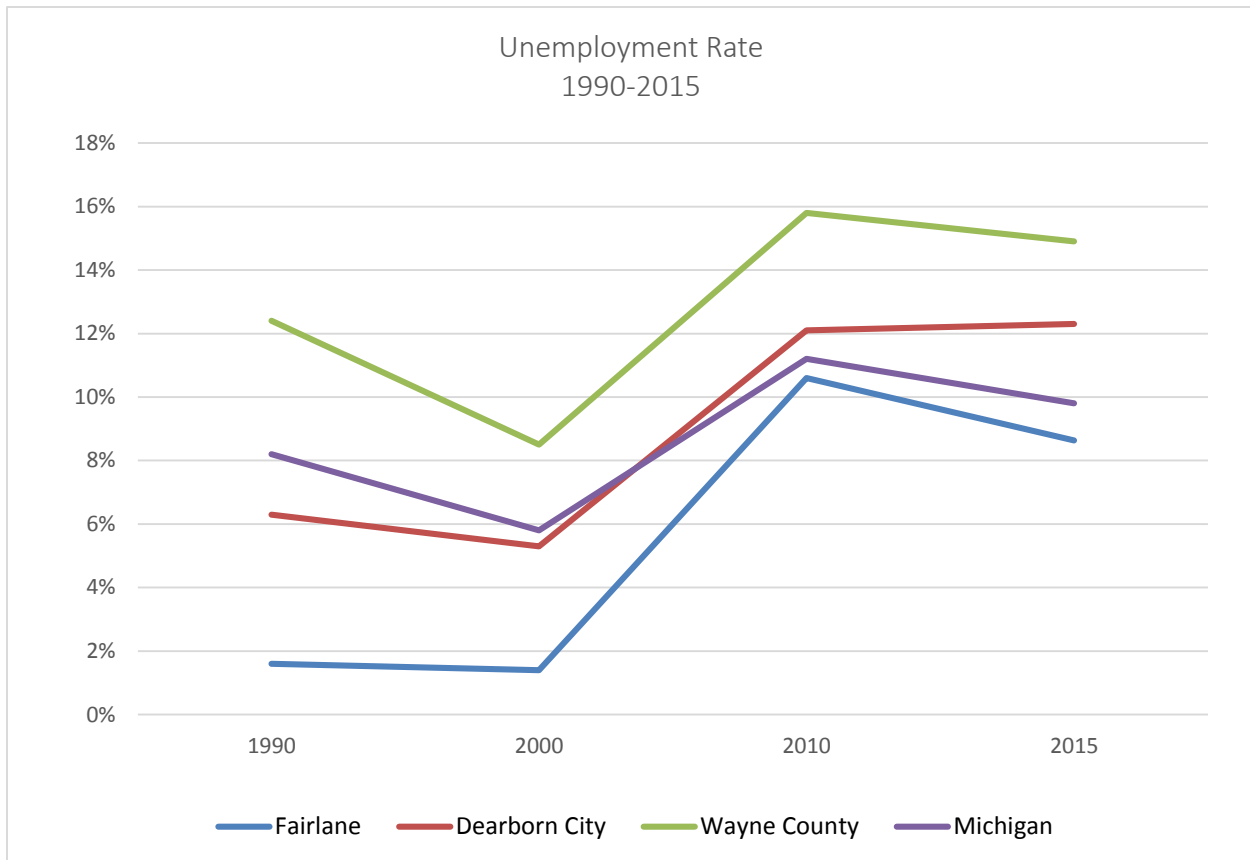
Figure 2.9: Comparison of the Unemployment rate in the four sample areas between 1990 and 2015 (U.S Census Bureau)

Figure 2.9 depicts the unemployment rates from 1990 to 2015. All sample areas saw an increase in unemployment in this period, with the most significant increase occurring between 2000 and 2010. The Fairlane Planning Area had the lowest unemployment rate of the four sample areas between 1990 and 2015. This was especially true for the period between 1990 and 2000, when the Planning Area witnessed an unemployment rate of under 2%. After the turn of the Millennium, the unemployment rate spiked to over 10% by 2010, likely a product of The Great Recession. The unemployment rate of the Planning Area has slowly declined since 2010. The other three sample areas witnessed a drop in unemployment between 1990 and 2000 before experiencing a significant rise between 2000 and 2010. Both Wayne County and Michigan saw a decrease in unemployment from 2010 to 2015, although Dearborn saw a slight increase in unemployment in the same time frame.

Educational Attainment

Year	1990	2000	2010	2015
Location	High School Graduate (includes equivalency)			
Fairlane Planning Area	21.6%	14.4%	16.4%	13.7%
City of Dearborn	26.4%	24.7%	24.8%	22.0%
Wayne County	30.2%	30.6%	32.2%	30.3%
State of Michigan	32.2%	31.3%	31.5%	29.9%
Location	Bachelor's Degree			
Fairlane	20.3%	24.9%	23.6%	32.3%
City of Dearborn	12.9%	15.6%	17.7%	17.5%
Wayne County	8.7%	10.9%	12.5%	13.4%
State of Michigan	10.9%	13.7%	15.5%	16.5%
Location	Graduate/Professional Degree			
Fairlane Planning Area	17.4%	21.6%	22.6%	24.3%
City of Dearborn	8.9%	10.8%	12.8%	11.7%
Wayne County	5.0%	6.4%	7.7%	8.6%
State of Michigan	6.4%	8.1%	9.6%	10.5%

Table 2.4: Comparison of the Educational Attainment of Persons in the four sample areas between 1990 and 2015 (U.S Census Bureau)

Table 2.4 shows the Education Attainment in the four sample areas between 1990 and 2015. Overall, the number of persons who achieved a maximum of a high school diploma decreased in all four areas, while the number of people who have received a bachelor's degree or higher increased in all locations. The Fairlane Planning Area features the highest level of educational attainment of the four areas, with over 30% holding a Bachelor's Degree and almost one-quarter of residents owning a Graduate or Professional Degree as of 2015. It also had the lowest proportion of persons with a maximum of a high school diploma. Likewise, Wayne County featured the lowest level of educational attainment in 2015, with only 13.4% of residents owning a Bachelor's degree and 8.6% owning a Graduate or Professional Degree. The County had the highest rate of persons with a maximum of a high school diploma at just over 30%.

Summary

The population of the Fairlane Planning Area has more than doubled since 1990. The median age has decreased by two years since 2000, suggesting a younger resident population in the study area. Demographically, the Planning Area is predominantly White (58.9% of total residents in 2015), but this figure is significantly lower than in 1990 when 86.8% of the population was classified as White. This shift does not account for the sizeable Arab-American population of Dearborn, who would be classified as "White" according to the census.

The majority of the housing units in the Fairlane Planning Area housing units are renter-occupied. This is a sharp contrast to the City of Dearborn, Wayne County, and Michigan, which feature a majority of owner-occupied housing units.

Due to the small size and resident population of the Fairlane Planning Area, it is difficult to gain a full perspective of the characteristics of the local population. Most of the Planning Area is not devoted to housing stock; instead, the majority of the area is retail, other commercial (business) or institutional (university or hospital) space. Making the analysis more difficult is the large number of students who live within the Planning Area. The student body is a transient population, so it is difficult to identify residential trends when a large component of the overall residential population of the Planning Area may only live there for one or two years. These factors may have impacted the data used in this profile, and must be considered when reading this report.

Chapter Three: Zoning, Existing Land Use, and Future Land Use Analysis

Existing land use, current zoning, and future land use data was all obtained from the city of Dearborn, Planner Jeffery Polkowski, in the form of shapefiles for use and analysis in ESRI ArcMap.

Current Zoning

Figure 3.1: Current zoning for the Fairlane Planning Area (Practicum Team 2017)

Existing Zoning by Acres

3% 1%

7%

25%

40%

24%

- Community Business
- General Business
- Floodplain
- One Family Residential
- Multiple Family Residential
- Multiple Family Residential

Existing Zoning by Number of Parcels

2.2% 0.4%

18.8%

0.7%

1.1%

76.8%

- Community Business
- General Business
- Floodplain
- One Family Residential
- Multiple Family Residential
- Multiple Family Residential

Figure 3.2: Existing Zoning by Acres (Practicum Team 2017)

Figure 3.3: Existing Zoning by Number of Parcels (Practicum Team 2017)

Above is a breakdown of the existing zoning classifications by acre and by number of parcels for the Fairlane Planning area. The area has a total acreage just over 1000 acres. As can be seen from the chart and the corresponding Fairlane Planning Area existing zoning map, zone classifications include: Community Business (BB), General Business (BC), Floodplain (FP), One Family Residential (RA), Multiple Family Residential (RC), and Multiple Family Residential (RD).

Community Business is about one percent (10 acres) of the total amount of the total acres and one parcel (0.4% of parcels) in the Fairlane Planning Area. The Community Business district is intended to offer a wide range of goods and services and the uses are generally less intensive than those in the BC district. BB developments should be compatible in design with adjacent commercial development, designed as part of a planned shopping area or in coordination with development on surrounding commercial sites, buffered from residential areas, and served by a major thoroughfare (City of Dearborn, 1993).

General Business is 40% (428 acres) of the total acres and 51 parcels (18.8% of the total parcels) in the Fairlane Planning Area. General Business district is intended for intensive commercial development. The district usually provides a wide range of goods and services, businesses marketed for the city population, residents of surrounding communities, and commuters. Development is auto-oriented, and development is usually not compatible with residential uses unless there is a significant buffer (City of Dearborn, 1993).

The Floodplain district accounts for 24% (261 acres) of the total acres and two parcels (0.7% of the total parcels) in the Fairlane Planning Area. The purpose of the Floodplain district is to reduce danger hazards to people and damage to property that result from flood conditions. This district also serves as habitat for wildlife and vegetation (City of Dearborn, 1993).

One Family Residential accounts for 25% (268 acres) of the total acres and three parcels (1.1% of the total parcels) in the Fairlane Planning Area. One Family Residential parcels allow for construction and continued use of single family housing in stable neighborhoods (City of Dearborn, 1993).

Multiple Family Residential (RC) accounts for 7% (70 acres) of the total acres and 209 parcel (76.8% of the total parcels) in the Fairlane Planning Area. Multiple Family Residential (RD) accounts for 3% (35 acres) of the total acres and six parcel (2.2%) of the total parcels) in the Fairlane Planning Area. Multiple Family Residential districts address the demand for varied housing needs and allow for development of housing at a higher density than One Family Residential districts (City of Dearborn, 1993).
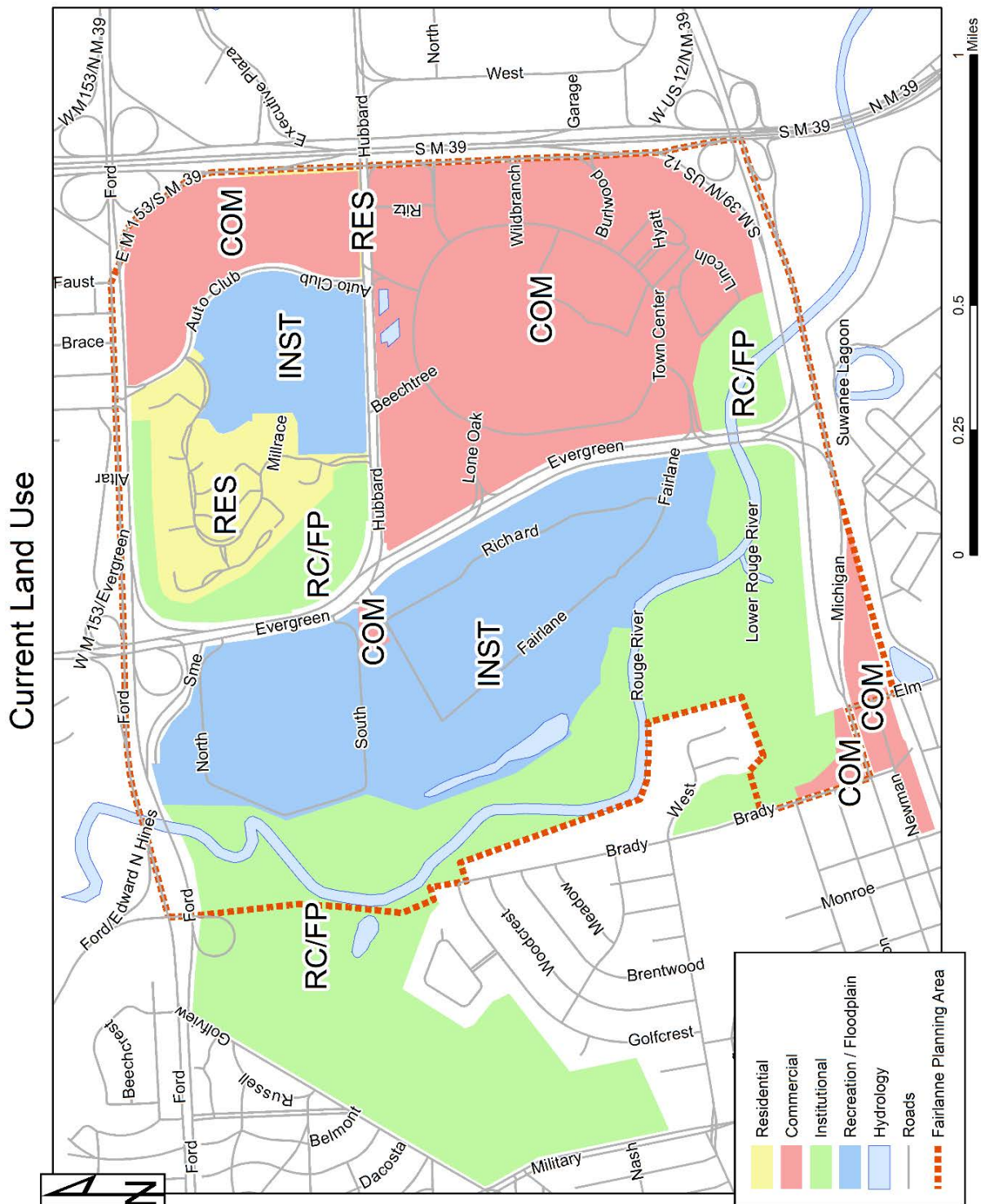
Current Land Use

Figure 3.4: Current Land Use for the Fairlane Planning Area (Practicum Team 2017)
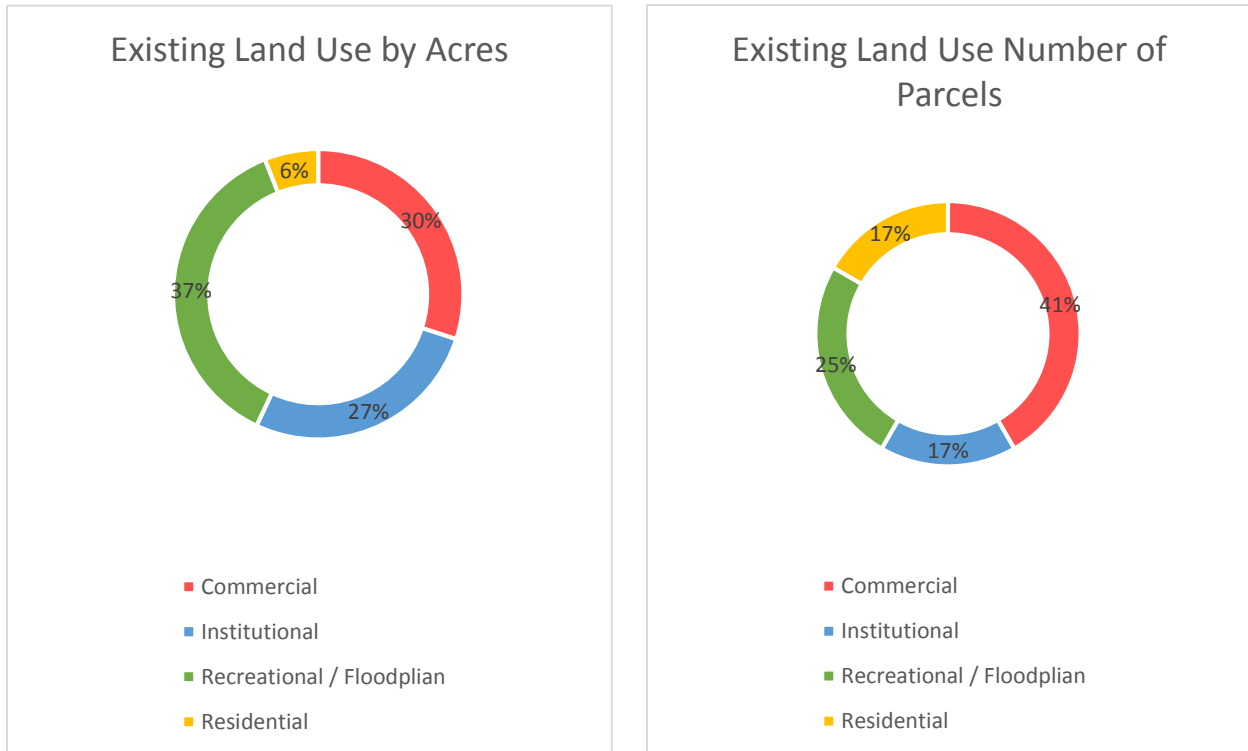
Figure 3.5: Existing Land Use by Acres (Practicum Team 2017)

Figure 3.6: Existing Lane Use by Number of Acres (Practicum Team 2017)

The existing land use data received from the City of Dearborn's planning office identifies four main districts within the Fairlane Planning Area: Commercial, Institutional, Recreation/Floodplain, and Residential. For each of these identified land uses the master plan outlines general characteristics. Commercial includes: neighborhood, community, highway, and service areas characterized by commercial office activities, services, and retail sales. Recreational/Floodplain includes: parks, land and buildings where active and passive recreational activities take place; low land near a watercourse which has been or may become flooded in the case of a 100-year flood as determined by the Federal Emergency Management Agency (FEMA). Institutional includes: public and public/private house of worship, nonprofit cultural centers, charitable organizations, schools, colleges, universities, and historically and culturally significant city establishments. Residential includes: single, two, or multi-family districts where a majority of the land is dedicated to residential uses (City of Dearborn and McKenna Associates, 2014).

In the Fairlane Planning Area the breakdown of districts by acreage is as follows: Commercial is 30% (376 acres), Institutional is 27% (338 acres), Recreational/Floodplain is 37% (464 acres), and Residential is six percent (75 acres).

Zoning and Current Land Use Comparison

There are a few incompatibilities when comparing current zoning and existing land use. The most apparent incapability between these two designations is that the entire area of the University of Michigan Dearborn's main campus and Henry Ford College's campus is zoned One Family Residential but land use designation for these areas is Institutional. Also, the north most area the Henry Ford College Campus is zoned Community Business while land use is Institutional. There is a single triangular parcel west of the Hubbard/Evergreen intersection with the land use designation Commercial and zoning designation One Family Residential zone. The north campus of the University of Michigan Dearborn is zoned Commercial but has the Institutional land use classification. At the bottom west corner of the Planning Area there is a parcel under Multiple Family Residential but the land use description for it is Commercial. In the Residential section north of Hubbard, south of Ford Road, and east of Evergreen there is a Multiple Family Residential zoning but for current land use there is a Recreation/Floodplain section that wraps around the outer edge. Finally, it should be noted that there are two strips of residential land use classified sections that are located on the North side of Hubbard and West of M-39 (barely visible). The zoning for these area is General Commercial.
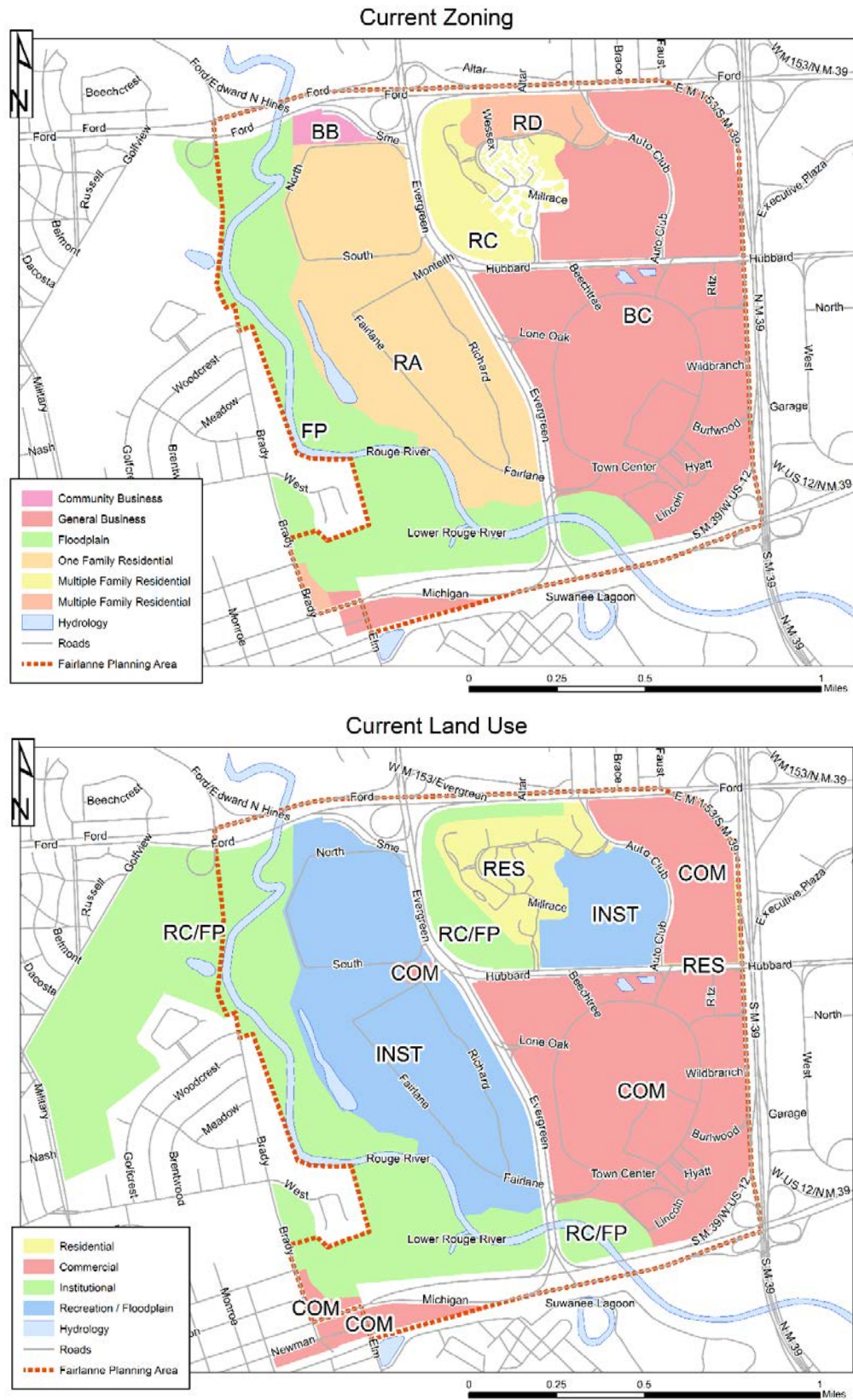
Figure 3.7: Current zoning and current land use comparison (Practicum Team 2017)
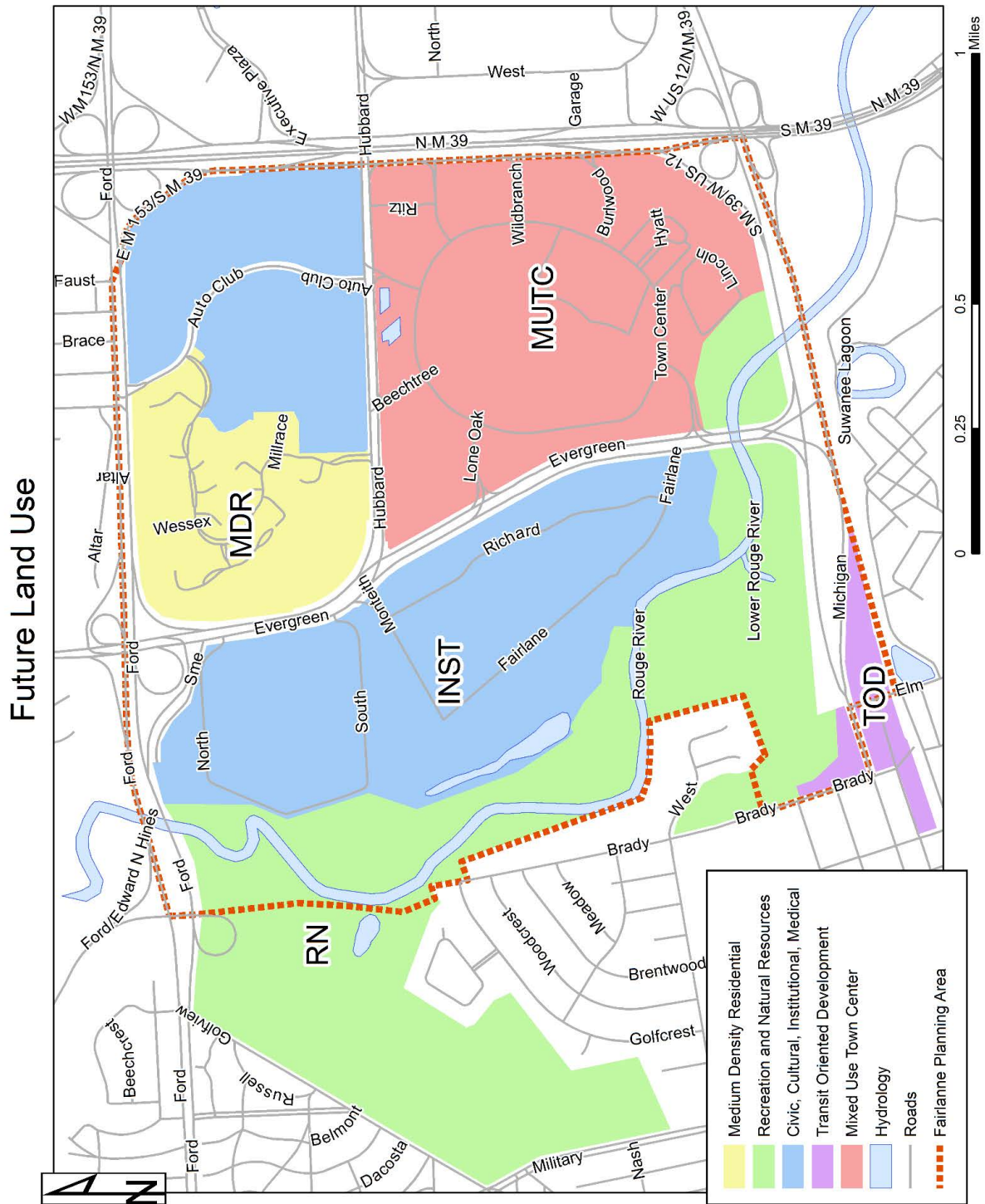
Future Land Use

Figure 3.8: Future Land Use for the Fairlane Planning Area (Practicum Team 2017)
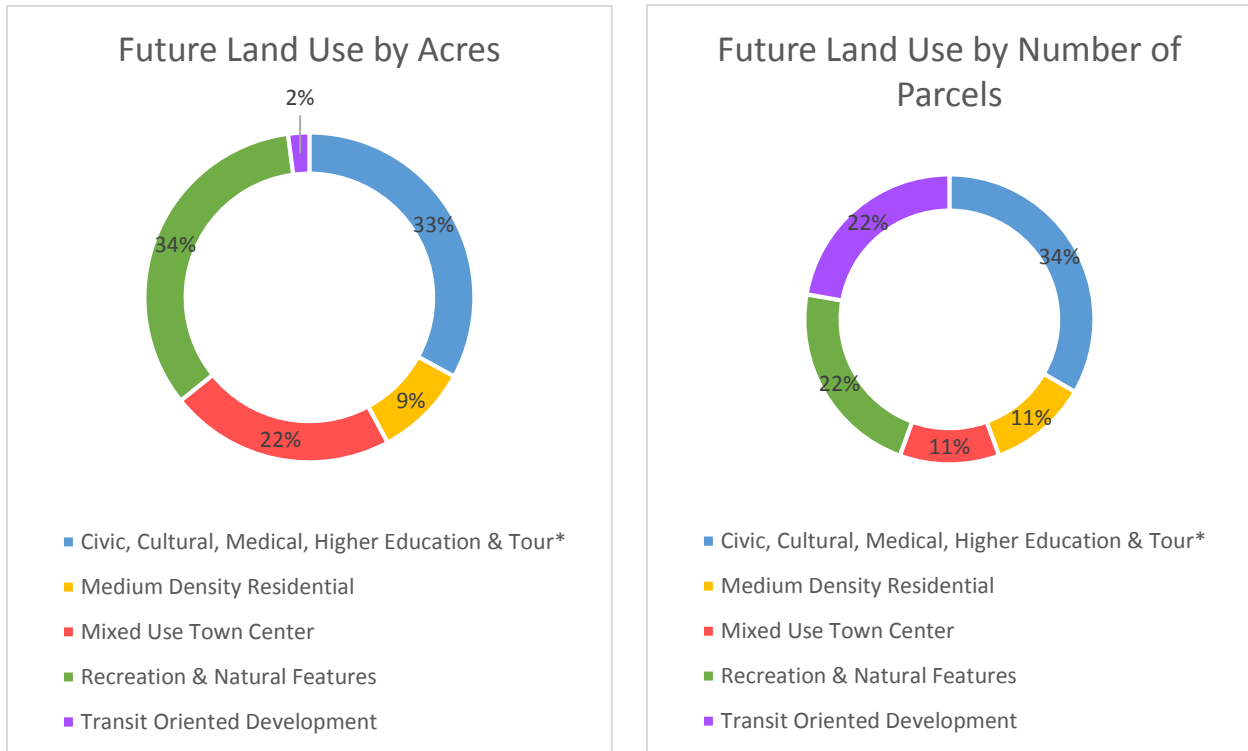
Figure 3.9: Future Land Use by Acres (Practicum Team 2017)

Figure 3.10: Future Land Use by Number of Parcels (Practicum Team 2017)

The existing land use data retrieved from the City of Dearborn classifies five different districts for the Fairlane Planning Area: Civic, Cultural, Medical, Higher Education, and Tourism, Medium Density Residential, Mixed Use Town Center, Recreation and Natural Resources, and Transit Oriented Development. The master plan of Dearborn (Dearborn 2030) identifies key characteristics for each of the future land uses recognized in the Fairlane Planning Area.

Civic, Cultural, Medical, Higher Education, and Tourism is characterized by the existing property owners in the district such as Henry Ford, Henry Ford Medical, the University of Michigan Dearborn, and Henry Ford College. It should also be noted this district is meant to afford flexibility between a variety of uses.

Transit oriented design is signaled by any development within one quarter to one half mile of a transit facility. The district will advocate compact, mixed use development that emphasizes attention for pedestrian orientation and public space in this district.

Mixed Use Town Center is a district focused on vibrant, dense, mixed use destinations. The town center district has its own identity, planned pedestrian orientation, minimal automobile uses, and is developed for human scale. The area is a mix of land uses that include: civic spaces, amenities, and multi-modal transportation.

The Medium Density Residential description includes: single family residential homes, condominiums, townhomes, and apartments units so long as they are developed within the character of the existing framework and future vision of the surrounding neighborhood (City of Dearborn and McKenna Associates, 2014).

The breakdown of these new future land use districts is as follows: civic, cultural, medical, higher education and tourism is 33% (413), Medium Density Residential is nine percent (115 acres), Mixed Use Town Center is 22% (277 acres), recreation and natural features is 34% (422 acres) and Transit Oriented Development is two percent (26 acres).

Existing and Future Land Use Comparison

EXISTING LAND USE

- RESIDENTIAL: **75 ACRES**
- RECREATION/FLOODPLAIN: **464 ACRES**
- INSTITUTIONAL: **338 ACRES**
- COMMERCIAL: **376 ACRES**

FUTURE LAND USE

- MEDIUM DENSITY RESIDENTIAL: **115 ACRES**
- RECREATION & NATURAL FEATURES: **422 ACRES**
- CIVIC, CULTURAL, MEDICAL, HIGHER EDUCATION & TOURISM: **413 ACRES**
- T.O.D.: **26 ACRES**
- MIXED USE TOWN CENTER: **277 ACRES**
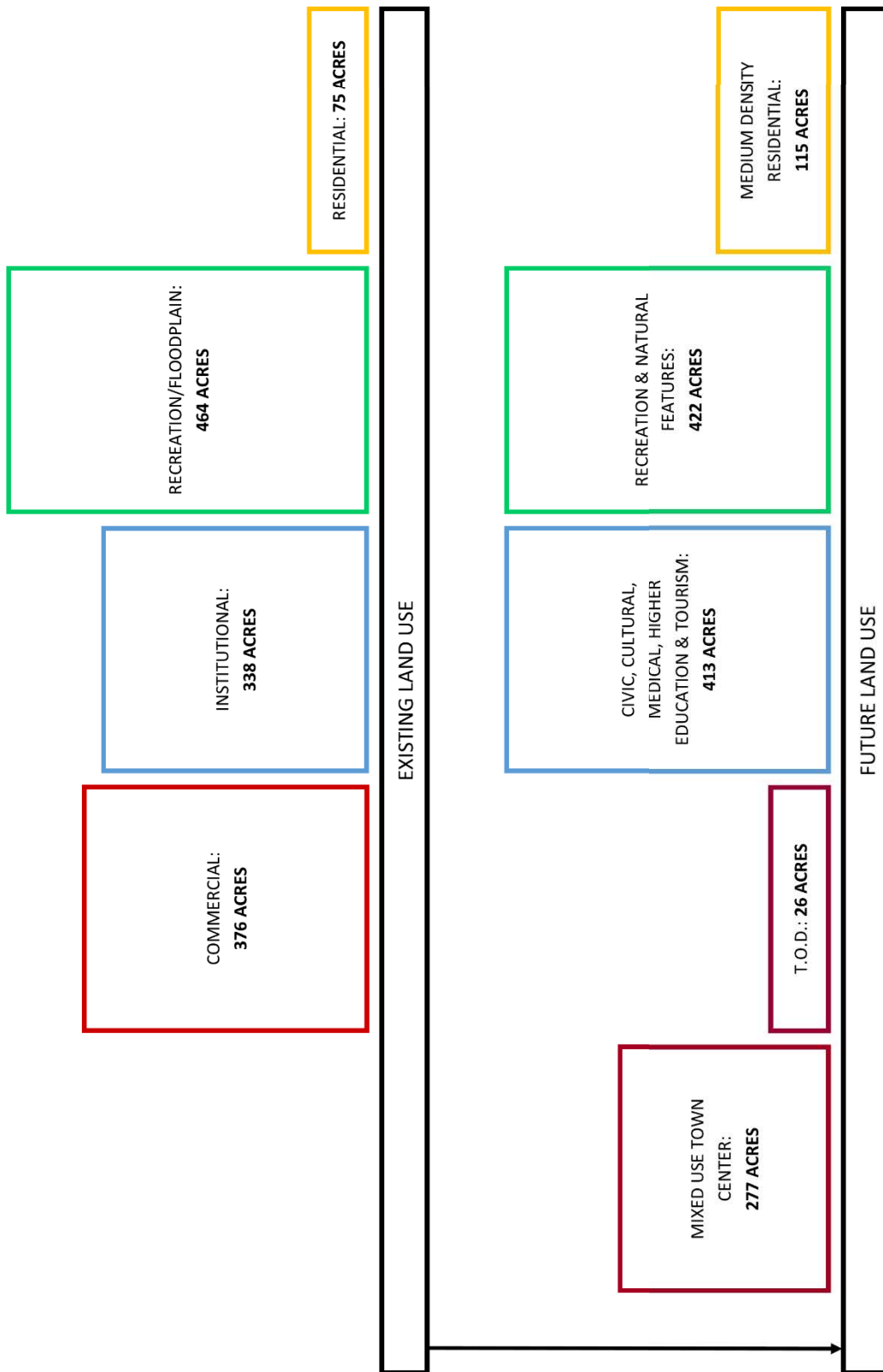
Figure 3.11: Existing to future land use designations acreage (Practicum Team 2017)

EXISTING LAND USE

COMMERCIAL:
- NEIGHBORHOOD, COMMUNITY, HIGHWAY SERVICES
- OFFICE ACTIVITIES
- RETAIL SALES

INSTITUTIONAL:
- PUBLIC AND PRIVATE USES
- HOUSE OF WORSHIP
- CULTURAL CENTERS
- EDUCATIONAL
- HISTORIC
- CHARITABLE ORGANIZATIONS

RECREATION/ FLOODPLAIN:
- PARKS, LAND, AND BUILDINGS
- ACTIVE AND PASSIVE RECREATIONAL
- 100-YEAR FLOODPLAIN, FLOODING POTENTIAL

RESIDENTIAL:
- SINGLE/TWO/MULTI-FAMILY DISTRICT
- MAJORITY OF LAND AREA DEDICATED TO RESIDENTIAL USES

FUTURE LAND USE

MIXED USE TOWN CENTER:
- DENSE MIXED USE
- HUMAN SCALED
- PEDESTRIAN ORIENTATION
- LIMITED AUTO-USE
- CIVIC SPACES
- MULTI-MODAL TRANSIT ACCESS

T.O.D.:
- NEAR TRANSIT FACILITY
- COMPACT
- MIX OF USES
- PEDESTRIAN ORIENTATION
- PUBLIC SPACES

CIVIC, CULTURAL, MEDICAL, HIGHER EDUCATION & TOURISM:
- FLEXIBILITY OF USES
- GOVERNMENT
- EDUCATION
- MEDICAL

RECREATION & NATURAL FEATURES:
- PARKS, LAND, AND BUILDINGS
- ACTIVE AND PASSIVE RECREATIONAL
- 100-YEAR FLOODPLAIN, FLOODING POTENTIAL

MEDIUM DENSITY RESIDENTIAL:
- ATTACHED SINGLE FAMILY
- CONDOMINIUMS
- TOWNHOUSES
- APARTMENTS

Figure 3.12: Existing to future land use designations characteristics (Practicum Team 2017)
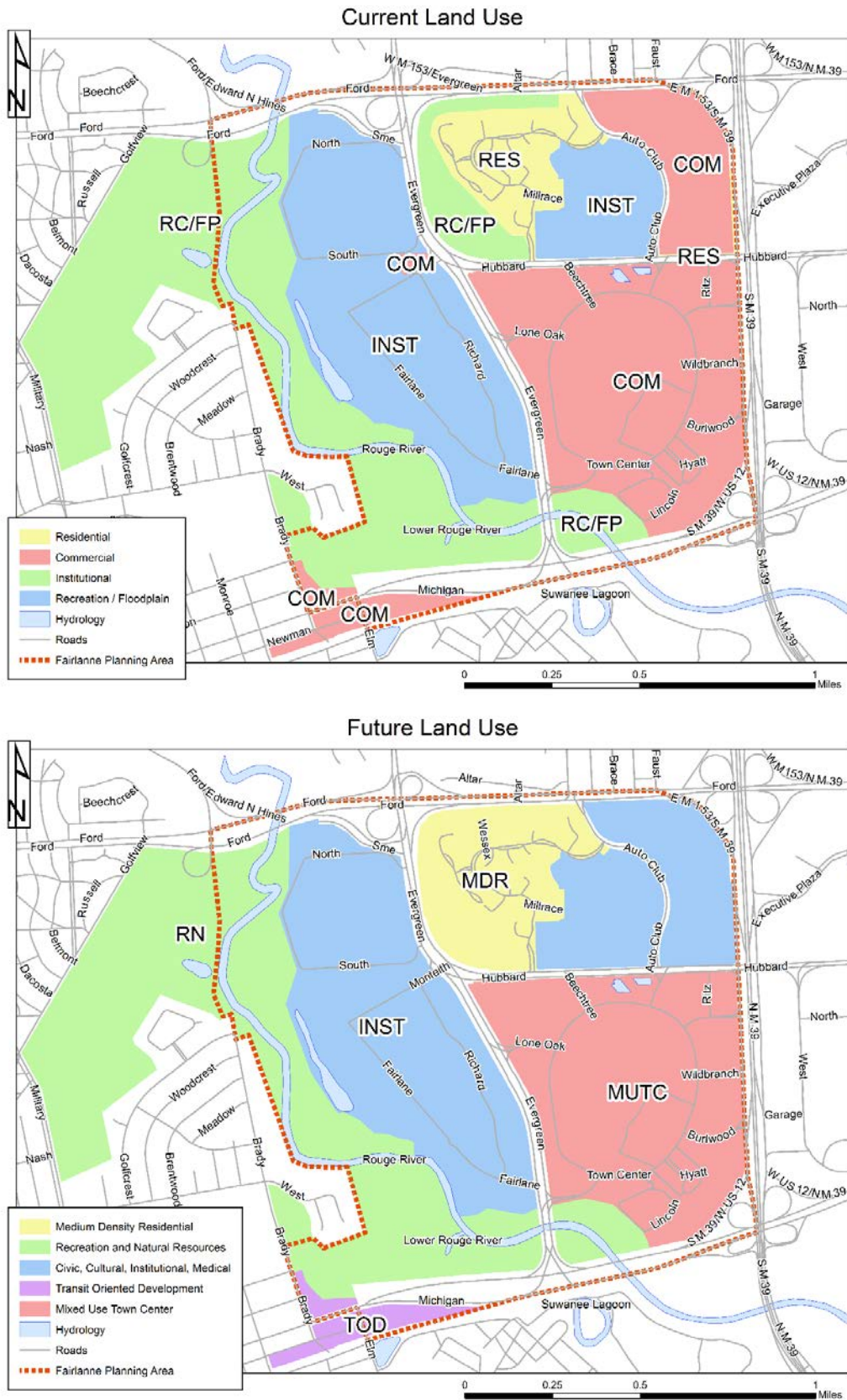
Figure 3.13: Existing land use to future land use comparison (Practicum Team 2017)

From a visual comparison of the existing and future land use maps there are a few notable changes that can be seen. The northeast corner of the Fairlane Planning Area that is north of Hubbard and east of Evergreen has drastic changes. The Institutional portion maintains the original area and incorporates the commercial part to the east for the future land use. It should also be noted that the Institutional is no longer institutional but is now Civic, Cultural, Medical, Higher Education, and Tourism. Both the Residential and Recreation/Flood plain are absorbed into the new classification of Medium Density Residential. In the district west of Evergreen Rd. and north of Michigan Ave. there are two significant changes in that institutional is changed to Civic, Cultural, Medical, Higher Education, and Tourism and that the small Commercial triangle in the middle of the Institutional district is absorbed in to Civic, Cultural, Medical, Higher Education, and Tourism. Also, Recreation/Floodplain is now under the term Recreation and Natural Resources. At the bottom west corner of the Town Center the commercial district is reclassified into Transit Oriented Development for the future land use. Finally, the center of the Fairlane Planning Area has an existing classification of commercial that is updated to Mixed Use Town Center for the future land use plan (City of Dearborn and McKenna Associates, 2014).

Institutional which is now encompassed under the classification of Civic, Cultural, Medical, Higher Education, and Tourism increases acreage from 338 acres (30%) to 413 acres (33%). Commercial is changed to the label of Mixed Use Town Center and loses acreage to Transit Oriented Development (26 acres) and Civic, Cultural, Medical, Higher Education, and Tourism (73 acres). Recreation and Floodplain is now labeled as Recreation and Natural Resources and decreases to 422 acres, 42 acres are now absorbed into the residential classification that is now Medium Density Residential.

With the new classification of districts between the existing and future land use plan it is important to note the differences in definitions and characteristics. Commercial is adopted into the new classification of Mixed Use Town Center and Transit Oriented Development. The commercial definitions lay out the typical idea of what is included in such development: service areas characterized by commercial office activities, services, and retail sales. Mixed Use Town Center focuses more on the idea of mixed use development that creates vibrant and dense areas

with a unique identity and is planned with pedestrians in mind and minimizes the need for automobile use. Transit oriented design is characterized by the relative ease of access to a multi modal transit facility and development that incorporates compact design, a mixture of uses, and is oriented for pedestrians and pays attention to public space. The future land use vison for the commercial related land uses sets the stage for development that is less auto oriented and accommodates the needs alternative modes of transportation. Residential is incorporated in the Medium Density Residential label, there is no major change in land use definition; the Medium Density Residential narrows in on the idea of creating a complete neighborhood where development is consistent with the character of the existing community vision and future vision. Institutional receives a name change and is identified as Civic, Cultural, Medical, Higher Education, and Tourism by the future land use plan. There is no significant change in definition here; however, there is an emphasis on the flexibility that is allowed between land uses under the Civic, Cultural, Medical, Higher Education, and Tourism classification. Finally, Recreation/Floodplain is now labeled as Recreation Natural Resources without any significant changes in definition.

Chapter Four: Transportation and Connectivity Analysis

Figure 4.1: Fairlane Town Center Transit Center: Shown above are buses on SMART Route 250- Ford Rd./Fairlane (foreground) and Detroit Department of Transportation Route 37 Michigan Avenue (background) (Practicum Team 2017)

Vehicular Traffic

The City of Dearborn Master Plan includes a Street Type Classification map in which each major road within Dearborn is sorted into a distinct category based upon average daily traffic and observed traffic behaviors. The map is provided below in Figure 4.2, with the Fairlane Planning Area outlined in the green box.
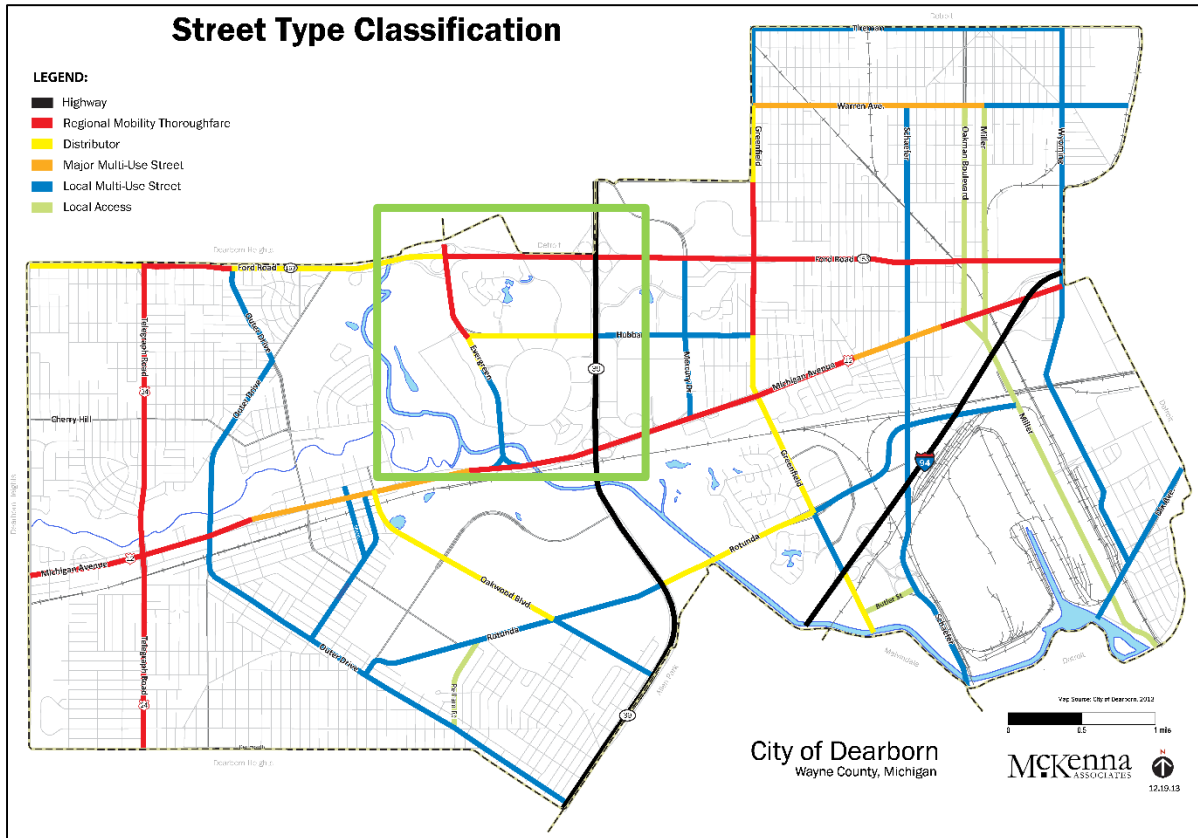
Figure 4.2: The Street Type Classification chart from the City of Dearborn 2030 Master Plan, with the Fairlane Planning Area outlined in green box (City of Dearborn 2030 Master Plan, prepared by McKenna and Associates, 2014)

In the Fairlane Planning Area, several distinct road classifications are present (as shown in Figure 4.2). Different classes of roads feature unique characteristics that influence daily average travel loads. M-39 (Southfield Freeway) is classified as a Highway, which are outlined in black on Figure 4.2. Highways are high-volume thoroughfares that are built for express travel. Ford Road (M-153) and Michigan Avenue (US-12) are both categorized as a Regional Mobility Thoroughfare, and are outlined in red. Roads with this categorization are major arterial roads that carry high vehicle loads but have lower speed limits than highways. Hubbard Road is classified as a Distributor street, and is outlined in yellow. This category demonstrates a road which connects to larger thoroughfares, but itself is much less-traveled than the larger thoroughfares. Evergreen Drive is categorized as a Regional Mobility Thoroughfare from Ford Road until it splits onto Hubbard Drive, after which it is classified as a Local Multi-Use Street (outlined as red and blue, respectively). A Local Multi-Use Street identifies a road that carries mostly local traffic as

opposed to larger thoroughfares which are utilized more frequently by vehicles on longer journeys or traveling at higher speeds.

Road Name	Direction	Note	AADT	Year Reported
Southfield Rd.	SB	M-39 Service Drive; .1 mile N of Hubbard Dr.	11,408	2015
Southfield Rd.	SB	M-39 Service Drive; 200 ft. S of Hubbard Dr.	7,734	2015
Ford Rd. (M-153)	EB	.5 mile from M-39 interchange	30,681	2008
Ford Rd. (M-153)	WB	.5 mile from M-39 interchange	24,083	2008
Evergreen Rd.	NB	-	10,664	2012
Evergreen Rd.	SB	-	9,998	2012
Hubbard Dr.	EBD	-	14,300	2000
Hubbard Dr.	WBD	-	5,440	2000
Hubbard Dr.	EBD	.1 mile W of M-39	3,711	2014
Hubbard Dr.	WBD	.1 mile W of M-39	3,324	2014
Michigan Ave. (US-12)	NEB	.2 mile SW of Southfield Rd.	17,491	2010
Michigan Ave. (US-12)	SWB	.2 mile SW of Southfield Rd.	16,303	2010

Table 4.1: Annual Average Daily Travel statistics for major thoroughfares in the Fairlane Planning Area (Source: SEMCOG Traffic Counts, http://semcog.org/Traffic-Counts)

The Annual Average Daily Travel (AADT) metric measures the average number of vehicles that travel on a given stretch of road per day. While the calculation method it utilizes garners a rough estimate, the AADT provides a useful measure of how congested a roadway may be on the average day. Table 4.1 displays the AADT results for major City of Dearborn roads in the Fairlane Planning Area, along with spatial notes and the year in which the AADT was last calculated at that location. The Direction column notes the direction in which traffic flows on the road thoroughfare listed, the Notes column provides geographic proximity to a major road thoroughfare, the AADT count provides the average daily traffic count, and the Year Reported column provides the year in which the latest AADT report was collected for that stretch of road. The highest AADT was collected at Eastbound Ford Road (M-153), averaging over 30,000 vehicles

per day. The lowest AADT count was Westbound Hubbard Drive, with only 3,324 vehicles per day on average. Ford Road had the highest overall AADT in both directions, while Hubbard Drive had the lowest average number of vehicles per day according to the metric.

Public Transportation

Train System

In the coming years, the city of Dearborn is set to reap the benefits of additional passenger train travel. Three separate projects and services have designated Dearborn as a stop along major travel routes, with the intent to provide high-speed and reliable service that is competitive with automobile or air travel alternatives. Amtrak currently operates three distinct rail lines within Michigan; one of them, the "Wolverine" line, serves a route from Chicago to Detroit/Pontiac (Amtrak Michigan Train Services, nd.). This line already utilizes Dearborn as a stop with six trains a day, three in each direction.

Although still in the planning phase, Dearborn is one of the planned stops along two major commuter rail lines. The first line is the Chicago-Detroit/Pontiac Passenger Rail Corridor Program, which aims to improve existing service between the cities without needing to build a significant amount of additional infrastructure. Trains serving the improved service line are projected to reach speeds up to 110 mph, and shall serve a reduced number of stops to lessen overall travel time. The project is a partnership between the Federal Railroad Association (FRA) and the Departments of Transportation from the states of Illinois, Indiana, and Michigan (Chicago - Detroit/Pontiac Passenger Rail Corridor Program, nd.). The project has previously undergone a Tier 1 Environmental Impact Statement, which aimed to not only determine the scope and boundaries of the project, but also to ascertain the feasibility of the current program plan. A Service Development Plan has not yet been completed, by which future business decisions could be dealt with before the implementation of the program.

The Regional Transit Authority (RTA) of Southeastern Michigan has developed plans for a commuter rail line between Ann Arbor and Detroit. The work is supported by both the Southeast Michigan Council of Governments (SEMCOG) and the Michigan Department of Transportation

(MDOT). A part of the existing Chicago Hub High-Speed Rail Corridor, the commuter rail line aims to utilize existing infrastructure on the Chicago-Detroit rail line to host the service. This thereby reduces the need for the construction of additional infrastructure for the project. The Dearborn Master Plan cites an initial eight daily trains through Dearborn, with the possibility of anywhere from 16-30 daily trains in the future (Ann Arbor to Detroit Regional Rail Project, nd.).

The John D. Dingell Transit Center in Dearborn is a 16,000 sq. ft. multimodal transportation hub located just to the west of the Fairlane Planning Area across the Rouge River (Dearborn Train Station Fact Sheet, 2013). The Transit Center currently serves the Amtrak Wolverine Line that travels between Chicago and Pontiac. The station is intended to host a stop for the proposed high-speed commuter rail line from Detroit to Ann Arbor, as well as the improved express rail route from Chicago to Detroit featuring rapid rail service. SMART buses serve the transit center directly, allowing for easy transfer from rails to the public bus system. Several shuttle services and charter buses stop at the Center, and ample private vehicle parking is available for park-and-ride purposes. Bike racks are featured outside the main depot building to accommodate cyclists. For pedestrian access, the Center is connected with the Rouge River Gateway trail for access to the Fairlane Planning Area to the west, and the sidewalk system connects to the nearby West downtown.

Bus Systems

The Fairlane Town Center district is served by two distinct bus companies, the Detroit Department of Transportation (DDOT), and SMART (Suburban Mobility Authority for Regional Transportation). DDOT is responsible for providing service within the city of Detroit, whereas SMART is tasked with service in four counties that comprise southeastern Michigan (Macomb, Washtenaw, Oakland, and non-Detroit-incorporated Wayne). DDOT bus routes #22 (Greenfield),37 (Michigan Ave.), 46 (Southfield), and 60 (Evergreen) all culminate at the Fairlane Town Center

Mall Transit Center, utilizing it as an ending point before beginning the return trip back to Detroit. Some of the routes serve the connector roads near the Fairlane Town Center Mall, and

along Evergreen Road near the University of Michigan-Dearborn and Henry Ford College campuses. SMART routes #200 (Michigan Ave. Local) and 250 (Ford Rd.) directly service the Fairlane Town Center Transit Center and stops in other locations within the Fairlane Planning Area.

In order to determine the overall quality of the bus stops in the Fairlane district, a five-part metric was created to ascertain an overall grade for each stop based on its features, its amenities, and its proximity. The five factors utilized in the metrics were as follows: Accessibility, Amenity, Proximity, Visual Appeal, and Security/Visibility. Each stop in the district was given a letter grade (A-F) for each category based on how it compared to the standardized metric. Each letter grade was given a point value; an 'A' was worth four points, a 'B' worth three points, a 'C' worth two points, a 'D' worth one point, and an 'F' worth no points. After grades were provided for each category, the total number of points was added up to create a final score. Higher scores have been regarded as 'better' stops, while stops with fewer points have room for improvement. While the metric cannot compare stops on an equal plane, as each stop is placed in a unique location with an exclusive set of strengths and weaknesses, the goal was to identify which stops have utility in their current location, while also identifying stops that may need to be relocated or removed in the future.

Table 4.2 outlines the exact criteria that formulated the bus stop grading metric. Table 4.3 demonstrates the results of the bus stop grading metric in the Fairlane Planning Area based upon site visits. Each of the five categories outlined in Table 6.2 was given a letter grade for each stop, with the total number of points added at the end to provide a total score. The stop at Henry Ford College garnered the highest overall score of 18 out of 20 points possible, with the Fairlane Town Center Transit Center taking second place with 13 points out of 20 points possible. The University of Michigan-Dearborn and Hubbard Drive bus stops tied for the lowest overall score with two points apiece out of a possible 20 points. The highest-scoring stops featured service from both DDOT and SMART, likely attributing increased investment in those locations for transit infrastructure such as shelters, lights and trash cans. The DDOT-exclusive stops were the lowest-ranked grouping of the stops, with both stops recording a score of two.

Grade	Accessibility	Amenity	Proximity	Visual Appeal	Security/Visibility
A	The stop was located very close to a sidewalk or marked crosswalk for ease of use by pedestrians.	The stop features five or all of the following amenities: bus schedule available on-site, streetlight close by, a bus shelter, a bench, a trash can, and be located away from the street curb.	The stop is very close (within approximately 100 feet) to an established place of business or an educational institution.	The stop looks very appealing to use by transit riders, including features such as cleanliness of transit infrastructure, lack of graffiti, and no visible trash outside of designated on-site trash receptacles.	The stop looks very secure, especially in the evening/nighttime hours; may include a nearby streetlight or dedicated light as part of transit infrastructure; high and unobstructed visibility in all directions.
B	The stop is somewhat close to a sidewalk or crosswalk (approximately 101-200 feet), and might not be close to an intersection; overall walkability is good, but not great	The stop features four of the following amenities: bus schedule available on-site, streetlight close by, a bus shelter, a bench, a trash can, and be located away from the street curb.	The stop is located somewhat close (approximately 101-225 feet) to an established place of business or an educational institution.	The stop maintains a good visual presence, but is not completely clean; may have small instances of graffiti or visible trash outside of designated trash receptacles.	The stop has a good sense of security, but has a flaw either in visibility in all directions or in the sense of personal safety while waiting at the stop due to environmental factors.
C	The stop is located in the general vicinity (approximately 250 feet or more) of a sidewalk or crosswalk, or may be accessible within a reasonable amount of time via unmarked crosswalk or through unconventional means (i.e. walking on the shoulder of the road).	The stop features two or three of the following amenities: bus schedule available on-site, streetlight close by, a bus shelter, a bench, a trash can, and be located away from the street curb.	The stop is somewhat close (approximately 250-450 feet) from an established place of business or an educational institution.	The stop maintains a decent visual presence, but does not look overly appealing to the eye; may contain medium amounts of graffiti or trash.	The stop provides an acceptable amount of visibility in all directions, as well as an acceptable level of personal security (especially at night).
D	The stop is distant from any sidewalk or crosswalk, and must require unconventional methods to access; may be located on a slope or on a corner.	The stop contains one of the following amenities: bus schedule available on-site, streetlight close by, a bus shelter, a bench, a trash can, and be located away from the street curb.	The stop is distant (500 or more feet) away from an established place of business or an educational institution, or a direct path is not available due to environmental constraints.	The stop does not look very appealing, but is still functional as a transit stop. May exhibit signs of neglected infrastructure.	The stop provides a below-average amount of visibility in all directions, and a below-average sense of security (especially at night).
F	The stop is nowhere close to a sidewalk or crosswalk, and must require unconventional and potentially hazardous methods to access; is located in a very bad location or on a blind corner.	The stop contains no amenities, or any existing amenities are in disrepair or are unusable.	The stop is nowhere near an established place of business or an educational institution; a direct path is not available, and requires a long or dangerous method to access the business or institution.	The stop is not at all appealing, and exhibits obvious signs of disrepair; large amounts of graffiti or trash are present.	The stop provides almost no visibility in all direction, and the sense of personal security is almost nonexistent; may be located on blind corner, and bus drivers may find it difficult to see a rider waiting at the stop (especially at night).

Table 4.2: The Bus Stop Grading Metric Criteria to evaluate bus stops in the Fairlane Planning Area (Practicum Team 2017)

Stop	Stop Name	Agency Served	Direction	Note	Accessibility	Amenity	Proximity	Visual Appeal	Security/Visibility	Overall Score
1	Fairlane Town Center TC	DDOT, SMART	-	-	D	A	C	B	B	13
2	Henry Ford College	DDOT, SMART	NBD, SBD	SB Evergreen	B	A	B	A	A	18
3	UM-Dearborn	DDOT	SBD	SB Evergreen	D	D	F	F	F	2
4	Wildbranch and Southfield Fwy.	SMART	WBD	Near M-39 Off- ramp	B	F	B	F	D	7
5	Hubbard Dr.	DDOT	NBD	Near AAA	D	F	D	F	F	2
6	Evergreen Rd. at Hubbard Dr.	SMART	NBD	-	D	D	C	C	C	8
7	Ford Rd.	SMART	WBD	Near Red Robin	C	F	A	C	D	9
8	Ford Rd.	SMART	WBD	Near Tijuana	C	D	C	F	F	5
9	Ford Rd.	SMART	EBD	Near M-39 Ramp	D	D	D	F	F	3

Table 4.3: Results of the Bus Stop Grading Metric in the Fairlane Planning Area by individual stop (Practicum Team 2017)
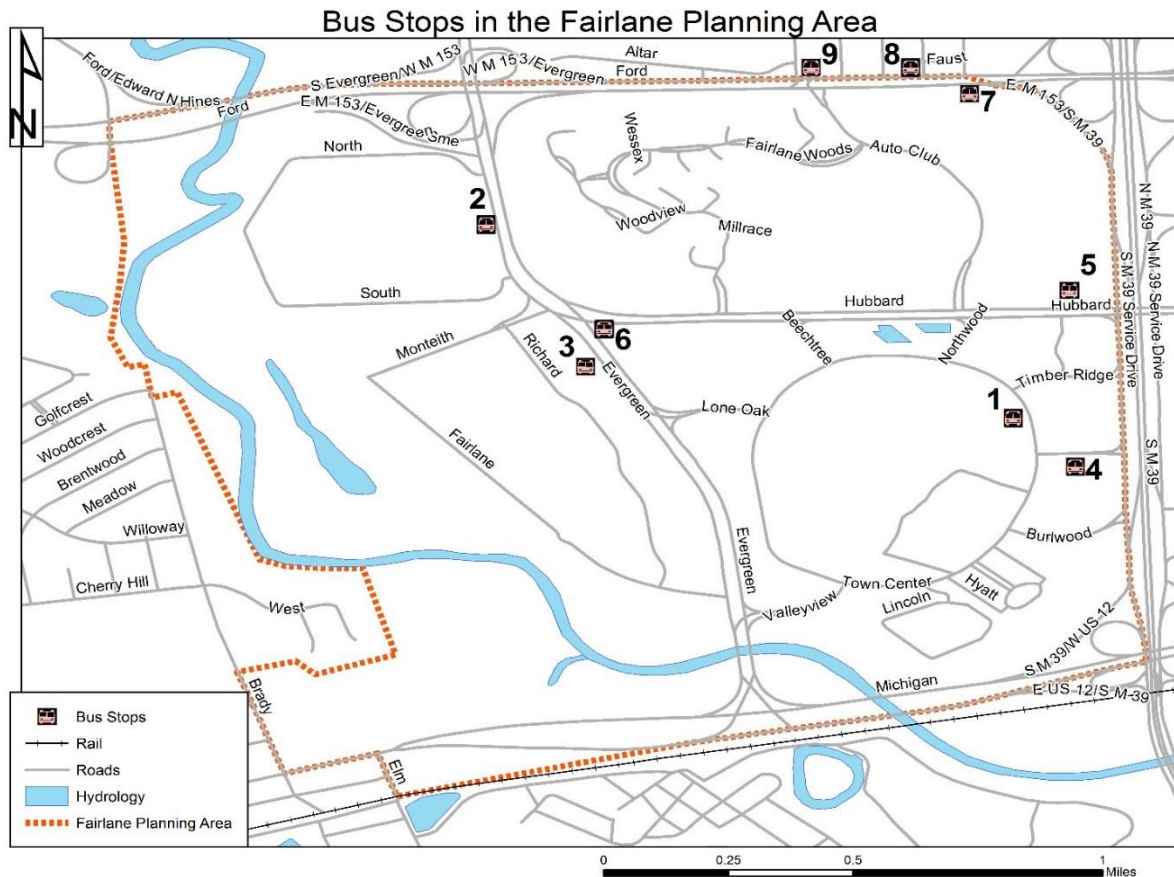
Figure 4.3: Location of bus stops in Fairlane Planning Area. Each bus represents a bus stop; shared stops are not marked separately from agency-specific stops. Each stop has a number which shall be used throughout the document for ease of identification (Practicum Team 2017)

Figure 4.3 demonstrates the location of all bus stops (both DDOT and SMART) within the Fairlane Planning Area. Each stop on the map is marked with a bus in the approximate location. DDOT and SMART share two stops on the map (Fairlane Town Center Transit Center, #1) and Henry Ford College (#2), while the remaining seven stops are agency-specific. The remaining stops, in order of number: University of Michigan-Dearborn (#3); Wildbranch Dr. and Southfield (#4); AAA Headquarters at Hubbard Dr. (#5); Evergreen Rd. before Hubbard Dr. (#6); Ford Rd. Eastbound (#7); Ford Rd. Westbound near Red Robin restaurant (#8); Ford Rd. Westbound near Tijuana's restaurant (#9). All of the stops in the area are marked; agency- specific stops shall be presented in the following figures.
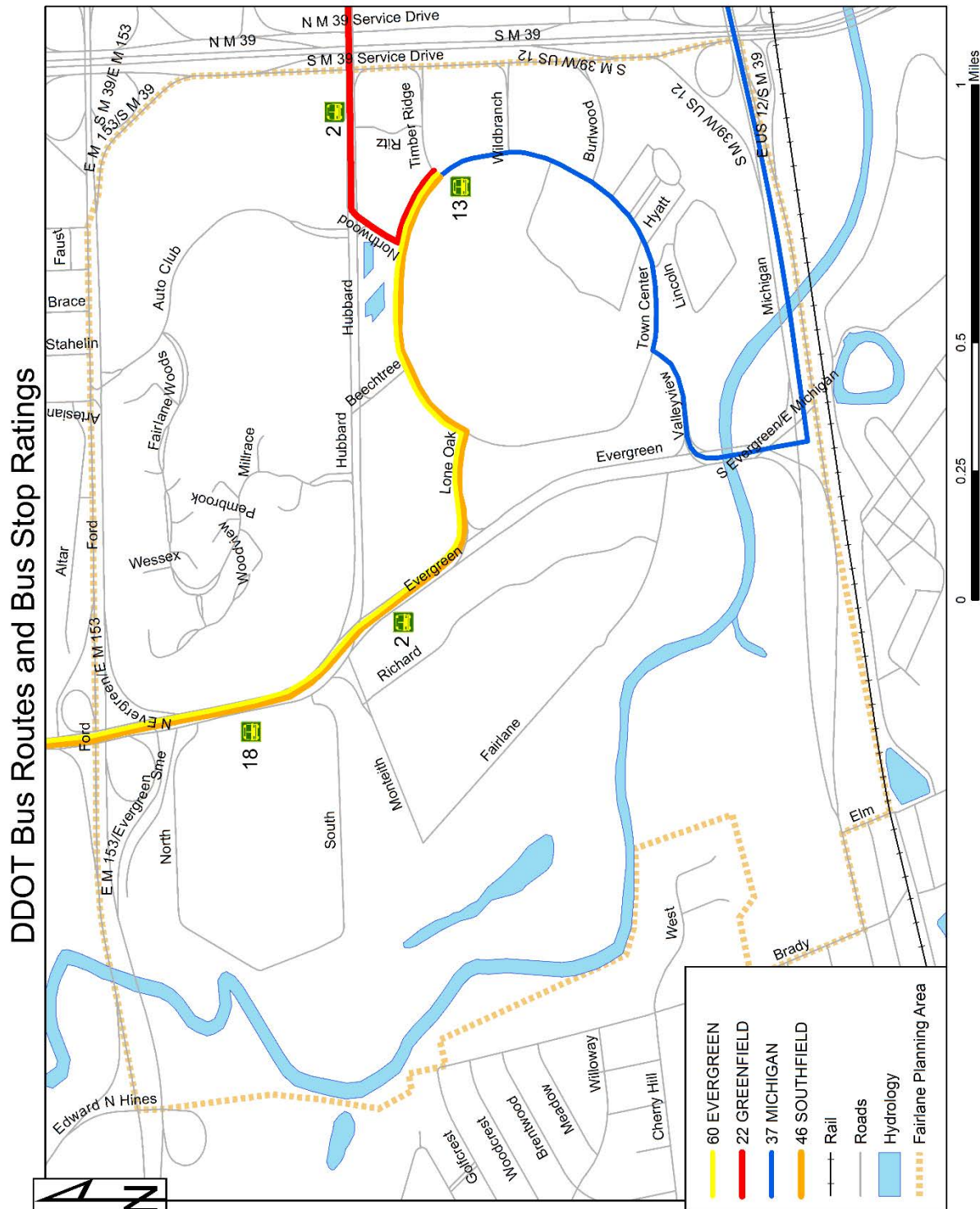
Figure 4.4: DDOT bus routes and stop ratings within the Fairlane Planning Area (Practicum Team 2017)
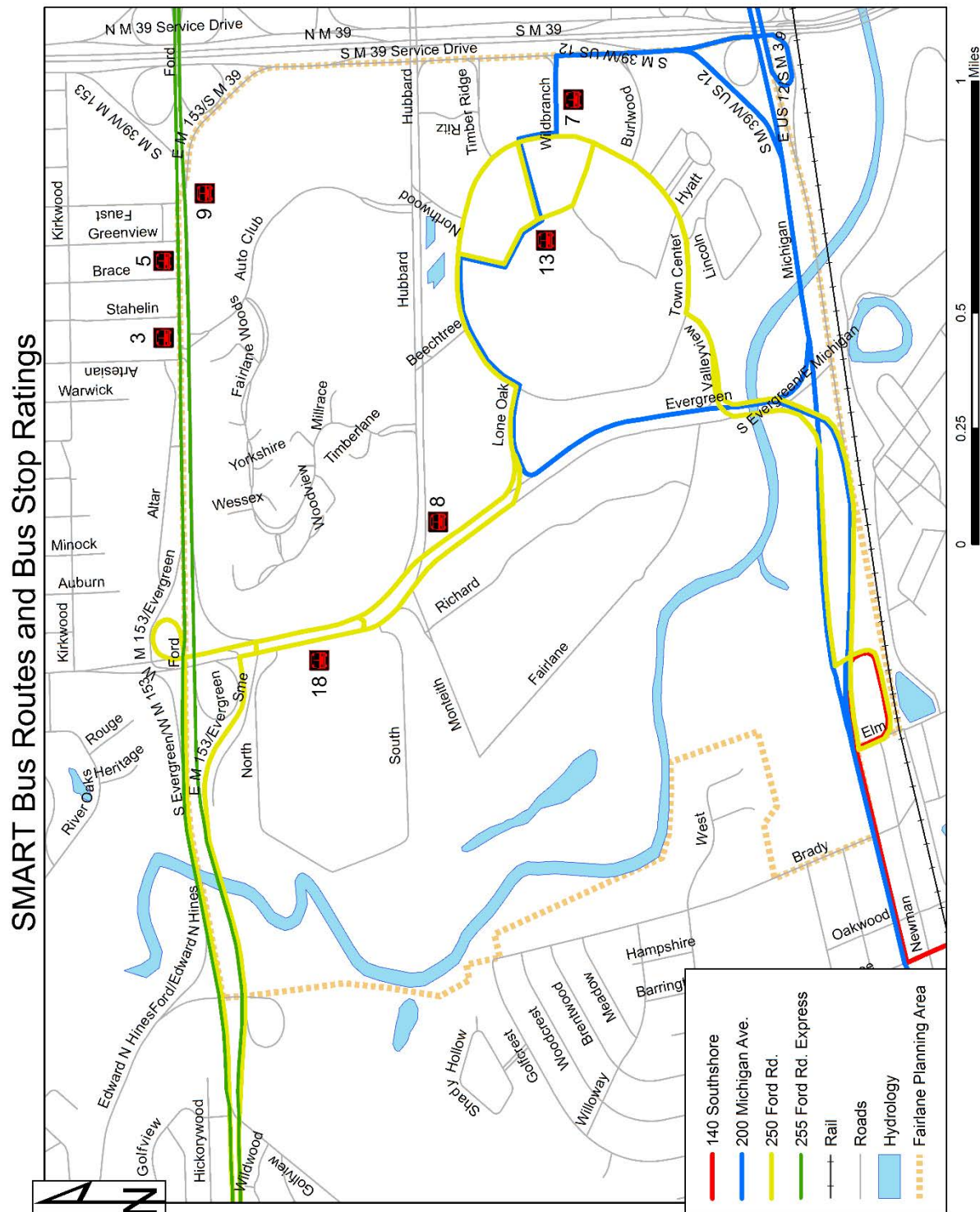
Figure 4.5: SMART bus routes stop ratings within the Fairlane Planning Area (Practicum Team 2017)

Figure 4.6: SMART agency bus routes and stops within the Fairlane Planning Area. Map includes stops shared with DDOT service (Practicum Team 2017)
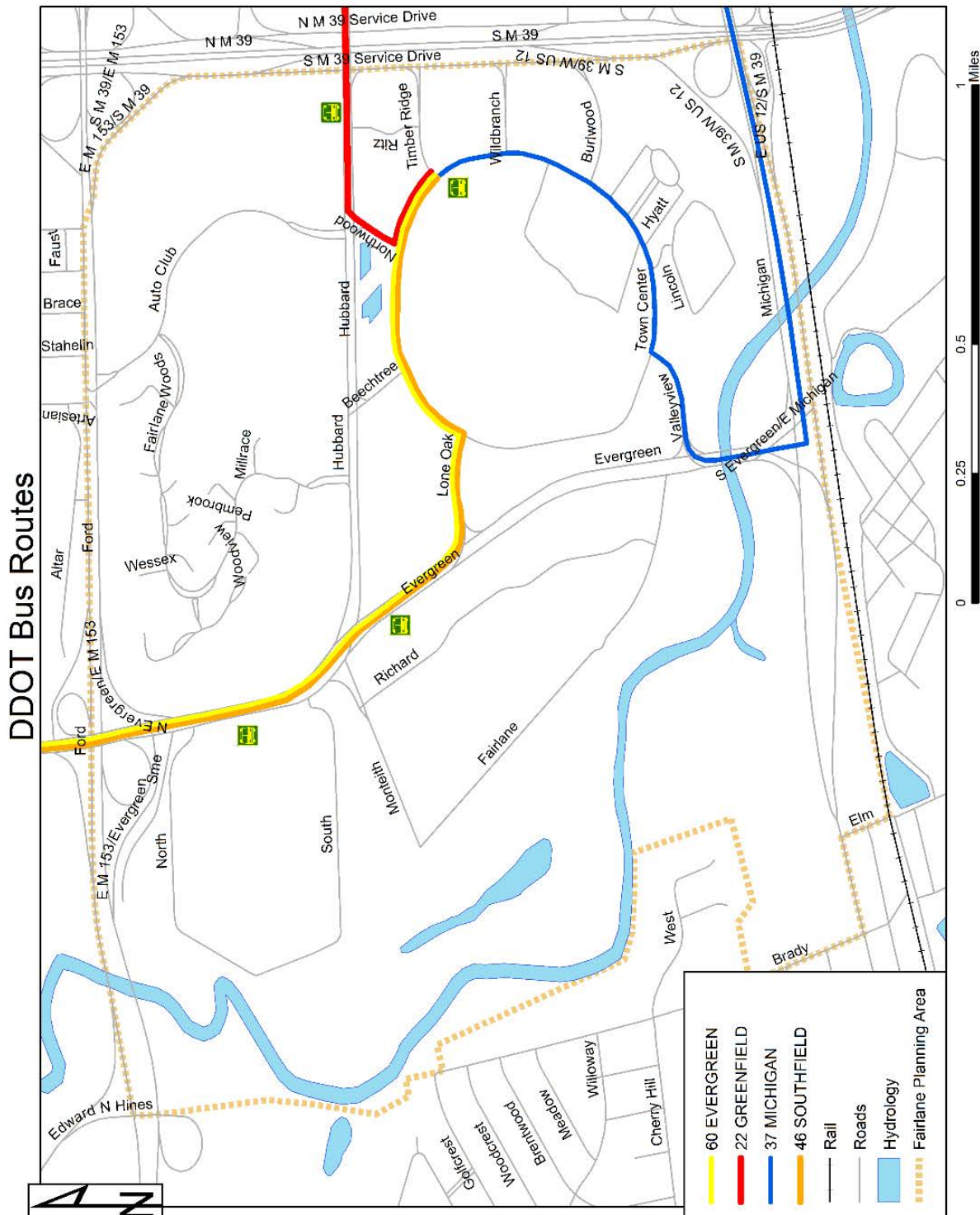
Figure 4.7: DDOT bus routes and stops located within the Fairlane Planning Area (Practicum Team 2017)

Figures 4.4-4.7 demonstrate both the bus routes and bus stop locations for DDOT and SMART bus services. Figure 4.4 displays the four distinct DDOT bus routes that operate within the Fairlane Planning Area and their route plans within the City of Dearborn. All four routes stop at the Fairlane Town Center Transit Center (Figure 2, Stop #1) as a layover point before beginning their respective round trips back to Detroit. Figure 4.5 shows the four distinct SMART bus routes that operate within the Fairlane Planning Area and their route plans within the City of Dearborn.

Both routes utilize the Fairlane Town Center Transit Center as a waypoint on the route, but it does not serve as an end point for SMART routes as it does for DDOT routes. Figure 4.6 outlines the SMART bus stops within the Fairlane Planning Area. seven of the nine stops in the Planning Area are served by SMART, though two of those (the Town Center Transit Center and Henry Ford College; #1 and #2, respectively) are shared with DDOT services. The Fairlane Town Center Transit Center serves DDOT routes 22, 37, 46, and 60, along with SMART routes 200 and 250. The Henry Ford College stop serves DDOT routes 46 and 60, along with SMART route 250. Figure 4.7 shows the DDOT bus stops within the Fairlane Planning Area. Only two of the nine stops within the Planning Area are DDOT-specific stops (University of Michigan-Dearborn and AAA Headquarters at Hubbard Drive; #3 and #5, respectively). Figure 4.6 demonstrates the locations of the SMART bus stops, while Figure 4.7 shows the location of DDOT bus stops. Stops that are served by both agencies were recorded in the respective agency figures.

Non-motorized Transportation

Providing good non-motorized (walking and biking) connectivity is of increasing value to communities, and a vital component of the development and future of the Fairlane Town Center and Fairlane Planning Area. With many important stakeholders in close proximity to the district, it is imperative that connectivity is made a priority such that people are able to freely move between their point of origin and their destination. Non-motorized pathways may connect major points of interest within the Fairlane Planning Area, including the Dingell Transit Center, the Fairlane Town Center Mall, the hotels, educational facilities, and residential communities. Ease of access to the amenities offered along the Rouge River Corridor is also necessary for aesthetic and pleasure travel either on foot or on a bicycle.

The current Bicycle and Pedestrian Plan for Wayne County demonstrates an existing trail network within the Rouge River corridor. These trails provide ample natural setting for pedestrian and cyclists alike along the river as it passes through Dearborn. A path was recently completed to provide a connection between the River Corridor and the Fairlane Town Center. Users of the trail no longer have to cross major thoroughfares such as Evergreen Road or the University of Michigan- Dearborn campus in order to make the connection to the Fairlane Town Center. A path that would offer connectivity between the Corridor and the Town Center has been completed to address the issue through the TAP initiative set forth by SEMCOG. The path has since been completed, connecting the existing trails.

The Transportation Alternatives Program (TAP) administered by SEMCOG aims to grant over $6.2 million for the 2017 fiscal year. The program provides funding to individual cities or villages within the SEMCOG region that are interested in implementing a non-motorized transportation project within their boundaries. Some of the main project categories include pedestrian and bicycle infrastructure and safety initiatives, environmental mitigation programs, and safe routes to school programs. The Greenway Connections program for the City of Dearborn, which

connected the Rogue River Gateway to the Fairlane Town Center, was one of the four successful projects that were presented at a SEMCOG TAP-related University meeting in January 2017. The presentation identified the completion of the connection between the River and Town Center, while also identifying interest in completing the connection to the University of Michigan-Dearborn's Fairlane Campus, home of the Schools of Business and Education for the University. When this connection across Hubbard Drive is completed, the Rouge River Gateway Corridor will be connected to the Fairlane Planning Area and beyond.

The TAP University presentation from Dearborn identified several new opportunities for future non-motorized transportation. Some of the opportunities would include connecting the east and west downtowns of Dearborn, which are currently separated by the Fairlane district and several major highways which make walking and cycling hazardous and unsafe. The Rail-to-Trail opportunity seeks to connect the Dingell Transit Center with the path network, thereby opening up connectivity from the rail lines to non-motorized modes of transport instead of requiring a

motorized vehicle to complete the connection. The City of Dearborn's ultimate goal is to connect to a larger regional non-motorized trail and path network which could tap into existing infrastructure to provide a safe and feasible travel alternative for walkers and cyclists alike.
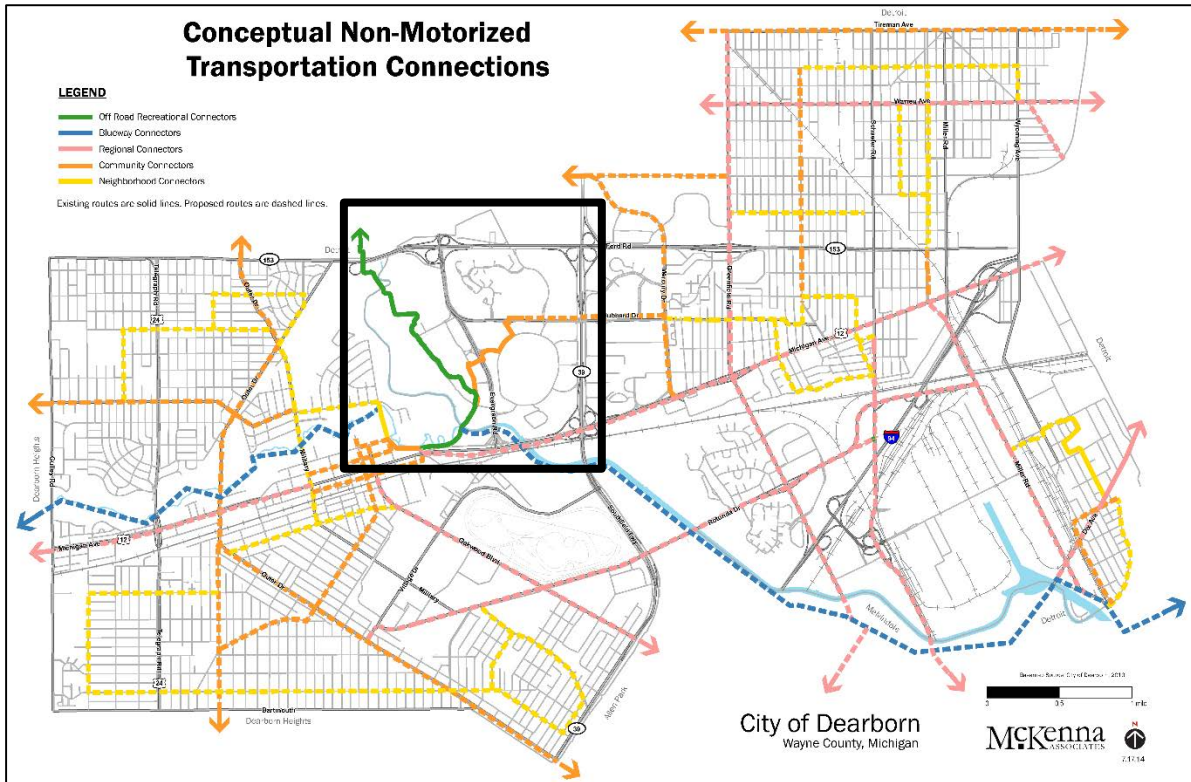
Figure 4.8: Conceptual Non-Motorized Transportation Connections Map from City of Dearborn 2030 Master Plan (City of Dearborn Master Plan, prepared by McKenna and Associates, 2014)

In Figure 4.8 above, originally published in the City of Dearborn Master Plan, the Fairlane Planning Area is outlined in the black box. The River Rouge Gateway Trail has been classified as an Off- Road Recreational Connector path, and is outlined in green. Paths with this designation are situated to be away from the road network and provide an integrated experience with nature. However, these paths are also intended to connect sections of a community together in a similar fashion to the other Connector path categories. The segment from the Gateway trail through the University of Michigan-Dearborn and Henry Ford College campuses was categorized as a Community Connections pathway, and is outlined in orange. These paths are designed to connect portions of a community, but on a smaller scale than a Regional Connector. Hubbard Drive was identified as a proposed Community Connector route (outlined in orange with dash marks), while a southeast trail along the Rouge River was identified as a proposed Blueway

Connector path (outlined in blue dash marks). Blueway Connector paths are intended to run along the length of water bodies and provide an integrated nature experience similar to the Off-Road Recreational Connector. No plans have been proposed as of yet for M-153 (Ford Road) or the northern part of Evergreen Road (past Hubbard Drive). The Hubbard Drive route has since been completed, linking the River Rouge trail to the eastern portion of the Planning Area and beyond.

Non-motorized Connectivity Analysis

The purpose of this section of the study is to evaluate the level of connectivity provided by the existing pedestrian infrastructure in the Fairlane Planning Area and examine the connections that exist between points of interest. This study uses walkability to as a measure of connectivity, noting the mix of uses in the Fairlane Planning Area and the accessibility of each in relation to others. Accessibility is measured by the distance between uses, directness of existing routes, the completeness of the sidewalk network, and the presence of crosswalks across motorways.

Pedestrian Infrastructure

There are approximately 114,849 feet of sidewalk and 154 crosswalks in the Fairlane Planning Area. The extent of this pedestrian infrastructure can be observed in Figure 4.9. Over half of this infrastructure is located on the two college campuses west of Evergreen Road, connecting the various facilities located on each campus. Most of the pedestrian infrastructure in the Fairlane Planning Area is located between buildings and parking lots, facilitating travel to and from cars during vehicle trips.

There are only three crosswalks on the major roads that cross through the planning area; one each on Evergreen Road, Hubbard Drive and Michigan Avenue. The mid-block crossing on Evergreen Road primarily serves students traveling between the University of Michigan-Dearborn main campus to the west and The Union student apartment residence to the east. Evergreen Road separates all commercial and residential uses in the Fairlane Planning Area located to the east of the road and the campuses of University of Michigan Dearborn and Henry Ford College to the west. This is the only designated connection across the entire 1.42 miles of Evergreen Road that runs through the Fairlane Planning Area. Hubbard Drive separates a residential apartment complex, University of Michigan-Dearborn's Fairlane Campus, AAA headquarters, and medical institutions to the north from the Fairlane Town Center, residences, and other commercial uses to the south. The only crossing located on Hubbard Drive is located at the intersection with Southfield Road on the eastern boundary of the Planning Area. This is the only designated connection across the entire 4,312 feet of Hubbard Drive that runs through

the Fairlane Planning Area. The crosswalk on Michigan Avenue is located at the entrance to the Dingell Transit Center. This crosswalk is a direct connection between the Rouge River Gateway Trail and the transit center. It is also part of the only non-motorized route that leads to destinations east of the Fairlane Planning Area. Town Center Drive, which encircles the Fairlane Town Center and parking lot, has no designated crossings. This isolates the mall from all other uses, and acts as an obstacle for those traveling through the Planning Area on foot.

There are two connections to the neighborhoods surrounding the Fairlane Planning Area, both using the Rouge River Gateway Trail through the greenspace located along the Rouge River. One connection is located at the southwest corner of the University of Michigan-Dearborn Main Campus, leading to a larger non-motorized network that connects to the Dingell Transit Center, West Downtown, East Downtown, and other destinations within Dearborn. While the Dingell Transit Center is within the Fairlane Planning Area, it is isolated by the Rouge River greenspace, and is located much closer to West Downtown than the rest of the Planning Area. The other connection out of the Fairlane Planning Area is located at the northwest corner of the planning area on the Henry Ford Community College campus. This pathway leads to a larger network of bicycle trails spread across southeast Michigan.

Figure 4.9: Existing Pedestrian Infrastructure in Fairlane Planning Area (Practicum Team, 2017)

Methodology

In order to determine the walkability of the Fairlane Planning Area, the parameters of the area had to be identified. The destinations located in the Planning Area are listed in Table 4.4. These destinations sorted by use: Residential, Commercial Office/ Employment Centers, Institutional Uses, and Commercial Retail. Selected destinations outside the Fairlane Planning Area were also selected to study the connections to the wider Dearborn area. While the Dingell Transit Center is within the study area, its isolation from all other uses and destinations within the Fairlane Planning Area placed it in the broader category of "Destinations Outside the Planning Area".

Designation	Destination
Residential	The Union
	Fairlane Woods Apartments
	Fairlane Town Center Apartments
Commercial Office/ Employment Centers	AAA Headquarters
	GTB Headquarters
	Henry Ford Medical Center-Fairlane
	Henry Ford Medical Center-Ford Road
	Fairlane Towers
Institutional Uses	University of Michigan Dearborn-Main Campus
	University of Michigan Dearborn-Fairlane
	Henry Ford College
Commercial Retail	Fairlane Town Center
Destinations Outside Fairlane Planning Area	Dingell Transit Center
	West Downtown
	East Downtown
	Ford World Headquarters

Table 4.4: Destinations Examined in Non-Motorized Connectivity Study (Practicum Team, 2017)

Using these locations, the study team identified 34 trip generation/trip destination combinations connecting complimentary uses, representing the common trips the population of the Fairlane Planning Area (both residents and visitors) might make regularly. These trip generation/trip

destination combinations were then broken down into seven categories based on the uses involved:

• Residential to Commercial Retail

• Residential to Commercial Office/ Employment Centers

• Residential to Institutional Uses

• Institutional Uses to Commercial Retail

• Commercial Office/ Employment Centers to Commercial Retail

• Hotels to Commercial Retail

• Destinations Outside Fairlane Planning Area

Using ESRI and Google satellite imagery as well as visual surveying during visits to the site, the study team mapped and inventoried all existing pedestrian infrastructure in the Fairlane Planning Area. This inventory was separated into sidewalks and crosswalks. This allowed the study team to examine the general layout of the infrastructure in the planning area and begin identifying possible routes that connected the uses outlined earlier. During a site visit, the study team used an analysis of the pedestrian infrastructure, observations of pedestrians traveling between uses, and their pathfinding skills to find the most practical routes from destination to destination as pedestrians. While determining these routes the study team considered many factors such as the availability of existing pedestrian infrastructure, which the study team favored for safety and ease of use. Directness was often the deciding factor when there was no clear, complete connection between destinations. Locations where the team was forced to cross streets without crosswalks were noted, as well as the amount of sidewalk coverage missing between each destination. These routes were documented and later mapped to be further analyzed using a rating system based on the principles of walkability and the existing conditions of the pedestrian infrastructure.

The rating system for each route was based on 4 measurements: distance, directness, sidewalk network completeness, and the presence of crosswalks. All measurements were scaled on an alphabetical rating, with "A" representing the highest score possible and "F" representing the lowest score possible, a failing grade. A grade of "B" indicates acceptable conditions while "C", "D", and "E" all demonstrate a need for improvements, each more than the one before it.

Distance

Rating	Distance	Interpretation
A	<.5 mile	Within optimium distance for walking trips.
B	.5-.75 mile	Acceptable walking distance for most pedestrians.
C	.75- 1 mile	Acceptable walking distance for some pedestrians.
D	1- 1.25 miles	Acceptable walking distance for some pedestrians.
E	1.25- 1.5 miles	Acceptable walking distance for few pedestrians.
F	>1.5 miles	Farther than the vast majority of pedestrians willing to walk.

Table 4.5: Distance rating (Practicum Team, 2017)

Euclidean distance, the shortest distance between two points, was used to determine the possible walkability between two destinations. For this study walkable distance was based on the standard of one half mile or less as the optimal distance for walking trips. The rating dropped for every addition quarter mile between uses. An "A" grade suggests that most people would be willing to walk between these destinations. Each reduction represents fewer people choosing walking as their mode of transport on this trip.

Directness

Rating	Route Directness Index	Interpretation
A	>.8	Direct Route between destinations, No barriers for connectivity.
B	.7-.8	Route directness more than or close to minimum created by grid system.
C	.6-.7	Route directness less than minimum created by grid system.
D	.5-.6	Route distance much longer than distance between destinations.
E	.4-.5	Route distance more than double distance between destinations.
F	<.4	Route unacceptable for meaningful use.

Table 4.6: Directness rating (Practicum Team, 2017)

Directness was determined using the Route Directness Index. This measurement rated the formal and informal pathways found by the study team based on a ratio of the Euclidian distance between two destinations and the distance of the route traveled on foot. The scale developed was similar to those that found in other walkability and non-motorized connectivity studies (Kansas City; 2003; King County, 2014). An "A" grade is rewarded to routes that had a minimal difference between the Euclidean distance and the actual distance traveled. This scale has room at the top to recognize that even the ideal layout, the grid, will only create direct routes for destinations on the same straight street. A "B" grade also indicated a minimal difference between distances. Every ratio above .7 is more direct than the least direct route allowed by a complete grid, which would be two destinations with a Euclidean route 45 degrees from the street. All other ratings indicate there are barriers preventing direct travel or that the sidewalk network is leading pedestrians too far from their destinations. A Route Directness Index score of .5 indicates that the length of the route is twice the Euclidean distance between destinations.

Sidewalk

Rating	Percent of Route with Sidewalk	Interpretation
A	100%	Complete coverage along route
B	90% -99%	Nearly complete coverage. Small gaps in sidewalk network.
C	80%-89%	Moderate Coverage. Moderate gaps in sidewalk network.
D	70%-79%	Poor Coverage. Major gaps in sidewalk network.
E	60%-69%	Unacceptable. Vast areas without sidewalk.
F	<60%	No meaningful sidewalk service between destinations

Table 4.7: Sidewalk rating (Practicum Team, 2017)

For this study, the study team defined sidewalks as paved surfaces which are relatively level and primarily intended for pedestrian use. These pathways had to have no motorized traffic and be separated from road by elevated curb. All examples found were approximately wide enough for two people to pass each or walk side by side, roughly four or more feet wide. Ratings are based on the percent of total route covered by sidewalk. This was measured in length, with areas where pedestrians were forced to walk through grass, parking lot, or parallel to the street all included in the final calculation as portions of the route lacking pedestrian infrastructure. "A" grades were given to routes that completely connected the two destinations. Because sidewalks are the base of all non-motorized connectivity for pedestrians, and therefore essential, any route be below 100% was marked down a letter grade. While small and moderate gaps in coverage might not deter those familiar with the area from walking a known route, these incomplete connections discourage walking as an important mode of transportation. Larger gaps can cause confusion and force pedestrians into roadways unprotected, putting them in possible danger.

Crosswalk

Rating	Percent of Street Crossings With Crosswalks	Interpretation
A	100%	Crosswalks at all street crossings. Route safe for pedestrian use.
B	90% -99%	Crosswalks at nearly all street crossings. Route relatively safe for pedestrian use.
C	80%-89%	Crosswalks at most street crossings. Concerns for pedestrian use.
D	70%-79%	Significant lack of crosswalks. Hazardous for pedestrian use.
E	60%-69%	Unacceptable lack of crosswalks. Dangerous for pedestrian use.
F	<60%	Unacceptable lack of crosswalks. Very dangerous for pedestrian use.

Table 4.8: Crosswalks rating (Practicum Team, 2017)

Crosswalks were identified as any places where pedestrians were forced to interact with automobiles in order to complete their trip, as long as they had at least one of the following traits:

• Corresponding curb cuts on both sides of the street

• Markings on the roadway signaling pedestrian crossing area

• Signage indicating pedestrian right of way

• Automated signals guiding pedestrians across intersections

There are standards for the number and type of amenities necessary at each crosswalk to ensure the safest crossing possible. These standards depend on factors such as the number of lanes of traffic crossed, the speed of traffic, their location of the crossing on the road way, or the pedestrian demand for the crossing in that area. The study team's measurement notes the presence of a crosswalk, not the quality of the crosswalk or its appropriateness in its location. No existing crosswalks during the study were deemed grossly inadequate, but a separate study would be necessary to confirm such an assessment. The system for rating each route's crosswalks is based on the percentage of road crossings serviced by crosswalks. Road crossings

include crosswalks as well as places of automobile/pedestrian interaction that lack any of the amenities to facilitate pedestrian crossings across roadways. These unaided crossings indicate a lack of crosswalks over roadways. Like sidewalks, crosswalks are a basic unit of connectivity. Only routes that had crosswalks at every street crossing received the highest ranking. An absence of crosswalks both discourages pedestrians from walking and possibly puts them in dangerous situations as they attempt to make it to their destinations.

Commercial Office/ Employment Centers to Commercial Retail
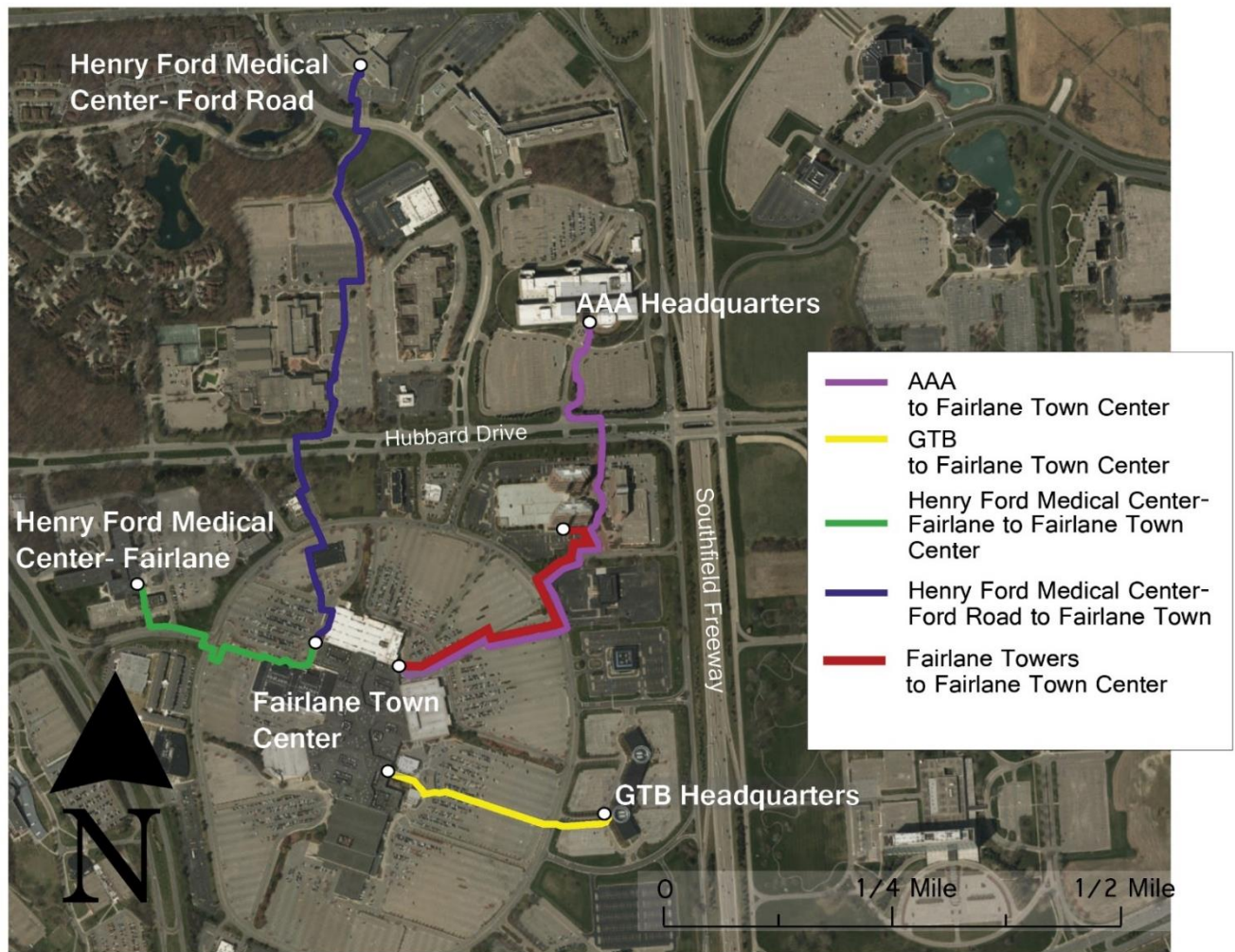
Figure 4.10: Map of pedestrian routes between commercial office/employment centers and commercial retail (Practicum Team, 2017)

Origin/ Destination	Distance Rating	Directness Rating	Street Crossing Rating	Sidewalk Rating
AAA to Fairlane Town Center	A	C	F	F
GTB to Fairlane Town Center	A	A	F	F
Henry Ford Medical Center- Ford Road to Fairlane Town Center	B	A	F	F
Fairlane Towers to Fairlane Town Center	A	C	F	F
Henry Ford Medical Center- Fairlane to Fairlane Town Center	A	D	F	F

Table 4.9: Ratings of routes between commercial office/employment centers and commercial retail (Practicum Team, 2017)

Institutional Uses to Commercial Retail
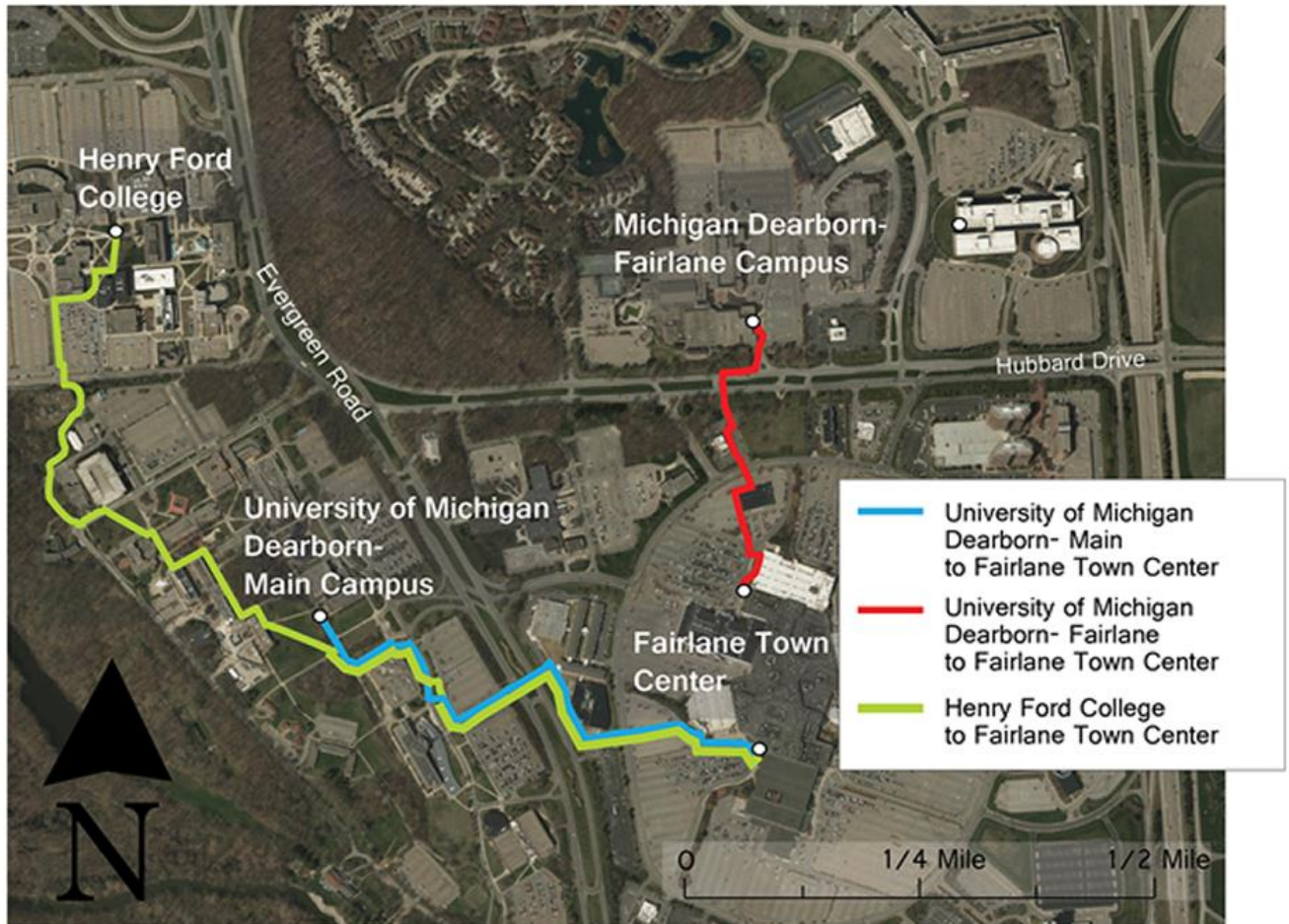
Figure 4.11: Map of pedestrian routes between institutional uses and commercial retail (Practicum Team, 2017)

Origin/ Destination	Distance Rating	Directness Rating	Street Crossing Rating	Sidewalk Rating
University of Michigan Dearborn- Main to Fairlane Town Center	A	B	D	C
University of Michigan Dearborn- Fairlane to Fairlane Town Center	A	B	F	F
Henry Ford College to Fairlane Town Center	C	C	C	B

Table 4.10: Ratings of routes between institutional uses and commercial retail (Practicum Team, 2017)

Residential to Commercial Retail
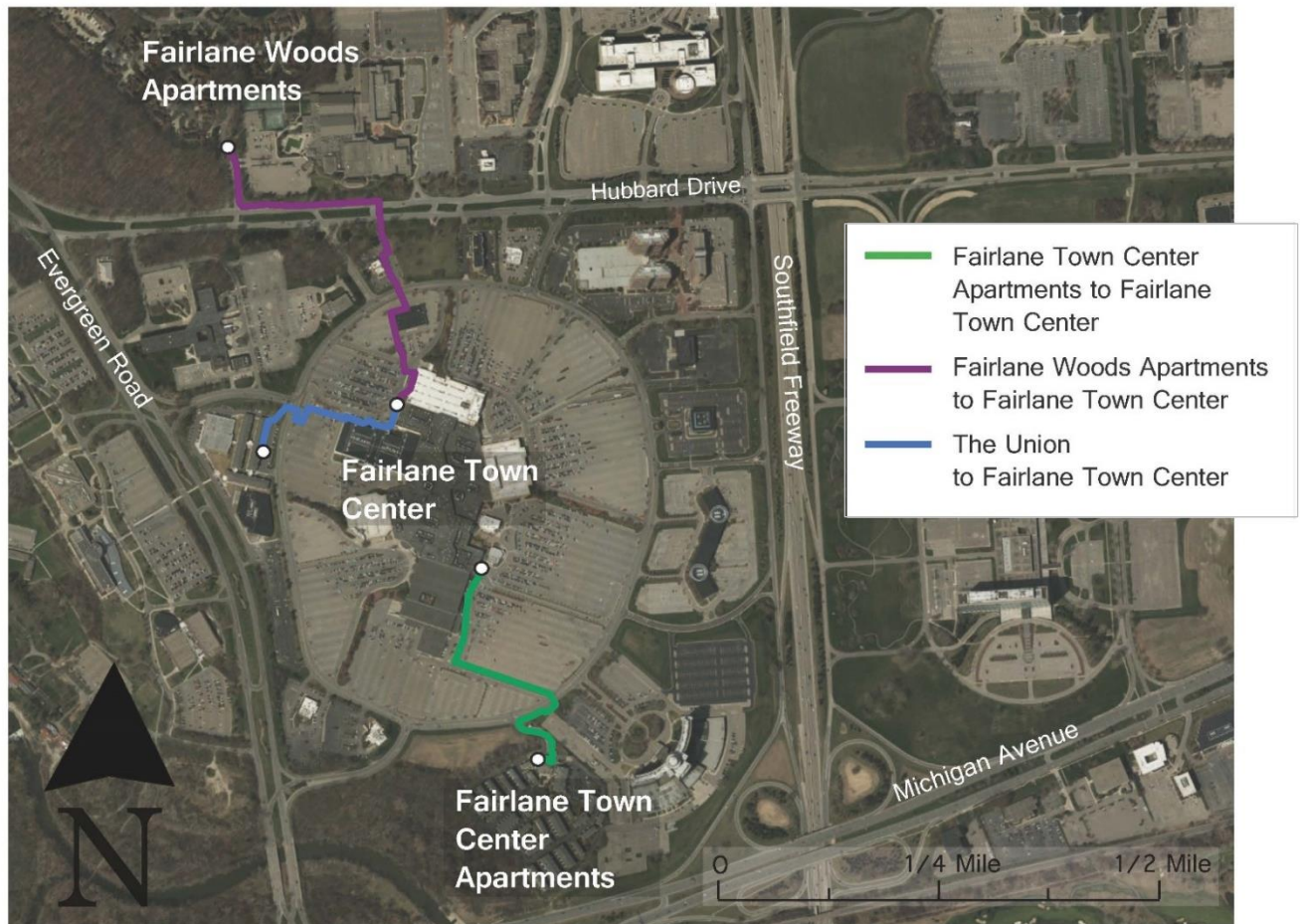
Figure 4.12: Map of pedestrian routes between residential and commercial retail (Practicum Team, 2017)

Origin/ Destination	Distance Rating	Directness Rating	Street Crossing Rating	Sidewalk Rating
The Union to Fairlane Town Center	A	C	F	E
Fairlane Woods Apartments to Fairlane Town Center	A	C	F	F
Fairlane Town Center Apartments to Fairlane Town Center	A	C	F	F

Table 4.11: Ratings of routes between residential and commercial retail (Practicum Team, 2017)

Hotels to Commercial Retail
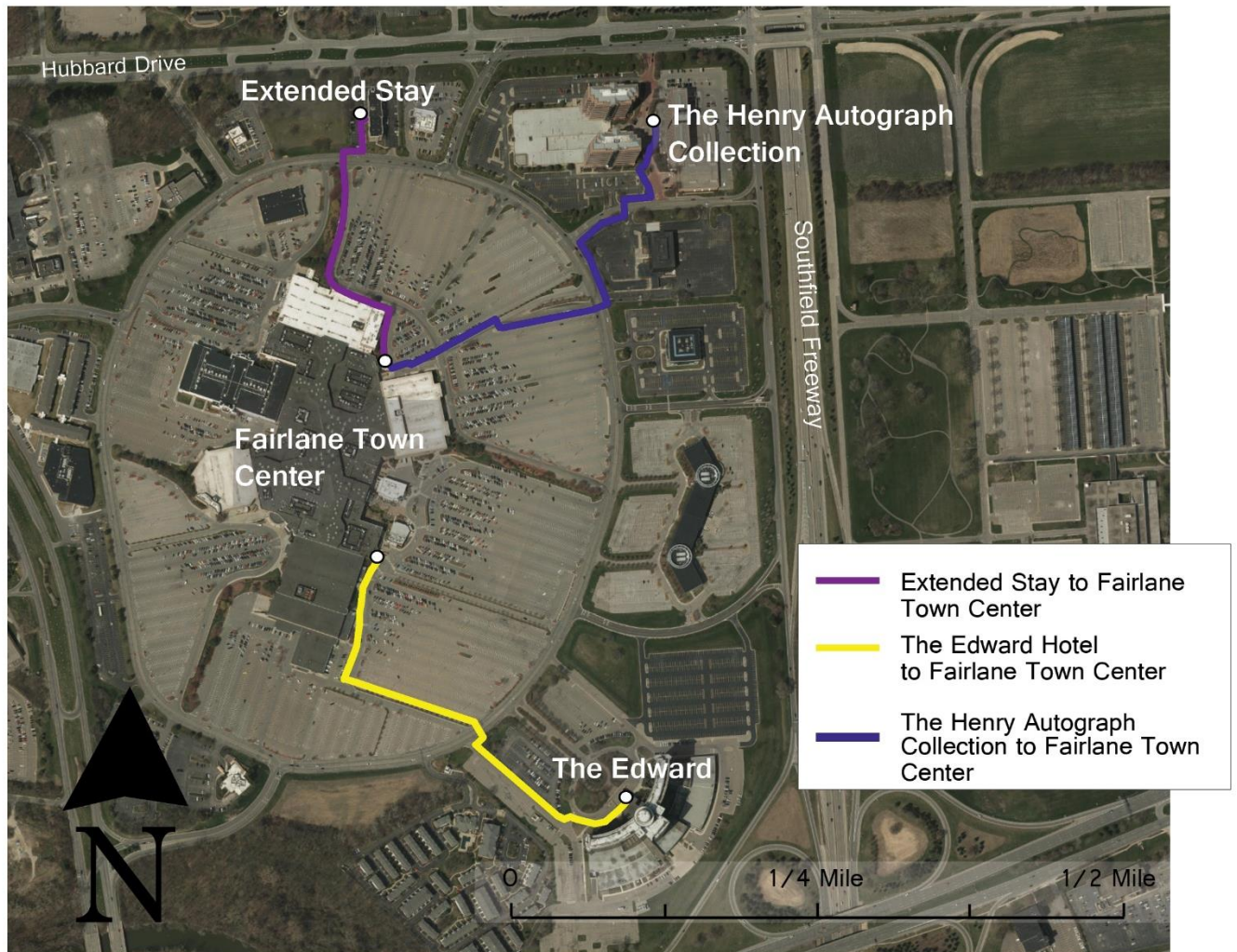
Figure 4.13: Map of pedestrian routes between hotels and commercial retail (Practicum Team, 2017)

Origin/ Destination	Distance Rating	Directness Rating	Street Crossing Rating	Sidewalk Rating
Extended Stay to Fairlane Town Center	A	B	F	F
The Edward Hotel to Fairlane Town Center	A	B	F	F
The Henry Autograph Collection to Fairlane Town Center	A	B	F	F

Table 4.12: Ratings of routes between hotels and commercial retail (Practicum Team, 2017)

Residential to Commercial Office/Employment Centers
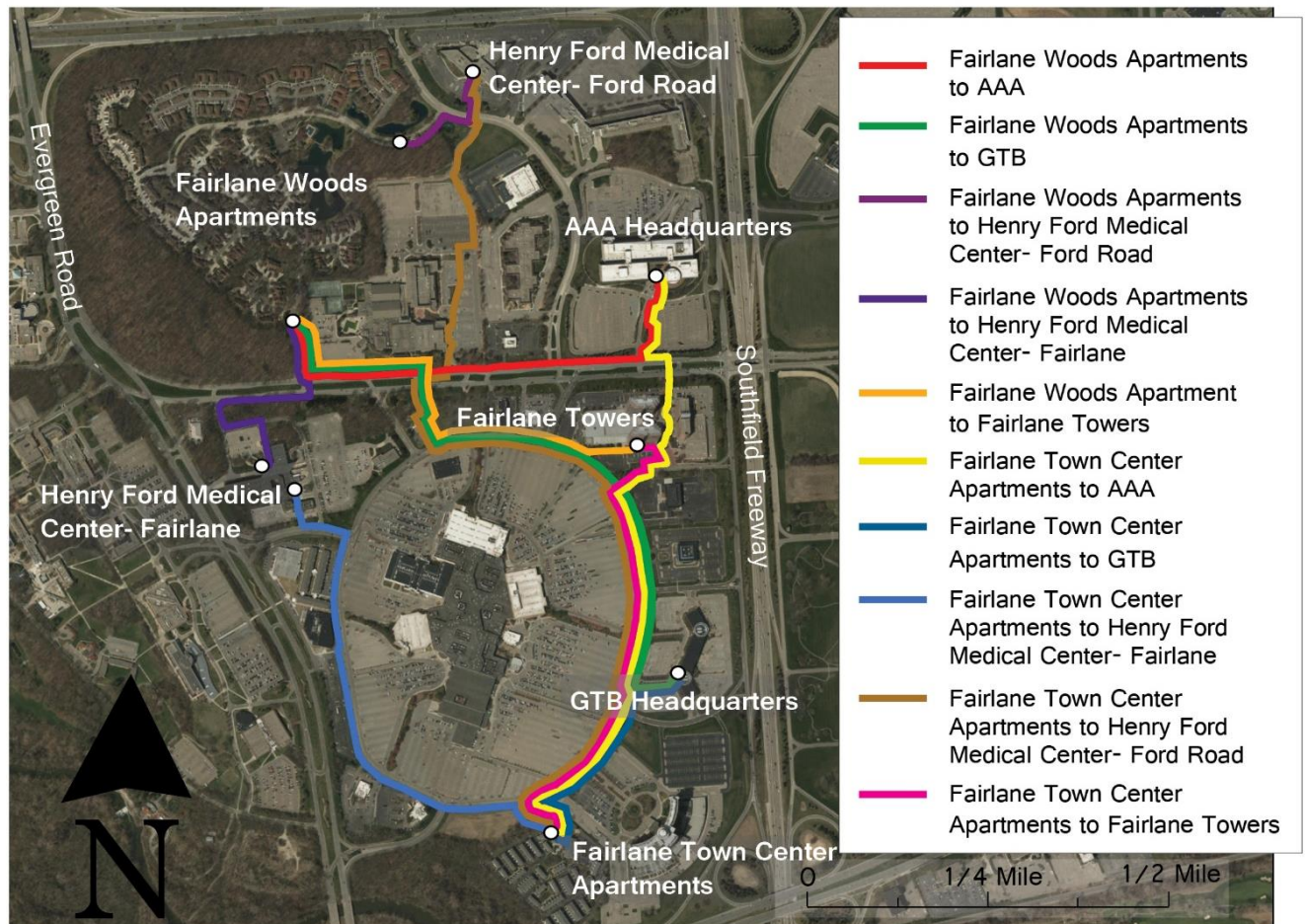
Figure 4.14: Map of pedestrian routes between residential and commercial office/employment centers (Practicum Team, 2017)

Origin/ Destination	Distance Rating	Directness Rating	Street Crossing Rating	Sidewalk Rating
Fairlane Woods Apartments to AAA	A	B	F	F
Fairlane Woods Apartments to GTB	B	B	F	F
Fairlane Woods Apartments to Henry Ford Medical Center- Ford Road	A	B	F	F
Fairlane Woods Apartments to Henry Ford Medical Center- Fairlane	A	C	F	F
Fairlane Woods Apartment to Fairlane Towers	B	A	F	F
Fairlane Town Center Apartments to AAA	C	B	F	F
Fairlane Town Center Apartments to GTB	A	B	F	F
Fairlane Town Center Apartments to Henry Ford Medical Center- Fairlane	B	B	F	F
Fairlane Town Center Apartments to Henry Ford Medical Center- Ford Road	D	B	F	F
Fairlane Town Center Apartments to Fairlane Towers	B	B	F	F

Table 4.13: Ratings of routes between residential and commercial office/employment centers (Practicum Team, 2017)

Student Residential to Institutional Uses
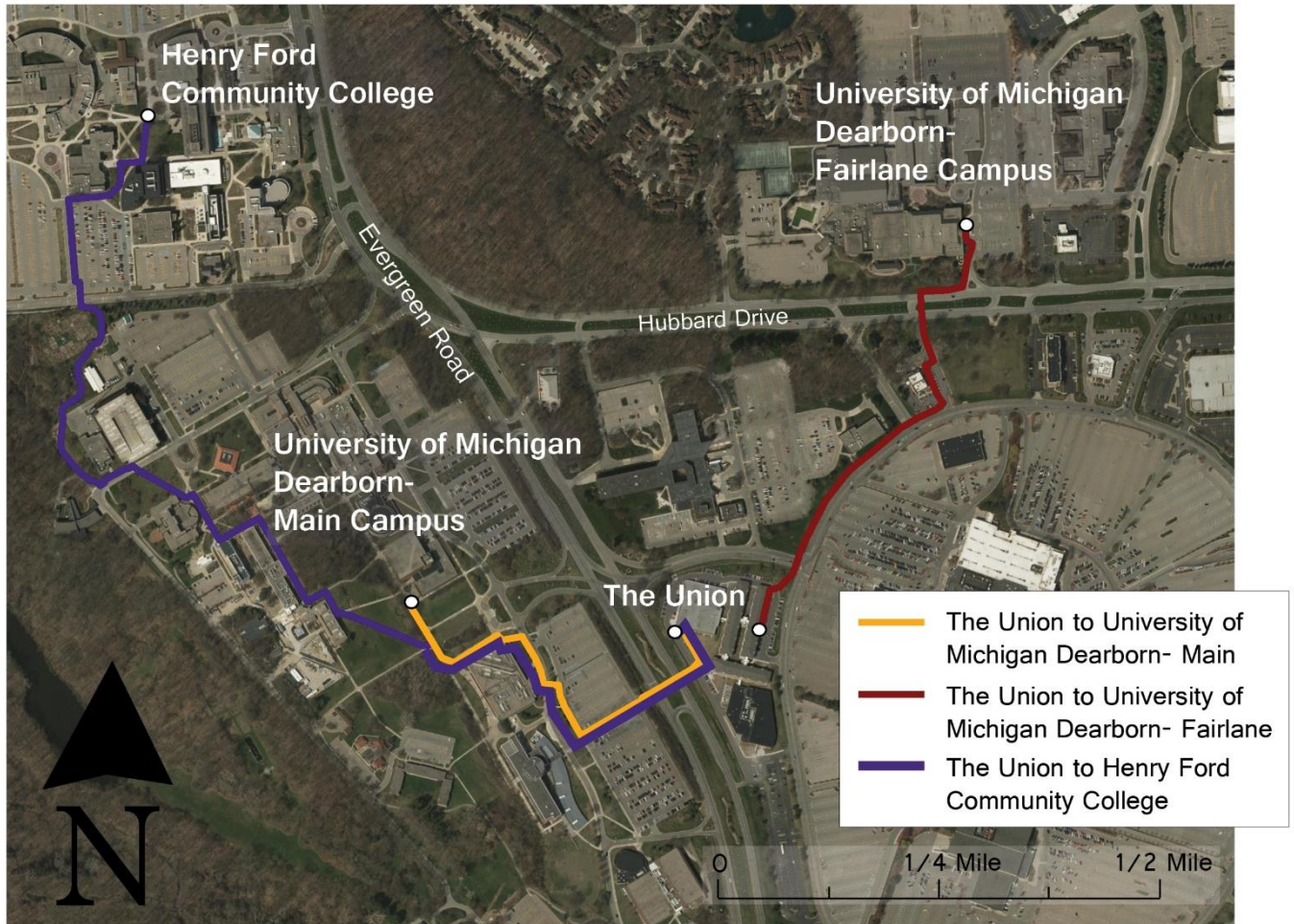
Figure 4.15: Map of pedestrian routes between student residential and institutional uses (Practicum Team, 2017)

Origin/ Destination	Distance Rating	Directness Rating	Street Crossing Rating	Sidewalk Rating
The Union to University of Michigan Dearborn-Main	A	D	A	A
The Union to University of Michigan Dearborn-Fairlane	A	A	F	E
The Union to Henry Ford College	A	E	A	A

Table 4.14: Ratings of routes between student residential and institutional uses (Practicum Team, 2017)

Other
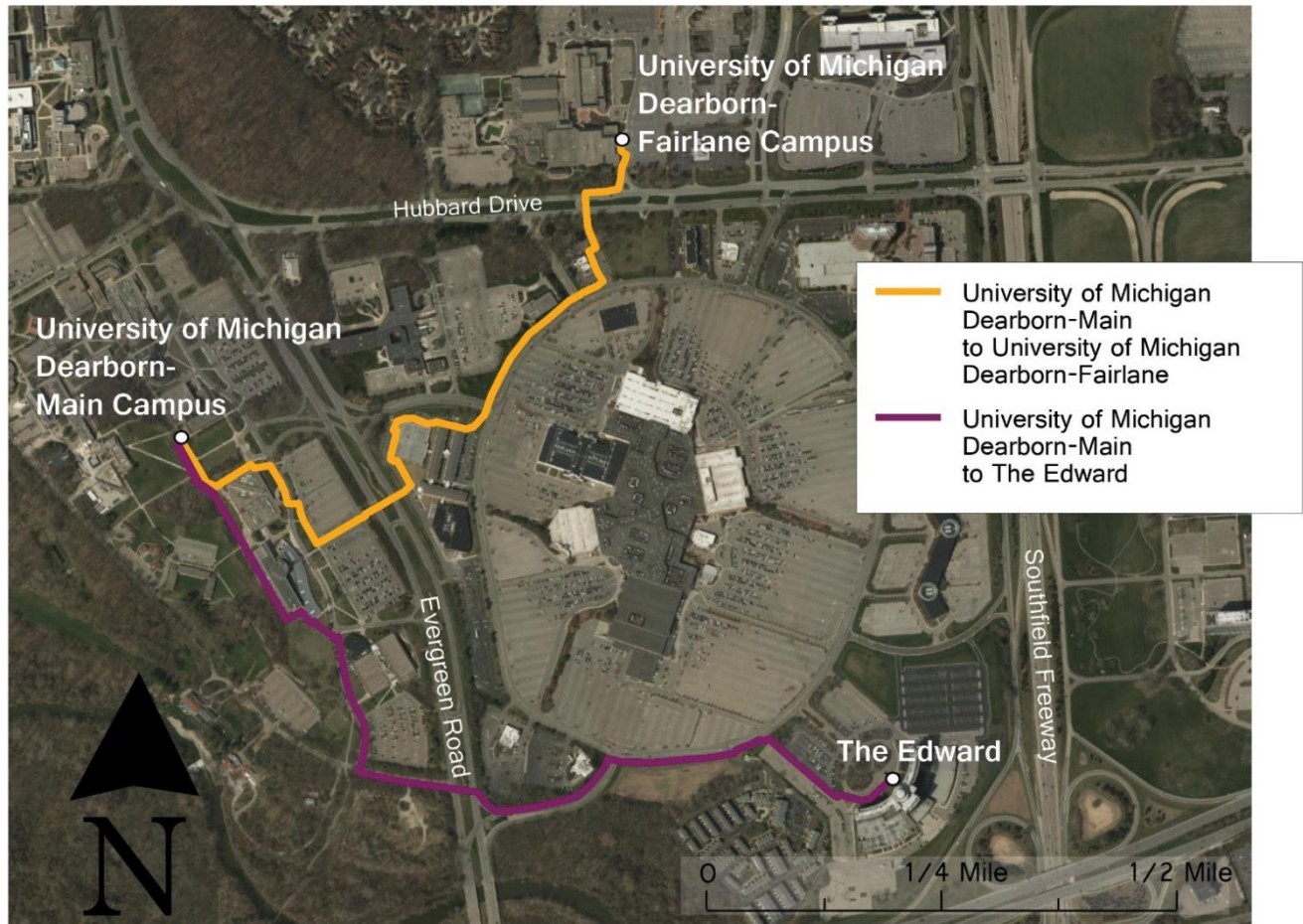
Figure 4.16: Map of pedestrian routes (Practicum Team, 2017)

Origin/ Destination	Distance Rating	Directness Rating	Street Crossing Rating	Sidewalk Rating
University of Michigan Dearborn- Main to University of Michigan Dearborn- Fairlane	B	C	F	F
University of Michigan Dearborn- Main to The Edward	C	B	F	F

Table 4.15: Ratings of routes (Practicum Team, 2017)

Fairlane Planning Area to Outside Destinations
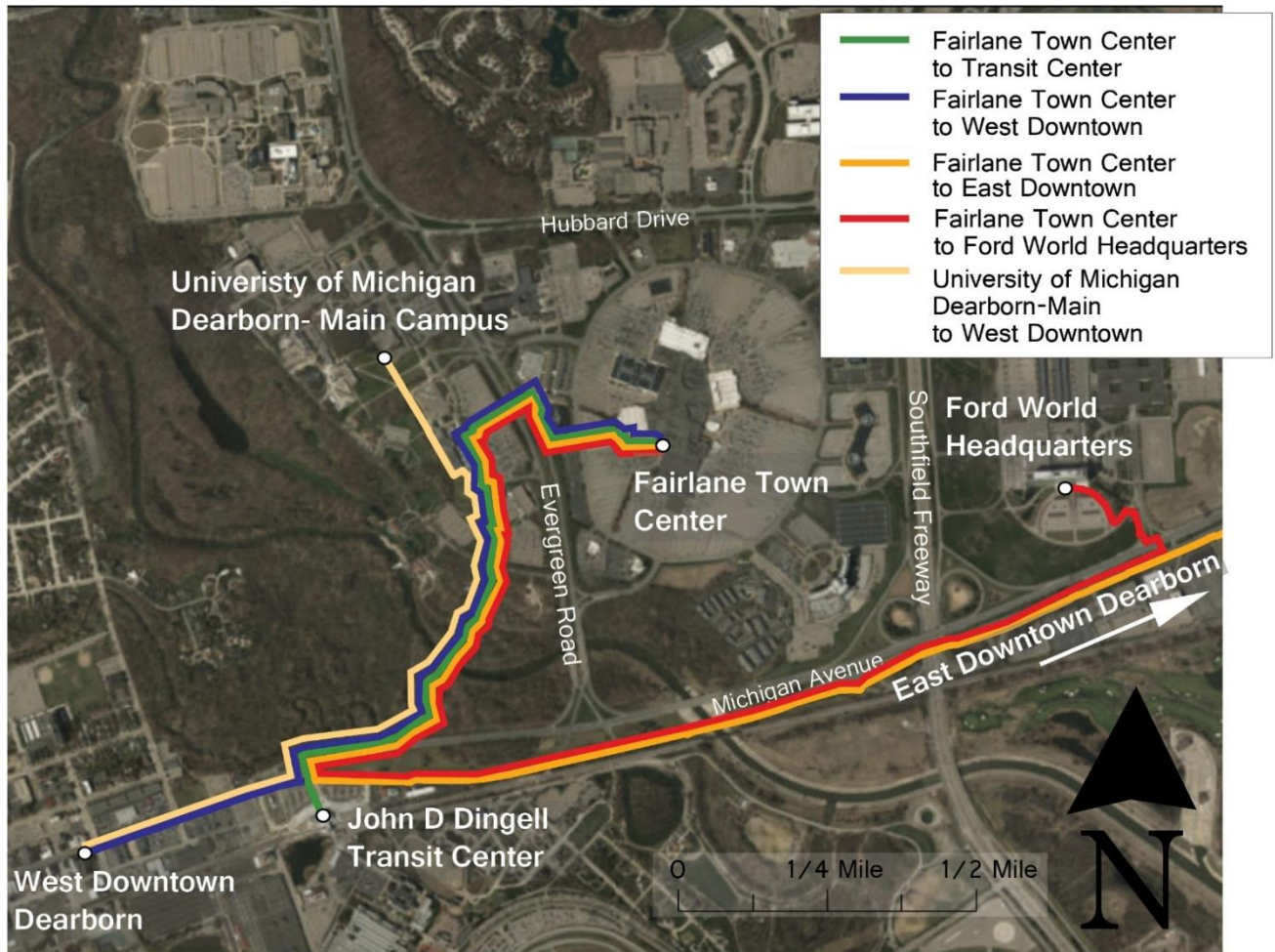
Figure 4.17: Map of pedestrian routes between Fairlane Planning Area and destinations outside the area (Practicum Team, 2017)

Origin/ Destination	Distance Rating	Directness Rating	Street Crossing Rating	Sidewalk Rating
Fairlane Town Center to Transit Center	C	C	C	B
Fairlane Town Center to West Downtown	D	B	C	B
Fairlane Town Center to East Downtown	F	D	B	B
Fairlane Town Center to Ford World Headquarters	B	F	B	B
University of Michigan Dearborn- Main to West Downtown	C	C	A	A

Table 4.16: Ratings of routes between Fairlane Planning Area and destinations outside the area (Practicum Team, 2017)

Chapter Five: Retail Gap Analysis

The retail market gap analysis or retail marketplace profile was conducted using the Environmental Systems Research Institute Business Analyst. Using the Fairlane Town Center as the center location point, mileage rings were produced at one, three, and five mile intervals. For each ring a retail marketplace profile was generated for area within the ring. The first ring that encompasses one mile represents a majority of the Fairlane Planning Area that is the focus of this project and a small portion of area outside of the Planning Area. The next ring that represents the area within a three mile range of the Town Center area includes a majority of the areas in the rest of the city of Dearborn (including East and West downtown Dearborn), and portions of Dearborn Heights, Detroit, Allen Park, and Melvindale. The third and final ring represents a five-mile area around the Fair Lane Town Center. For each ring area the retail market profile identifies: 2016 population, total household, median disposable income, and per capita income; the market profile also generates an industry group report which identifies North American Industry Trade Classification System NAICS, demand (potential retail), supply (retail sales), retail gap, leakage/surplus factor, and total number of businesses for each group. The leakage surplus factor represents retail market opportunity, the measure of relationship between supply and demand (+100 [total leakage] and -100 [total surplus]). A positive value in the leakage surplus factor represents leakage of retail opportunity outside of the trading area (in this case, outside of the defined mileage ring) while a negative value represents a surplus of retail sales where customers from outside the trade area are drawn into the area. The retail gap is identified through the difference between retail potential (demand) and retail sales (supply) for the trade area (ESRI Business Analyst, 2016)

Comparison

In comparing all of the industry groups between each of the trade area designations it can be seen that there are seven common industry groups that are consistently losing potential retail sales (experiencing retail leakage) to outside trade areas due to insufficient supply (retail sales) within each of the ring trade areas. The industry groups that have leakage at each of the three

trade areas are as follows: *Other Motor Vehicle Dealers, Lawn & Garden Equipment & Supply Stores, Grocery Stores, Other General Merchandise Stores, Used Merchandise Stores, Vending Machine Operators*, and *Special Food Services* (ESRI Business Analyst, 2016). (See chart below). For the full data set, tables, and charts, refer to appendix.

Figure 5.1: Trade area rings maps for the retail gap analysis (ESRI Business Analyst, 2016)

Demand (Retail Potential)
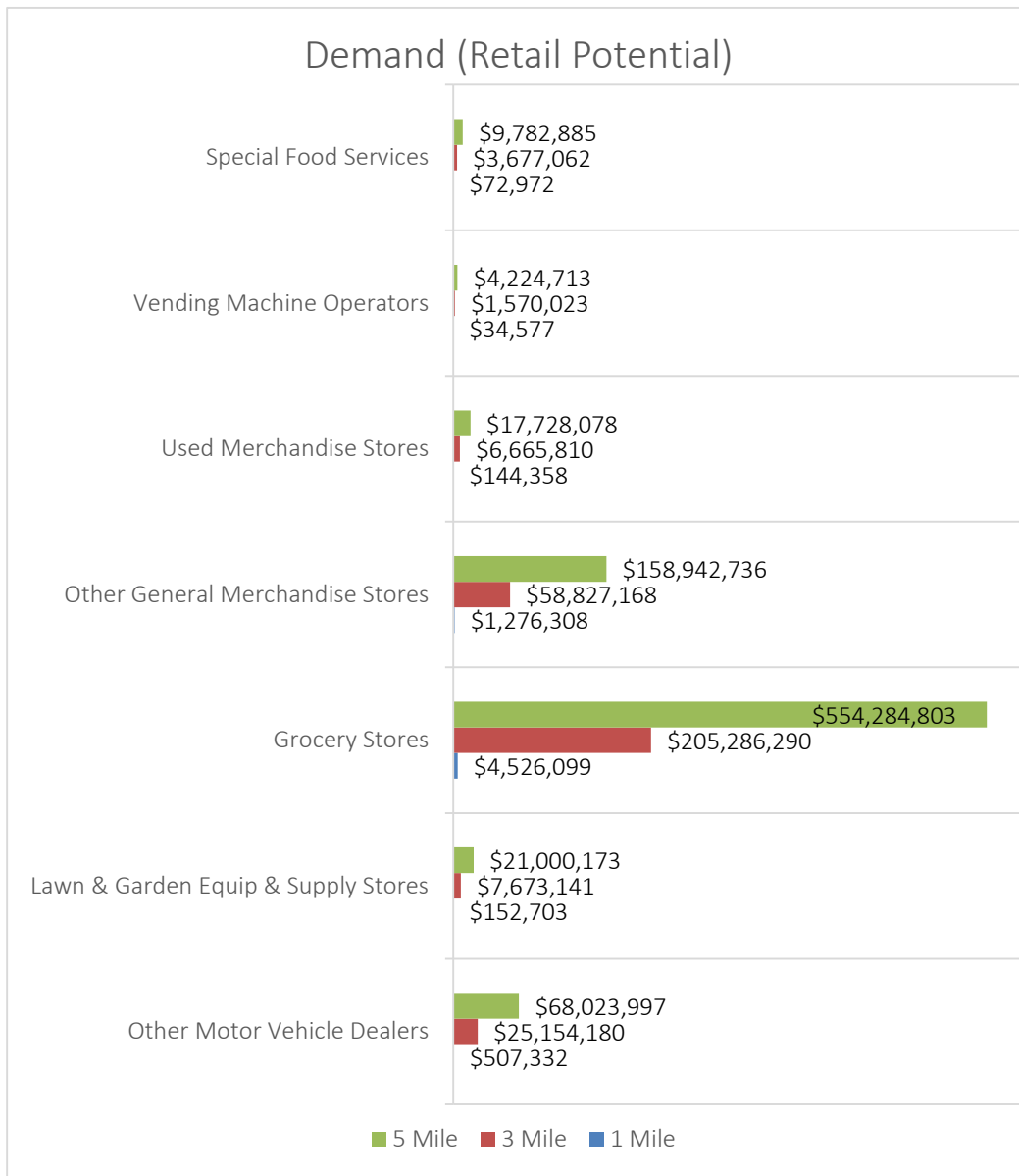
Figure 5.2: Retail potential graph for specified industry groups for each trade area (ESRI Business Analyst, 2016)

The figure above shows the retail potential or the demand in dollar amount for good and services for each industry group *(Other Motor Vehicle Dealers, Lawn & Garden Equipment & Supply Stores, Grocery Stores, Other General Merchandise Stores, Used Merchandise Stores, Vending Machine Operators,* and *Special Food Services). Grocery Stores* has the highest retail demand at each level, the five-mile trade area ring has a total demand of $554,284,803. Also representing a high amount of demand is *Other General Merchandise Stores* and *Other Motor Vehicle Sales*.

Supply (Retail Sales)
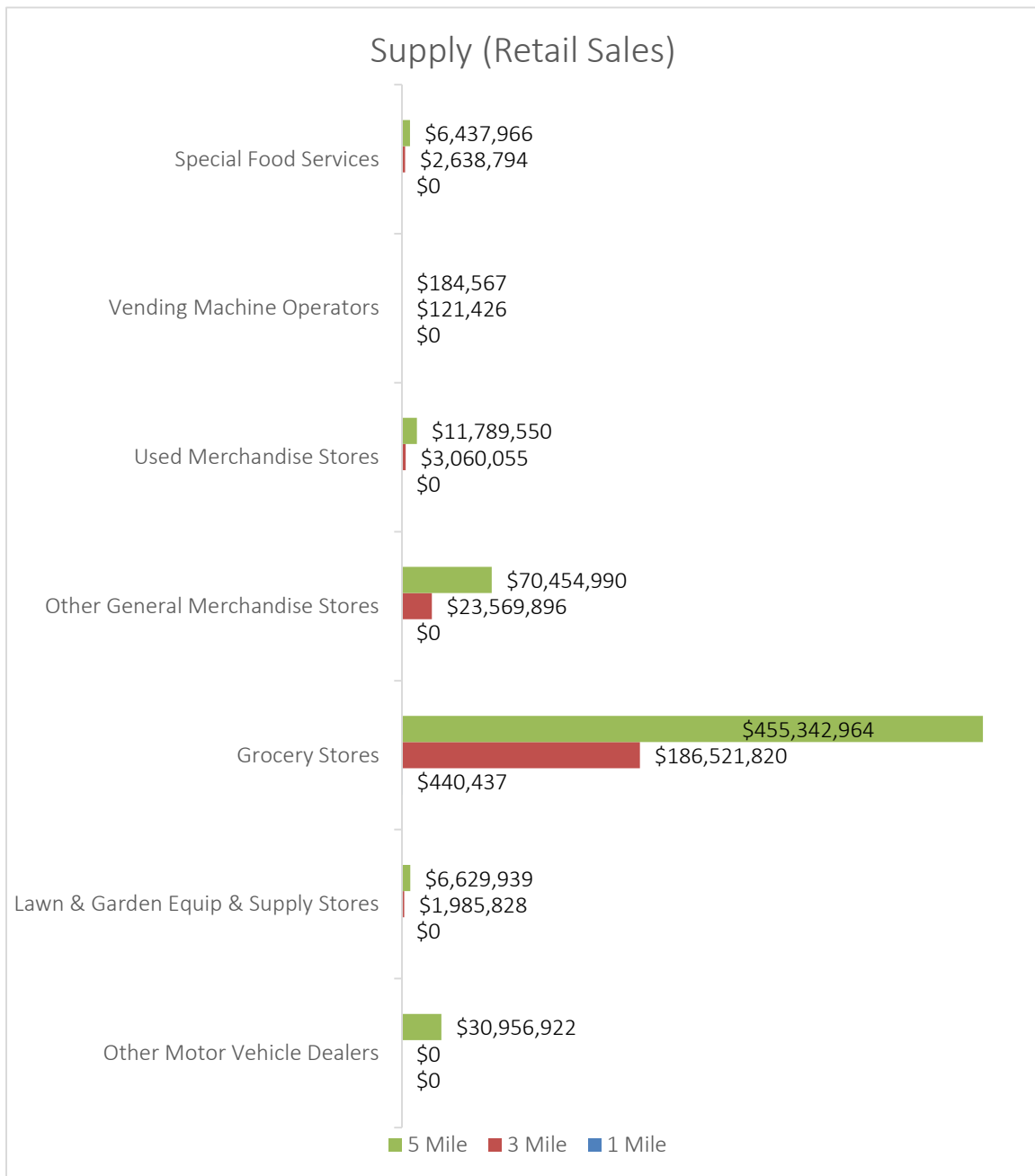
Figure 5.3: Retail sales graph for specified industry groups for each trade area (ESRI Business Analyst, 2016)

The retail sales or supply show in dollar amount of sales for each ring trade area is shown in the graph above for each industry group. From viewing the chart, it is seen that similar to the demand chart, supply (sales) for *Grocery Stores* is highest for these industry group at $455,342,964 and is followed in total supply by *Other General Merchandise Stores* and *Other Motor Vehicle Dealers.*

Retail Gap (Leakage)
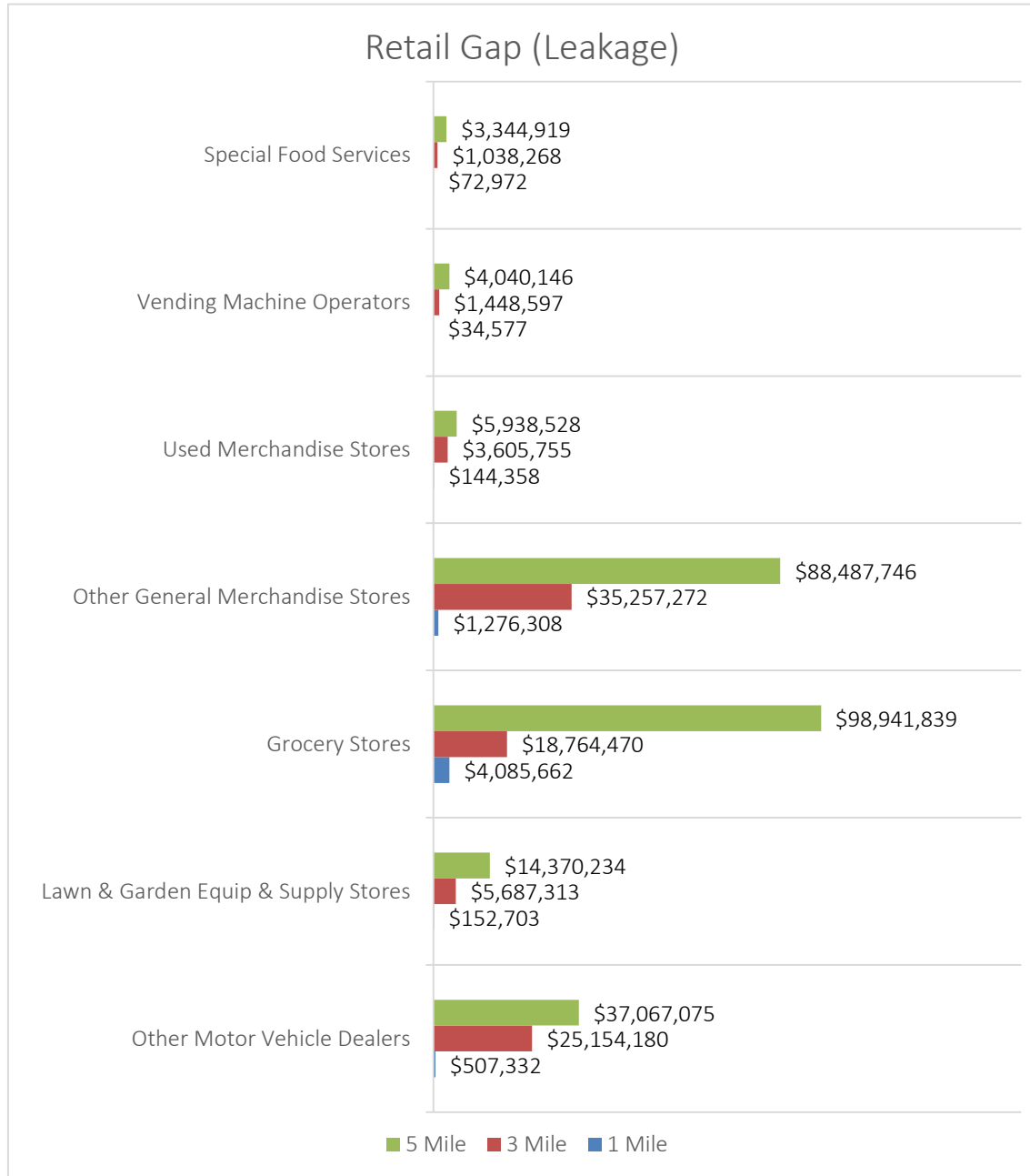
Figure 5.4: Retail leakage graph for specified industry groups for each trade area (ESRI Business Analyst, 2016)

The chart above is a comparison of the supply and demand or retail potential to retail sales for each of the indicated industry groups. The dollar amount for each industry group at each trade area level is the amount of sales that are not met by the supply within the trade area and consequently are realized in an outside trade area with sufficient supply to meet the demand ($Demand − $Supply = $Leakage).

Leakage/Surplus Factor
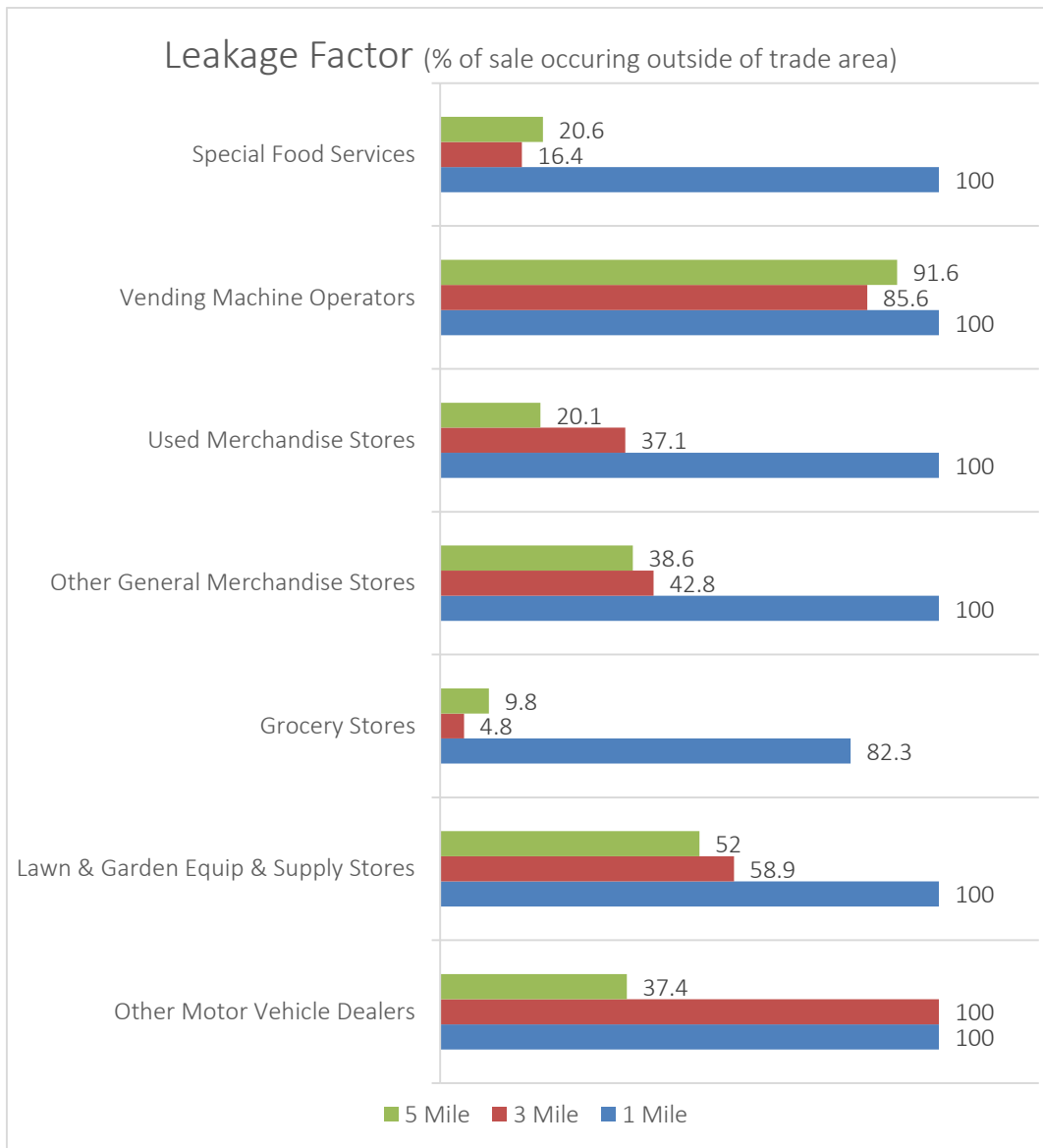
Figure 5.5: Retail leakage factor graph for specified industry groups for each trade area (ESRI Business Analyst, 2016)

The chart above is the Leakage Factor (surplus factor is not addressed because corresponding graphs do not address retail surplus). Leakage factor is the measure of relationship between supply and demand: +100 represents a total leakage of demand into other trade areas that meet the demand with adequate supply while -100 represents a total surplus meaning that the market draws in customers from outside the trade area. There is a high amount of leakage in the immediate Fairlane Planning Area (one-mile ring): total leakage within each industry group except *Grocery Stores* which has a leakage factor of 82.3. At the next trade are level there is a

significant drop (>50 factor decrease) in leakage factors for all groups except: *Other Motor Vehicle Dealers, Lawn & Garden Equipment & Supply Stores,* and *Vending Machine Operators*. At the final trade level (five-mile ring) the leakage factors drops again for each industry except for *Grocery Stores, Vending Machine Operators*, and *Special Food Stores* in which case the leakage factor increases. It should also be noted that all other group decreased greater than five leakage factor except for *Lawn & Garden Equipment & Supply Stores* and *Other General Merchandise Stores* which saw a less than five decrease in leakage factor.

Number of Business
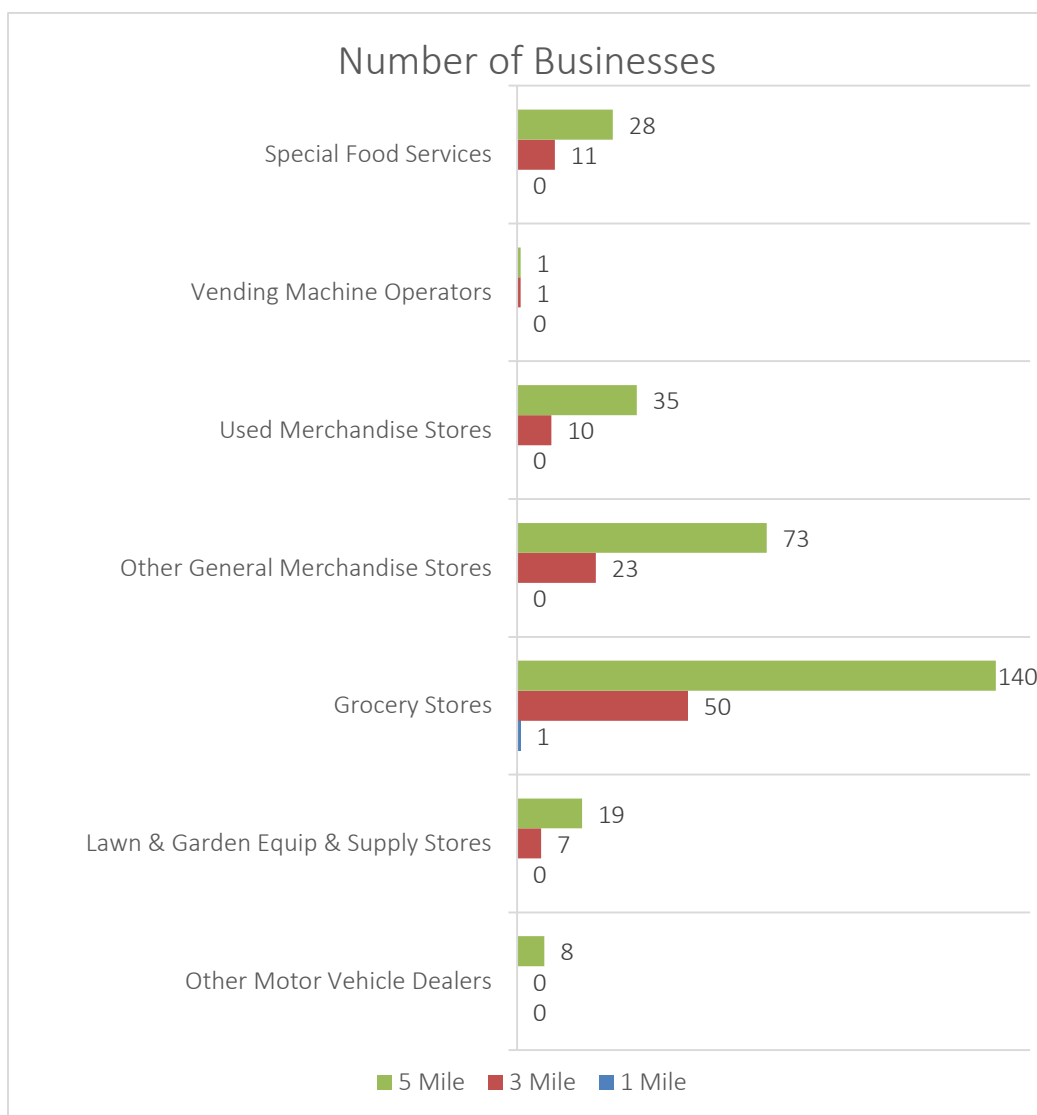
Figure 5.6: Number of businesses for specified industry groups for each trade area (ESRI Business Analyst, 2016)

This final graph is the total amount of businesses for each industry group per trade area ring.

Summary

From viewing the graphs above there are a few key takeaways that should be noted. For all the industry groups that are noted as experiencing leakage across every trade area, there are zero of these businesses within the Fairlane Planning Area with the exception of one *Grocery Store*. While *Grocery Store* experiences the highest dollar amount of leakage in each trade area with a total leakage at the five-mile ring of $98,941,839, the leakage factor for this industry is the least of any of the groups with a leakage factor of 9.8. It should also be noted that *Vending Machine Operators* has the highest amount of leakage at each level, 91.6 for the five-mile ring, but also at the five-mile ring there is only a leak of $4,040,146. Based on the general analysis within the Fairlane Planning Area and the leakage and surplus analysis conducted using ESRI Business Analyst any form of the businesses listed above might be beneficial to locate in the Planning Area. Businesses such as: *Lawn & Garden Equipment & Supply Stores, Grocery Stores, Other General Merchandise Stores* would be especially attractive to the area because of the possibility to locate in underutilized space in the Fairlane Town Center and due to the high amount of potential sales leaking into adjacent trade areas at each of the defined trade areas. However, there are certain requirements that should be considered such as the need for loading facilities, parking requirements, and square footage requirements. This would have to be researched in more detail to gain a full understand of potential needs for certain retail options. For example, one business that would be questionable for the area even though there is a high leakage factor is the *Other Motor Vehicle Dealers* due to the potential need for a large amount of space for vehicle display. However, as stated above this would need to be analyzed at a more detailed level if considering this type of businesses development.

*Located in the Appendix 8 each industry group from this analysis is defined, provided examples, and sub groups that fall under the given industry group name. This data is retrieved from the North American Industry Classification System (NAICS) website.

Chapter Six: Housing Profile

The data and statistics use in the following Housing Analysis for the Fairlane Planning Area, the city of Dearborn, and Wayne County was retrieved from Social Explorer, a data and information web interface that uses Census data to display and create reports. The data used for this report was sourced from the American Community Survey 2015 (Five-Year Estimates) U.S. Census Bureau.

For the housing analysis three areas of comparison were chosen: Fairlane Planning Area, the City of Dearborn, and Wayne County.

Fairlane Planning Area
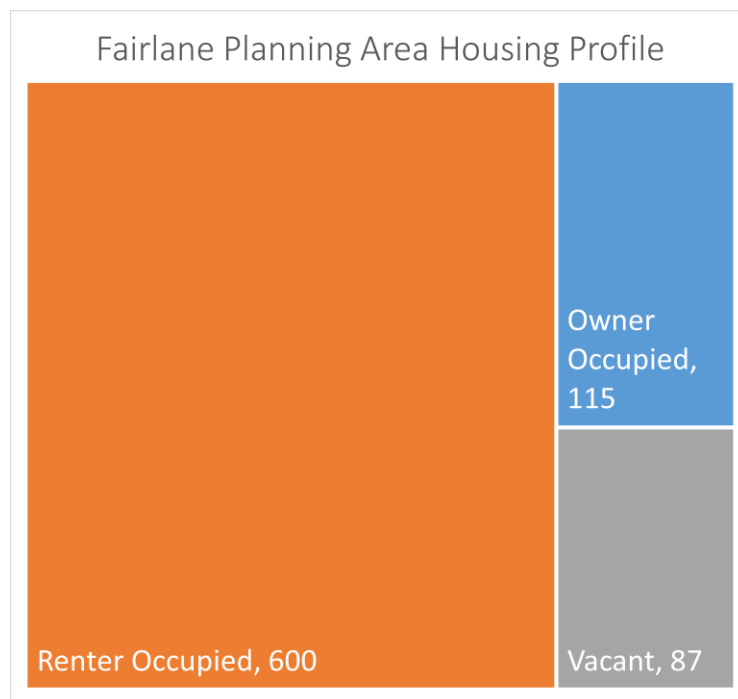
Figure 6.1: Fairlane Planning Area Housing Profile (U.S. Census Bureau, 2015)
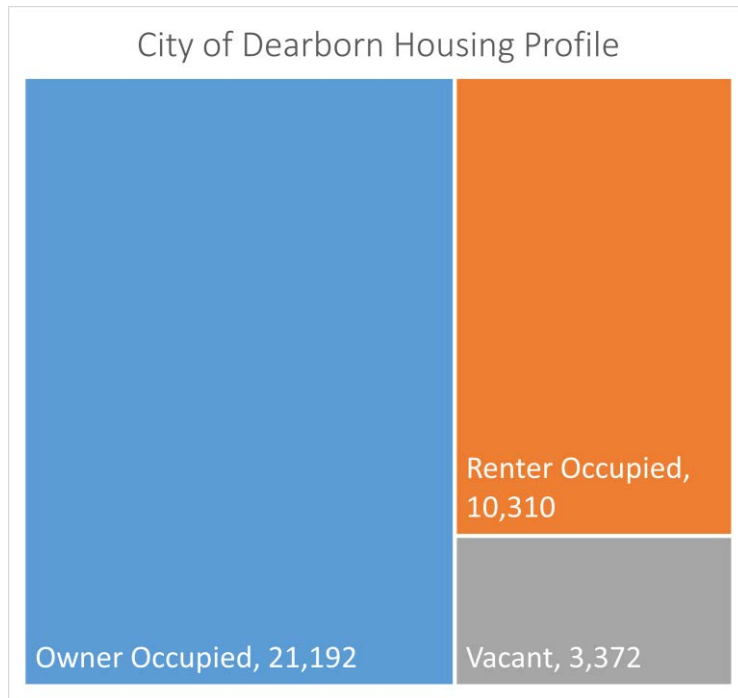
Figure 6.2: City of Dearborn, MI Housing Profile (U.S. Census Bureau, 2015)
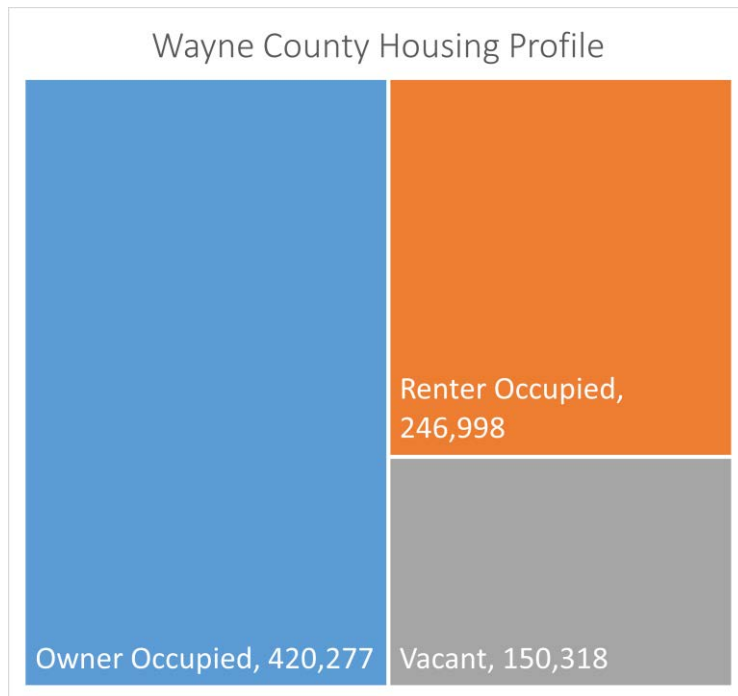
Figure 6.3: Wayne County, MI Housing Profile (U.S. Census Bureau, 2015)

The charts on the previous page display the breakdown of housing across three different geographic areas: Fairlane Planning Area, the city of Dearborn, Wayne County. Each graph displays data for total number of: housing units, occupied housing units, owner occupied housing units, renter occupied housing units, and vacant housing units for each area. From reviewing the charts, it is easily seen that the total amounts from the Fairlane Planning Area to the City of Dearborn to Wayne County rapidly increases. One of the major takeaways from viewing the charts and comparing is the fact that renter occupied housing units is much higher in the Fairlane Planning Area compared to both the city of Dearborn and Wayne County. The graph below gives a percentage comparison of owner versus renter occupied for each area.
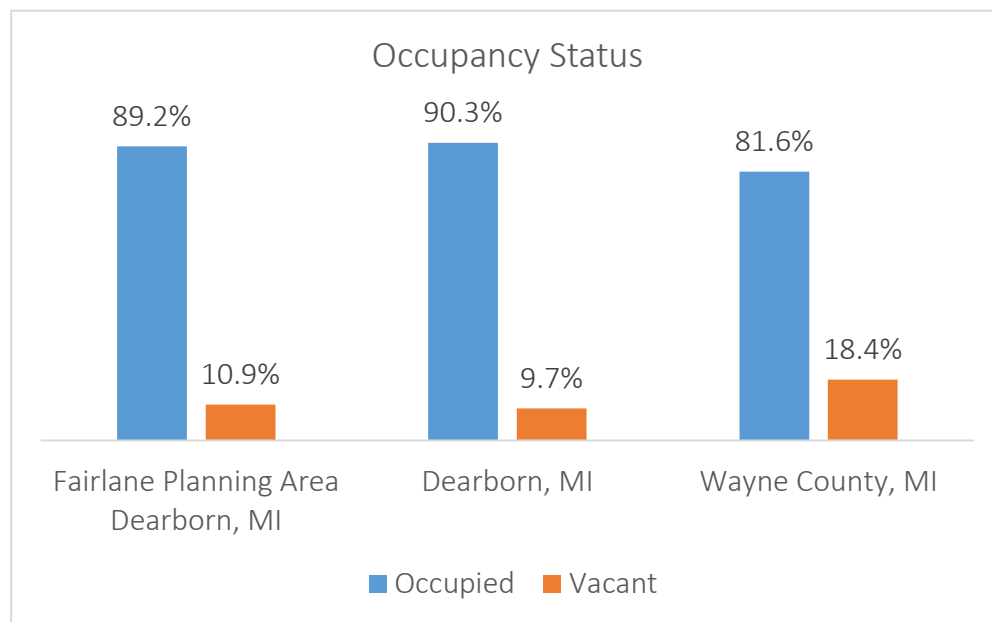
Figure 6.4: Occupied Housing Units (U.S. Census Bureau, 2015)
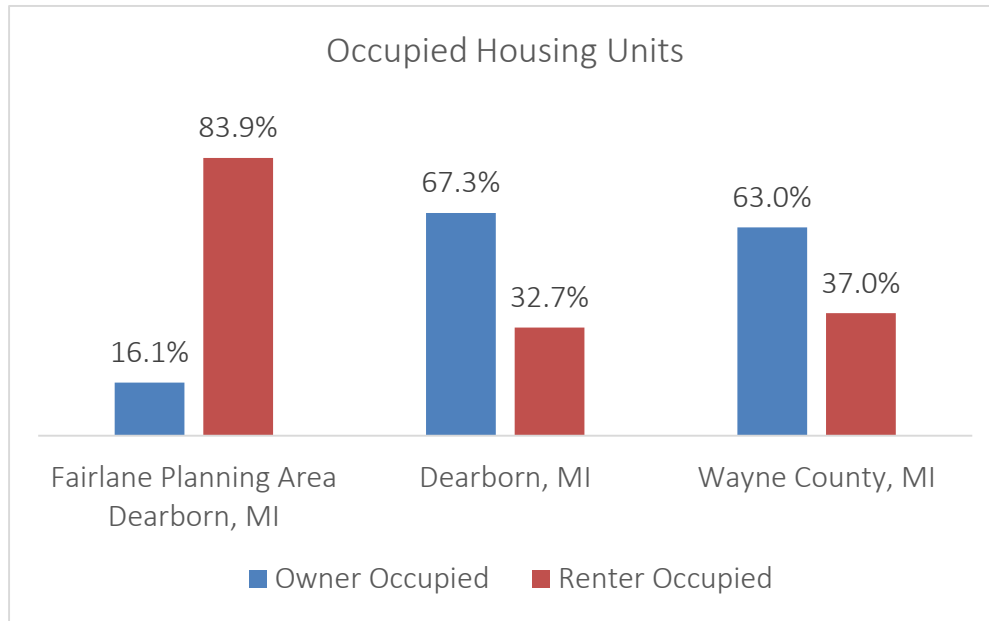
Figure 6.5: Occupancy Status (U.S. Census Bureau, 2015)
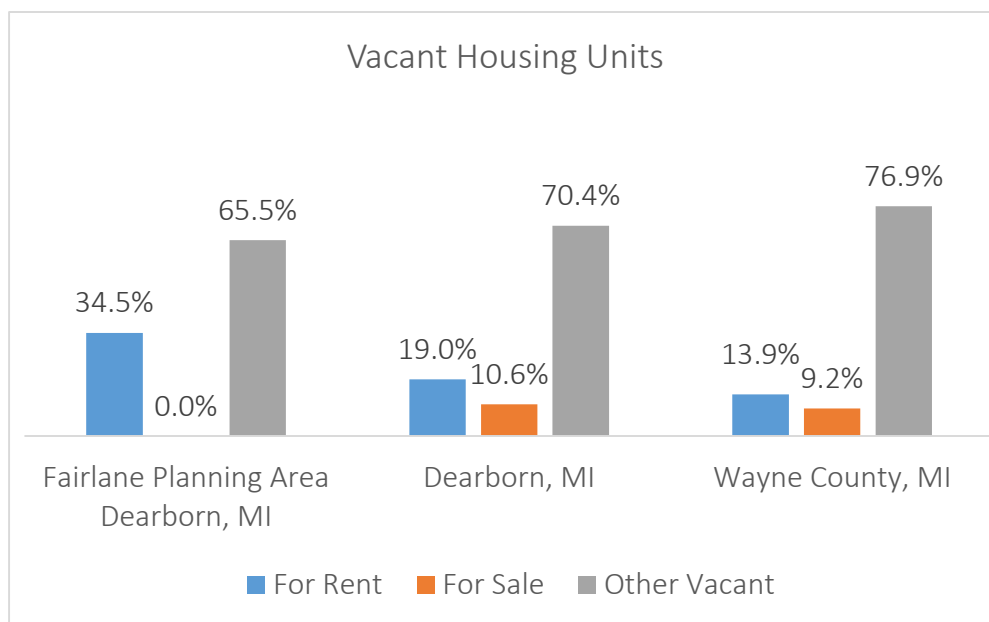
Figure 6.6: Vacant Housing Units (U.S. Census Bureau, 2015)

The graphs above show a more detailed breakdown of vacancy data for each of the three areas. As can be seen from the Occupancy Status graph, vacant housing units' account for less than 20 percent in each area, Wayne County has the highest amount at 18.4%. The vacancy shares for each area are then broken into three class: *For Rent*, *For Sale*, and *Other Vacant*. The category *Other Vacant* is, holds a majority percentage, 65 percent and above, in each area for units

classified as vacant. The U.S. Census Bureau defines a few common reasons for units to be classified under the *Other Vacant* classification: the owner does not want to sell or rent the unit, the owner is using the unit for storage, the owner is elderly and living with family or in assisted living, the unit is being held for settlement of an estate, the unity is being renovated or repaired, the unit is being foreclosed (Melissa Kresin, U.S. Census Bureau, 2013).
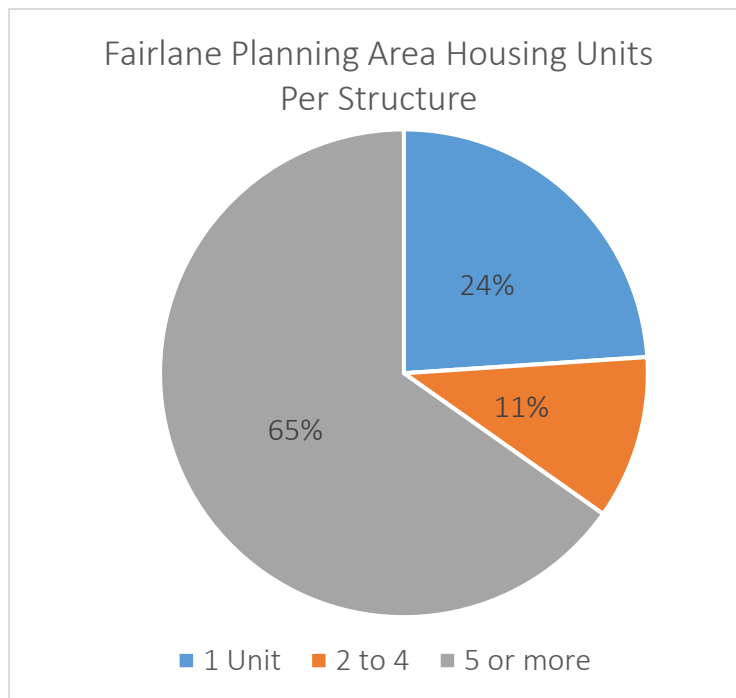
Figure 6.7: Fairlane Planning Area Housing Units in Structure (U.S. Census Bureau, 2015)
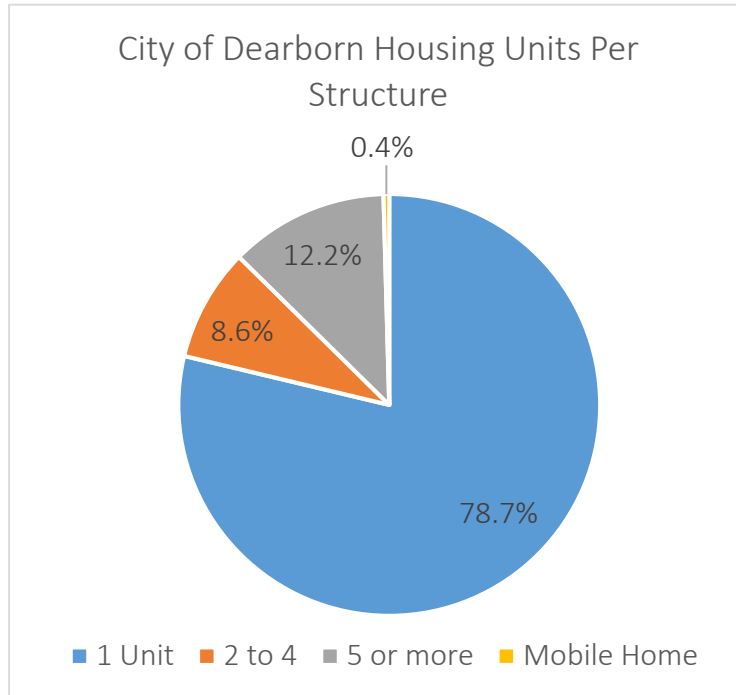
Figure 6.8: City of Dearborn Housing Units in Structure (U.S. Census Bureau, 2015)
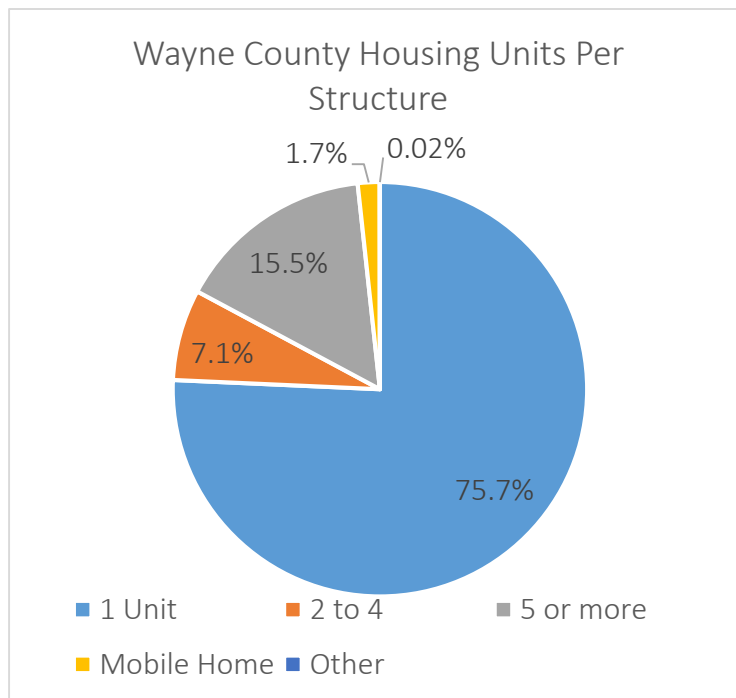
Figure 6.9: Wayne County Housing Units in Structure (U.S. Census Bureau, 2015)

The graphs on the previous page show the types of housing units that comprise of each of the housing stocks per area ranging from single unit attached and single unit detached to 50+ units per structure. The main takeaway from comparing the graphs for the areas is both the city of Dearborn and Wayne County have a majority single unit detached style housing units while the Fairlane Planning area has a more diversified housing unit stock, single unit detached units is the third smallest portion of housing in the area.
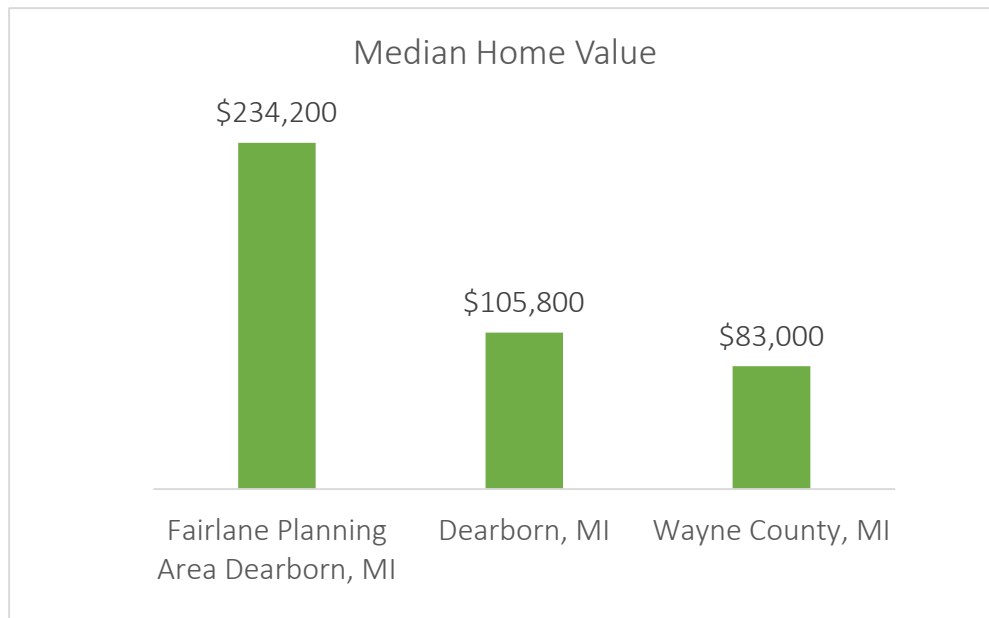
Figure 6.10: Median Value (U.S. Census Bureau, 2015)
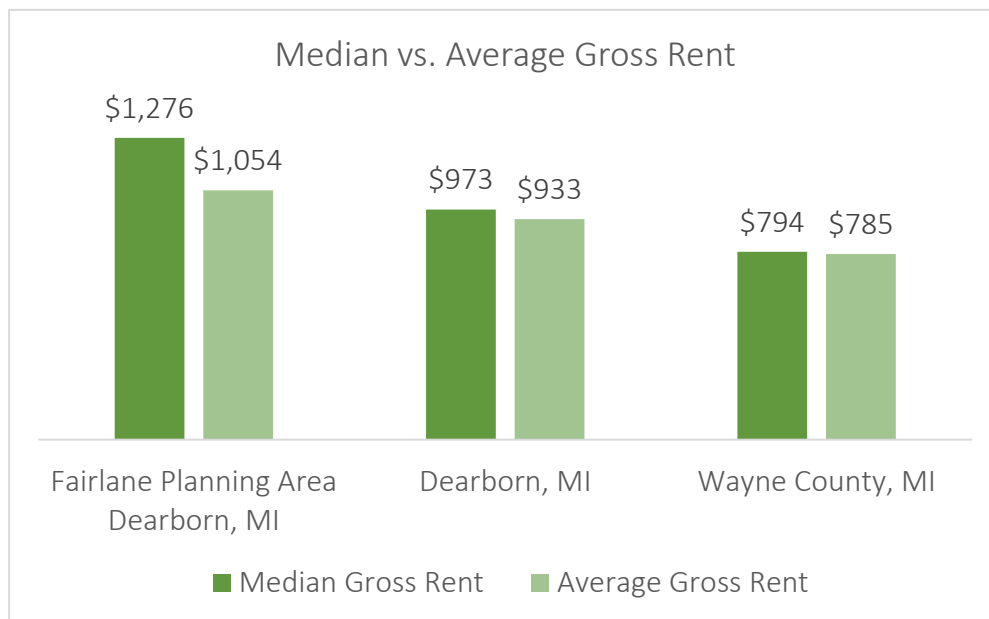
Figure 6.11: Median vs. Average Gross Rent (U.S. Census Bureau, 2015)
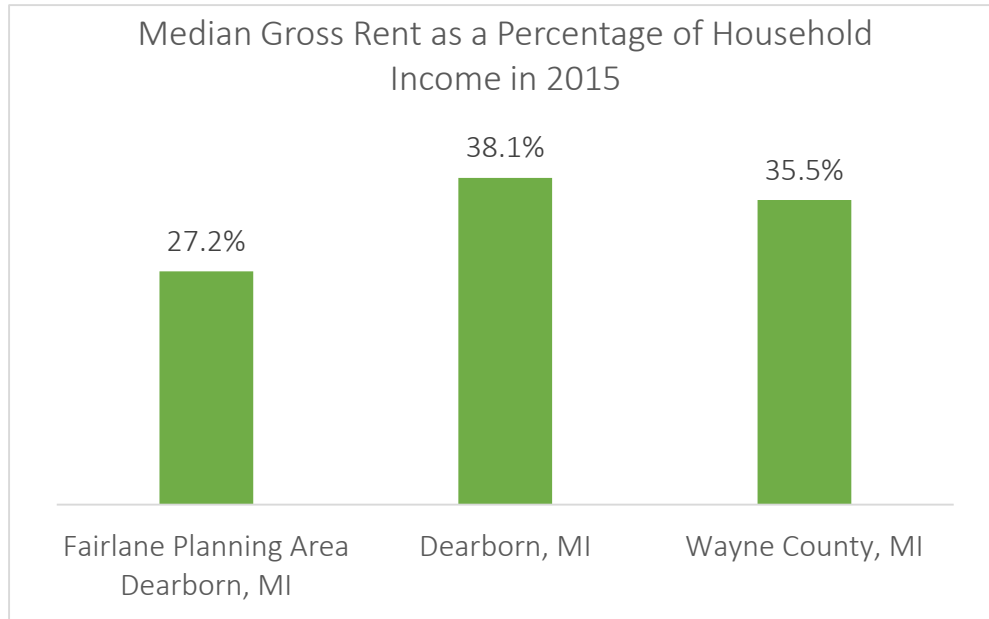
Figure 6.12: Median Gross Rent as a Percentage of Household Income (U.S. Census Bureau, 2015)

The graph above and on the previous page are a comparison of the median value of housing units, median versus average gross rent, and median gross rent as a percentage of household income for each of the defined areas for analysis. It can be seen that in each area the median rent is slightly higher than average rent and that both median and average is highest in the Fairlane Planning Area and lowest at the County wide level for Wayne. Further, the median value of units in the Fairlane Planning Area is $128,000 higher than that of the entire city of Dearborn and $151,200 higher than the entirety of Wayne County. It should be noted that despite the median unit value and higher rent prices, median rent is only 27.2 percent of household income in the Fairlane Planning Area, the lowest of the three areas.

Chapter Seven: Case Studies

The following case studies provide examples of malls in transition that have reused their space in unique ways, as well as cities that have made strides in connecting economically viable areas

with an emphasis on pedestrian access and non-motorized transportation. Examples were selected for their distinctive characteristics and their potential value to the Fairlane Planning Area. These cases outline the context and inspiration for our recommendations.

Case Study Selection

A total of four case studies were selected for this report. Each example was chosen based on a number of criteria, including the socioeconomic profile of the case study's city, the history of both the mall and the city, the building structure, similarities in connectivity and transportation, as well as any other relevant factors comparing the site in question and the Fairlane Planning Area.

Each case study was assessed using the website of the city and mall, news articles pertaining to the site, and communications with people directly associated with the example. The case studies include a history of the site, demographics, relevancy to Dearborn, and any pertinent graphs and images.

The Arcade in Providence, Rhode Island

Figure 7.1: Picture form the inside of The Arcade mall (The Arcade Providence, 2017)

History

Built in 1828, The Arcade is the oldest indoor shopping mall in the United States. Located in downtown Providence, the mall has three stories, and is about 48,000 sq. ft. In 1976, the mall became a National Historic Landmark, but throughout the 20th and early 21st centuries it struggled and fell into disrepair, eventually closing in 2008. The mall was reopened in 2013 after a multi-million-dollar renovation, in which the second and third floors of the Arcade were converted into micro lofts (The Arcade Providence, 2017).

Demographics

	Dearborn, MI	Providence, RI
Total Population	96,069	178,680
Total Households	31,502	61,481
Owner (Renter) Occupied	67.30% (32.70%)	34.90% (65.10%)
Median Age	33	29
Median Household Income	47,375	37,501
Education (ages 25+)		
High school diploma or higher	81.00%	74.20%
BA or higher	29.20%	29.30%
Race		
White alone	90.08%	51.08%
Black or African American alone	3.70%	16.30%
American Indian and Alaska Native alone	0.15%	1.21%
Asian alone	2.04%	6.77%
Native Hawaiian and Other Pacific Islander	0.02%	0.11%
Some other race alone	0.56%	20.52%
Two or more races	3.45%	4.01%

Table 7.1: Demographics 2011-2015 American Community Survey 5-Year Estimates (U.S. Census Bureau)

Relevancy to Fairlane Planning Area

The Arcade added a total of 48 individual micro lofts, ranging from about 225 to 800 square feet (The Arcade Providence, 2017). By all accounts, the apartments have been widely popular; the waiting list had more than 400 people on it as of early 2016 (Garfield, 2016). The micro lofts are targeted at young professionals, who can take advantage of the cheaper, smaller units, as well as the location of the Arcade in the heart of Providence.

For the Planning Area, building apartments or micro lofts may be an opportunity to attract and retain young professionals. The lure of micro lofts in particular is the relatively low cost, which

would likely appeal to local students. The populations of Dearborn and Providence have similar levels of educational attainment, with about 29% of residents having a Bachelor's degree or higher. Additionally, with only 33% of households in Dearborn being renter-occupied, compared to 65% in Providence, there may be a need for more rental housing in the area.

La Gran Plaza in Fort Worth, Texas

Figure 7.2: Picture of the inside of the La Gran Plaza (La Gran Plaza, 2017)

History

The Seminary South Center was the first mall-type shopping center in Fort Worth, TX, and opened in 1962. Initially successful, the mall declined as the anchor stores slowly began to shutter; in the late 80s and 90s, the mall struggled. In 2004, a Californian businessman acquired the mall, and transformed it into a Mexican-style marketplace, renaming it La Gran Plaza (The Legaspi Company, 2009). The shopping center began to cater to local Hispanic interests, including the opening of El Mercado ("The Marketplace"). This 1,023,800 sq. ft. mall now is home to more than 200 stores, and regularly offers seasonal and cultural special events (La Gran Plaza, 2017).

Demographics

	Dearborn, MI	Fort Worth, TX
Total Population	96,069	796,614
Total Households	31,502	273,457
Owner (Renter) Occupied	67.30% (32.70%)	60.30% (39.70%)
Median Age	33	32
Median Household Income	47,375	53,214
Education (ages 25+)		
High school diploma or higher	81.00%	80.80%
BA or higher	29.20%	27.30%
Race		
White alone	90.08%	66.00%
Black or African American alone	3.70%	18.90%
American Indian and Alaska Native alone	0.15%	0.58%
Asian alone	2.04%	3.88%
Native Hawaiian and Other Pacific Islander	0.02%	0.13%
Some other race alone	0.56%	7.45%
Two or more races	3.45%	3.08%

Table 7.2: Demographics 2011-2015 American Community Survey 5-Year Estimates (U.S. Census Bureau)

Relevancy to Fairlane Planning Area

The success of La Gran Plaza can be attributed to its ability in catering to the needs of the local community. While the Seminary South Center suffered due to shifting demographics, La Gran Plaza is able to harness the buying power of the Hispanic population in Fort Worth. According to the Legaspi Company (2009), the owner of the mall, 31.30% of the population within a 15 mi radius of the mall is Hispanic. The Company touts La Gran Plaza as the largest Hispanic-themed shopping mall in the country, with promotion in both English and Spanish. More than an

economic hub, the mall also is a center for Hispanic culture. It regularly hosts community events and celebrations, thereby establishing itself with a Hispanic identity.

Dearborn has a similar demographic trend with its notable Arab-American population. The Detroit metropolitan area is home to the largest concentration of Arab-Americans in the country, and especially in Dearborn, this is a growing population. The city hosts the Islamic Center for America and the Arab-American National Museum, providing a foundation of cultural infrastructure for the community. Given the existing draws and current demographic trends, there is an opportunity for the Fairlane Planning Area to expand its clientele base and take advantage of its location.

Cinderella City Mall in Englewood, Colorado

Figure 7.3: Picture of the outside of the Cinderella City Mall (City of Englewood, 2016)

History

Opened in 1968, the Cinderella City Mall was at the time the largest mall west of the Mississippi, with 1,350,000 sq. ft. While business boomed throughout the 1970s and early 80s, increased competition and structural problems led to the mall's decline, culminating in its closing in 1997.

Within a year, construction began on creating a Transit-Oriented Development, with the goal of transitioning the site into a pedestrian friendly, mixed use "downtown". The Cinderella City Mall now consists of a variety of retail, residential, and office spaces, as well as the new Englewood Civic Center, which includes the City Hall, the local library, the Municipal Court, and the Museum of the Outdoors. The site re-opened in 2000 (City of Englewood, 2016).

Demographics

	Dearborn, MI	Englewood, CO
Total Population	96,069	31,877
Total Households	31,502	14,380
Owner (Renter) Occupied	67.30% (32.70%)	48.5%
Median Age	33	36.7
Median Household Income	47,375	47,046
Education (ages 25+)		
High school diploma or higher	81.00%	88.10%
BA or higher	29.20%	33.10%
Race		
White alone	90.08%	83.44%
Black or African American alone	3.70%	2.38%
American Indian and Alaska Native alone	0.15%	0.24%
Asian alone	2.04%	1.78%
Native Hawaiian and Other Pacific Islander	0.02%	0.00%
Some other race alone	0.56%	7.19%
Two or more races	3.45%	4.96%

Table 7.3: Demographics 2011-2015 American Community Survey 5-Year Estimates (U.S. Census Bureau)

Relevancy to Fairlane Planning Area

The Cinderella City Mall was built at the height of mall popularity, but had to be renovated numerous times over the decades due to severe structural problems. These issues eventually led to its closing in 1997. These circumstances forced the city to reexamine how the mall interacted with the surrounding community, and ultimately led to its transition into "CityCenter Englewood", a Transit-Oriented Development. Today, what was once the Cinderella City Mall is now a pedestrian friendly and mixed use development. CityCenter Englewood has retail, residential, office, civic, and open spaces, including Englewood's City Hall, library, courthouse, and Civic Center. Transportation is a crucial part of this development, with a light rail system connecting the area to nearby Denver, as well as increased pedestrian access and elements.

The Fairlane Planning Area is not in the dire straits that the Cinderella City Mall was once in, but its reimagining as a Transit-Oriented Development is consistent with the objectives set by the City of Dearborn. As mentioned earlier in this report, the future land use of the Fairlane Planning Area is mixed use, compared to the current commercial designation. Englewood's Civic Center represents potential redevelopment strategies for use in Dearborn, and provides a useful case study in the event of a complete reimagining of the mall.

West Broadway Corridor Reconstruction Project in Council Bluffs, Iowa

Figure 7.4: Aerial view sketch of the West Broadway Corridor Reconstruction Project (West Broadway Corridor Plan, 2015)

History

In 2014, Council Bluffs, IA began to develop a plan for the West Broadway Corridor, a main avenue in the city. The Corridor connects Council Bluffs, IA with Omaha, NE, cities which are physically divided by Route 29 and the Missouri River. The Corridor is primarily commercial, with a mix of retail and light industrial uses. However, the West Broadway Corridor Reconstruction Project is part of a transition to a more pedestrian-friendly, mixed-use area. This project aims to "preserve and enhance the economic vitality of Council Bluffs by transforming West Broadway into a more viable and aesthetically pleasing transportation corridor…" (City of Council Bluffs, 2016). The finalized plan alters West Broadway in several ways. The plan extends beyond the main corridor to several parallel avenues, increasing pedestrian access and bike lanes, and includes the introduction of a bus route in conjunction with Omaha. Other changes include traffic controls such as narrowing street lanes, decreasing corner radii, adding median strips, and in one case converting a one-way street to a two-way street (West Broadway Corridor Plan,2015). The Reconstruction project was approved by the City Council of Council Bluffs in October of 2016, and it is now just beginning to be implemented.

Demographics

	Dearborn, MI	Council Bluffs, IA
Total Population	96,069	62,309
Total Households	31,502	27,005
Owner (Renter) Occupied	67.30% (32.70%)	62.60%
Median Age	33	36.6
Median Household Income	47,375	45,551
Education (ages 25+)		
High school diploma or higher	81.00%	86.90%
BA or higher	29.20%	17.80%
Race		
White alone	90.08%	93.18%
Black or African American alone	3.70%	1.76%
American Indian and Alaska Native alone	0.15%	0.33%
Asian alone	2.04%	
Native Hawaiian and Other Pacific Islander	0.02%	
Some other race alone	0.56%	
Two or more races	3.45%	

Table 7.4: Demographics 2011-2015 American Community Survey 5-Year Estimates (U.S. Census Bureau)

Relevancy to Fairlane Planning Area

The West Broadway Corridor Construction Project details the transition from a commercially-dominated throughway to a potential mixed-use and pedestrian-friendly corridor. West Broadway is the main connecting road between the downtowns of Council Bluffs and Omaha, downtowns that each feature their own characteristics and identities. This is comparable to the two disconnected downtowns located in Dearborn. Like Dearborn, Council Bluffs has shown an interest in increasing transportation options beyond private automobiles, and this is reflected in the finalized proposed project. Additionally, the project incorporates a variety of businesses and

schools within the area, which expands beyond just the West Broadway Corridor. This may hold significance for the Fairlane Planning Area because of emphasis on prioritizing the connecting corridor, and then incorporating relevant pieces, such as the Fairlane Planning Area.

Summary of Case Study Analysis

Examining how other malls and cities have approached the creation and re-creation of malls in transition and the connection of economically viable areas is helpful in understanding how the Fairlane Planning Area can reinvent itself for future development. Each of the case studies selected offer unique ideas to consider, and are referred to in the recommendations.

Chapter Eight: Stakeholder Outreach and Analyses Conclusions

For this report we sought the input of three major stakeholders in the Fairlane Planning Area: Ford Land Development, Fairlane Town Center, and the University of Michigan- Dearborn.

A short questionnaire was sent to a representative at each organization with questions related to their perception of the Fairlane Planning Area, their organization's plans for the future, and what changes in the area they would like to see going into the future. These questions were:

1) What are the strengths, weakness, opportunities, and threats of the Fairlane area?

2) How does the Fairlane area fit into the Dearborn community?

3) What changes would you like to see in the Fairlane area?

4) What changes do you not want to see in the Fairlane area?

5) Does your organization plan on expand in capacity (in any form) in the Fairlane area? If so can you describe this expansion.

6) What do you see for the future of the Fairlane area? What would you like to see?

7) Other general thoughts, comments, or insights regarding the Fairlane area?

This questionnaire acted as a guide for the meetings that we scheduled with each stakeholder. Our conversations covered a range of topics including specific concerns we were not aware of as well as insight into the collaborations between the city, businesses, and institutions already taking place. The findings from this outreach were used to form our recommendations. Written input can be seen in Appendix 9.

Meeting 1)   Mr. Doug Van Noord, Director-Sales, Leasing, and Development, Ford Land
              Ms. Maribeth Makowski, Marketing Specialist, Ford Land

Meeting 2)   Ms. Rita Nelson, General Manager, Fairlane Town Center

Meeting 3)   Mr. Jeff Evans, Vice Chancellor, Business Affairs, University of Michigan-Dearborn
              Mr. Ken Kettenbeil, Vice Chancellor, External Relations, University of Michigan-Dearborn

Strengths, Weaknesses, Opportunities, and Threats

The following chart is concluding evaluation of the Fairlane Planning Areas strengths, weaknesses, opportunities, and strengths. This chart is meant to be a quick reference guide to gain an understanding of where the area is excelling and the areas in which there is room for improvement. This chart was constructed after careful analysis of the preceding analyses of the Fairlane Planning Area and meetings with the three stakeholders identified on the previous page. Finally, the identified strengths, weaknesses, opportunities, and threats serve as a basis for the recommendations that proceed the chart.

Strengths

- Diversity of land uses in the planning area creates a unique mixture of businesses, residents, and institutions
- Unifying area located between the East and West downtown.
- Located along major road ways and freeway allows easy access to the area.
- Located close to the John Dingell Transit Center (Amtrak and SMART bus access) allows for access to multiple transit options.
- Diversity of housing stock appeals to a diverse population and needs.
- Diversity of stakeholders in the planning area are collaborating to promote the area and attract businesses and residents.

Weaknesses

- Existing zoning designations create an inconsistent land use pattern.
- Minimum parking requirements create excess amount of parking spaces.
- Spatial and physical barriers cause an isolation of uses and adjacent properties.
- Vacant or underutilized space that creates pockets of empty space throughout the area.
- Emphasis on automobile creates an auto-centric environment that inhibits walkability and bikeability.
- Lack of pedestrian and bicycle infrastructure (especially between land uses).
- Lack of cohesive identity to promote the Fairlane brand.

Opportunities

- Future land use goals foster increased unity between land uses and promotes walkability and bikeabililty.
- Dearborn Master Plan clearly lays out the future characteristics goals for the area.
- Rouge Gateway Trail fosters walkability and is a connection to West downtown and has the opportunity to expand to connect with the east part of Dearborn.
- Transit oriented development offers innovative development and growth.
- Underutilized areas have the possibility to be transformed into vibrant attractive public space.
- Open mindedness to innovative future development and projects.

Threats

- Unknown future of retail trends creates uncertainty for the future of the mall.
- Transient student body causes the area to have an inconsistent population.
- Workers and students travel to the area for the day and leave during the night, causing the area to be much less busy at night.
- Isolation from the two downtowns (special and physical) inhibits movement between the three areas.
- Resurgence of cities around Dearborn is attracting people and businesses away from the city.
- Misinformed perception of the Dearborn community.

Figure 8.1: Strengths, Weaknesses, Opportunities, and Threats analysis chart for the Fairlane Planning Area (Practicum Team, 2017)

Chapter Nine: Recommendations

1. Goal: Create a cohesive identity for the Fairlane Planning Area.

    Creating a cohesive community identity can assist marketing efforts and encourage development, while simultaneously promoting a sense of pride and unity within the community. Branding will communicate the characteristics, values, and attributes that define the Planning Area and clearly distinguish it from nearby communities. The Fairlane Planning Area currently consists of a variety of disconnected entities, inhibiting the area from achieving any cohesive strategic planning.

    1.1. Objective: Improve and create public spaces that enhance the sense of community and place within the Fairlane Planning Area.

    A key characteristic outlined in the Master Plan for the Fairlane Planning Area is the need for attractive public spaces. Such spaces should serve as economic drivers, attracting people to the Fairlane community and generating interactions within public spaces.
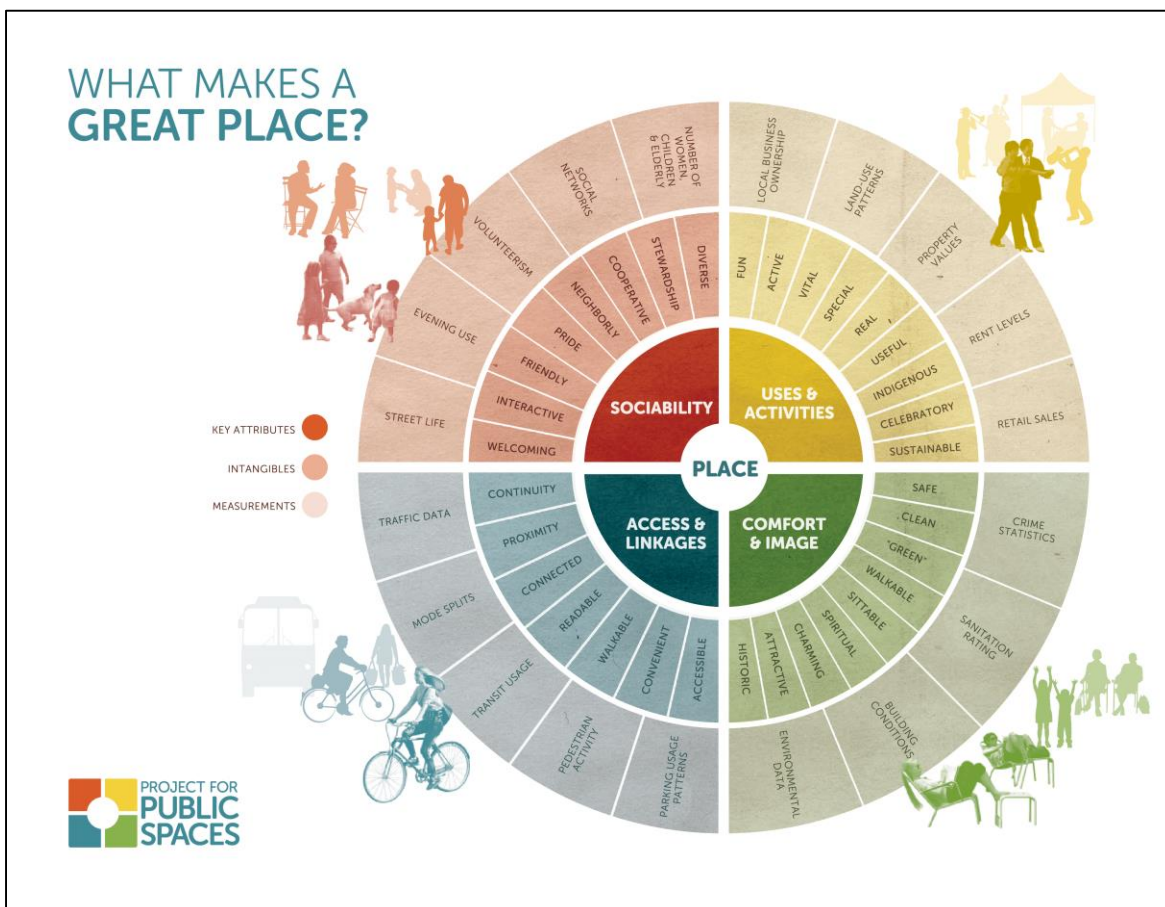
Figure 9.1: Chart describing the necessary elements to create a great public space (Poject for Public Spaces, 2009)

1.1.1. Action: Form a public-private partnership between the City and stakeholders in the area.

Forming a public private partnership between stakeholders in the Fairlane Planning Area would serve to assist in the future development of the area. In creating a partnership, the City is able to leverage the support, collaboration, and potentially the resources that private organizations have available to them. This partnership could be in the form of a Business Improvement Zone/District (BIZ/BID) and would encourage investment and funding for future public space improvement projects.

1.1.2. Action: Review Parks and Recreation Master Plan to identify needs for public space in the Planning Area.

Reviewing the Parks and Recreation Master Plan will identify areas for improvement of available public space. There is a general lack of parks and recreational amenities in the Fairlane Planning Area, with the closest being Ford Field Park. The community input section of the document identifies that area residents are interested in seeing the addition of walking paths, playground equipment, pavilions, outdoor athletic fields, and basketball courts available to them in the future. Coupling the input from the community, the current lack of parks and recreation amenities, and the amount of underutilized land in the area, the City could engineer a plan to develop recreational public space in the Planning Area for the coming years.
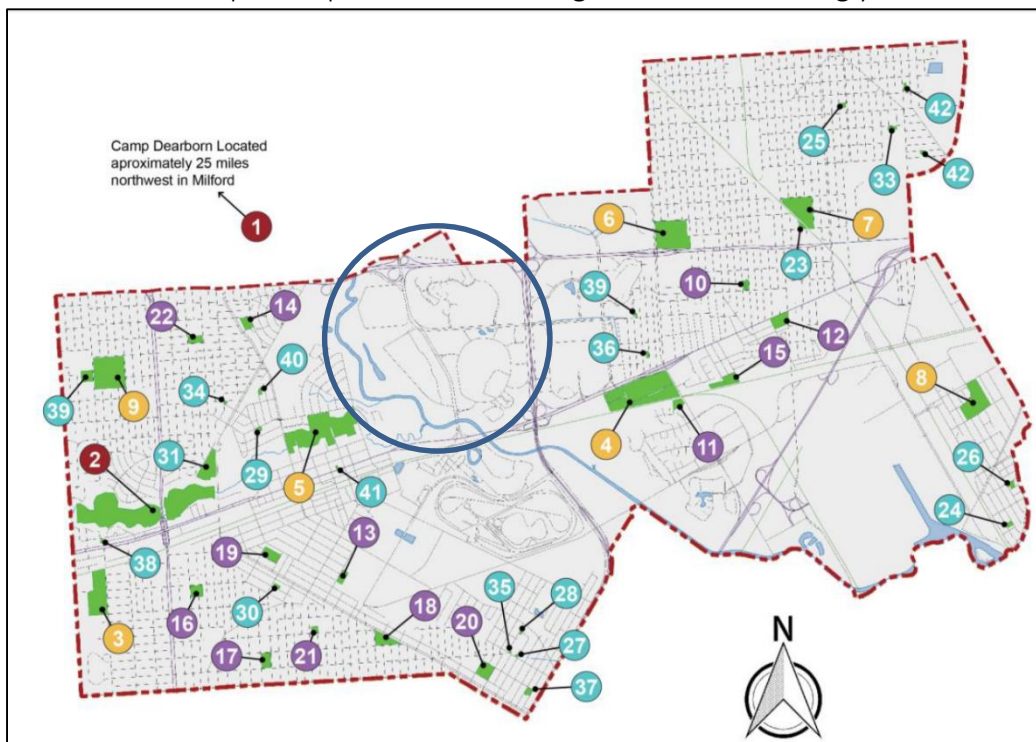
Figure 9.2: Map of Dearborn parks locations, blue circle around the Fairlane Area (City of Dearborn, 2016)

Response	Number Received
Neighborhood Pools; Retain, Update, Rebuild:	52
Dog parks/ pet areas:	45
Bike paths or trails:	28
Reopening Crowley Pool:	15
Outdoor ice skating:	12
Indoor soccer:	12
Senior activities:	11
Rouge River use/ water trails:	10
Arts classes/events:	8
Fitness/yoga/Tai Chi classes:	8
Walking paths or trails:	7
Women-only pool/exercise facilities:	7
Pickleball:	7
More tennis, courts/programs:	7
Volleyball:	5
In-line skating/hockey:	5
Gymnastics:	4
Youth Lacrosse:	4
Concerts:	4
Running programs:	4
Survival camping:	1
Auto racing school:	1
Open Mic Night:	1
Badminton/table tennis leagues:	1
Skateparks:	1
Racquetball/squash:	1
No, None, Not Needed or N/A:	50

Question 9 – Is there a program not offered by the Dearborn Recreation & Parks Department that you would like to see added?

Figure 9.3: Public input on desired parks and recreation programs (City of Dearborn, 2016)

1.1.3. Action: Identify open and underutilized spaces for potential development and seasonal community events.

The Fairlane Planning Area has a plethora of open and underutilized spaces. The most notable example in the Fairlane Town Center mall's parking lot, which consists of 8500 parking spaces. These spaces could be used for the purpose of community development or economic growth. In spaces as voluminous as the mall's parking lot, festivals, concerts, or cultural events may be held throughout the year without disrupting typical mall operations. Given the proximity to the Ford Company World Headquarters, there lies a notable opportunity to use the area for a Ford auto show. The significant Arab-American community in the Detroit area could utilize the mall's parking lot to hold cultural festivals, which may attract newcomers to the area. Even in the winter, some cities have created "Winter Wonderlands", building temporary winter sports venues and attracting local vendors and visitors during what is otherwise an off-season for outdoor activities.

1.1.4. Action: Improve connectivity and access to public spaces by connecting existing land uses.

Our work found that there was little to no infrastructure between the various uses within the Fairlane Planning Area. This lack of walkability made these uses seem disjointed and disconnected, and diminishes the capacity of coordination and cohesion within the area. In order to enhance the sense of place, it is necessary that existing and future public spaces are connected and accessible to the current land uses.

Figure 13.4: Picture of a woman waiting for traffic to clear to cross Town Center Drive (Practicum Team, 2017)

1.2. Objective: Create a brand for the Fairlane Planning Area that identifies it as a unique neighborhood within the City of Dearborn.

This brand should distinguish the Fairlane Planning Area from the East and West Downtowns and preserve its legacy of innovation and opportunity.

1.2.1. Action: Identify a singular title/name for the Fairlane Planning Area.

The Fairlane Planning Area is a distinct area of Dearborn, and therefore would benefit greatly from a unique identify to distinguish it from the surrounding neighborhoods. The name "Fairlane" has a strong connection to the area, but the exact boundaries of Fairlane are not agreed-upon. For example, the City of Dearborn's definition of Fairlane includes areas east of the Southfield Freeway, while Ford Land Development Corporation extends Fairlane several miles south of Michigan Avenue. Because of the area's historic ties with Henry Ford and the pre-existing name recognition, the area should include "Fairlane" in its title if possible. Besides simply using the name on its own, a variation could be created to differentiate the area from the wider Fairlane Area. For example, "The Fairlane Campus" can be associated with the strong university presence in the area. The addition of "campus" can also relate to numerous headquarters of major companies located in the area, drawing connections to the famous corporate campuses built by innovative companies such as Facebook and Google. Another example is "The Fairlane Annex", referring to the area's annexation into the City of Dearborn in 1927. The word "annex" also has vague connotations with arts and culture, invoking the image of an exciting, 'hip' place to live, work, and play.

1.2.2. Action: Construct a narrative for the Planning Area to focus marketing efforts.

A branding narrative draws from the past, defines the present, and shapes the future. It produces continuity in the community's actions and imbues meaning into its experiences. In developing a narrative, the Fairlane Planning Area will be able to create a story that distinguishes it from other neighborhoods within and surrounding Dearborn.

Unlike most of this historic city, the Fairlane Planning Area is fairly new. Development did not begin in the area until the 1950s, but it has a legacy of innovation, as evident by Henry Ford's personal laboratory that sits on the bank of the Rouge River to this day. The City should capitalize on this legacy while highlighting the area's numerous resources, including the University of Michigan Dearborn and Henry Ford College, the presence of Ford Motor Company, the headquarters of several major companies in the area, and its central location within

Dearborn. 68% of all venture capital firms in Michigan are located in either Ann Arbor or Detroit. Dearborn is conveniently located between both cities, with ease of connection via freeway and Amtrak rail. The Fairlane Planning Area could be marketed as an innovation hub, a place where small businesses get their start and innovative ideas are welcome. This could be used to attract and retain young professionals into Dearborn, either to begin their own businesses or work for one of the many major companies in the area.

1.2.3. Action: Create a distinctive logo for the Fairlane Planning Area.

Creating a logo for the area would be a step towards the establishment of a recognizable brand for the Fairlane Planning Area. The logo should encompass the character of the area and be easily associated with Fairlane. Using a singular logo throughout the Planning Area will help create a sense of community, and will increase overall awareness for the unique Fairlane identity. Distributing the logo to the organizations in Fairlane will help with unification of the district.

Figure 9.5: Example of two possible Fairlane logos to promote and increase recognition of the area. Left aligned (Noyola, 2017), Right aligned (Practicum Team, 2017)

Figure 9.6: Example of a Fairlane and Fairlane Annex logo to promote and increase recognition of the area (Practicum Team, 2017)

1.2.4. Action: Signage should be placed around the Planning Area to create a sense of place.

This would be an effort coupled with the action of creating a logo for Fairlane. Strategic placement of the Fairlane brand throughout the community will indicate to people that they are in the Fairlane neighborhood. Placing signage near entrances to the area will greet visitors to Fairlane and will draw people in to explore the area.

Figure 13.9: Picture of Fairlane Town Center Mall welcome signage and University of Michigan-Dearborn light pole, roadside banners (Practicum Team, 2017)

1.2.5. Action: Establish an internet/web presence for the area.

In the process of creating and maintaining a brand for the Fairlane Planning Area, it is necessary to establish a strong internet presence to inform and attract potential visitors to the area. It is a platform by which the unique identity of the Planning Area may be projected to residents of the surrounding region. Having a web presence is essential in marketing efforts and constructing a narrative for the area.

1.3. Objective: Create a Fairlane Planning Area community built around the needs and interests of the local population.

The community should incorporate the various stakeholders, such as businesses, schools, residential neighborhoods, and other entities. Community collaboration is essential for receiving support for the future vision of the area and ensures that it is the future the public wants for the area.

1.3.1. Action: Explore the creation of a neighborhood organization to include the business leaders, residents, and community activists.

Creating a community organization that includes all stakeholders and residents of Fairlane is essential to leveraging community input for the future direction of the Planning Area. This group would act as a means by which the city can engage residents and business leaders of the area at the same time. It would also serve as a way for businesses to hear from residents, and vice versa. Such a conglomeration of interests within a centralized group would foster the creation of a strong relationship between Fairlane residents, Fairlane businesses and organizations, and the City of Dearborn.

1.3.2. Action: Attract and promote locally-owned small businesses in the Fairlane Planning Area.

For the purpose of creating a neighborhood that integrates stakeholders and addresses the needs of the local population, the City of Dearborn could coordinate with relevant stakeholders to attract small local businesses to the Planning Area. There are existing organizations that can provide assistance to small businesses, such as the Michigan Small Business Development Center (MI-SBDC) or the Wayne State School of Business Assistance Centers Initiative. Utilizing these resources in the Fairlane Planning Area can strengthen its economic viability and add local flavor to its retail offerings.

2. Goal: Increase non-motorized transportation connections within the Fairlane Planning Area.

The facilitation and encouragement of walking and cycling as modes of transportation can promote more sustainable and healthy lifestyles, while simultaneously decreasing overall traffic congestion and pollution emissions. Walkability is an increasingly-important factor for people who are choosing a place to live; this indicator been shown to increase overall property values, support retail sales, and help establish a sense of place (Placeholder, 2014). Bikeability offers many of the same benefits, but can connect users to a wider region. This creates greater non-motorized connectivity between uses and increases the number of possible non-vehicle trips within the Planning Area.

2.1. Objective: Implement bicycle path and sidewalk improvements.

Basic pedestrian and bicycle infrastructure is needed to ensure the safety of those who choose to use non-motorized modes of transportation. The construction of sidewalks, crosswalks, bike paths, and bike lanes greatly increases the accessibility and connectivity of the Fairlane Planning Area

Figure 9.8: Existing and missing pedestrian infrastructure in the Fairlane Planning Area (Practicum Team, 2017)

2.1.1. Action: Identify areas lacking proper sidewalk infrastructure between uses within the Planning Area.

This study of the Fairlane Planning Area found that, though the potential for walkability between the area's land uses exists, there is a severe lack of pedestrian infrastructure. This is especially true in regard to the availability of sidewalks. 79% of the pedestrian trips we observed were given a failing grade according to our defined connectivity grading metric due to the incomplete and sporadic state of the existing sidewalk network. Figure 9.8 shows all existing pedestrian infrastructure in the area, as well as all the gaps found that may prevent or discourage pedestrian access. Also included are routes along Hubbard Drive that would better connect the Fairlane Planning Area to East Downtown and Ford World Headquarters. In all, there is 32,548 feet (5.8 miles) of missing pedestrian infrastructure, 27,946 feet (5.0 miles) of which is missing sidewalk. Improving connectivity by constructing new sidewalks will increase overall accessibility and connectivity of uses within the Planning Area.

Figure 9.9: Picture of construction stakes along Loan Oak Drive where a new pedestrian path is planned (Practicum Team, 2017)

2.1.2. Action: Consider options for the construction of sidewalk network in the Fairlane Planning Area.

Currently, Dearborn's code of ordinances dictates that sidewalk construction can be declared by City Council through a resolution (Chapter 11 Article V Sec. 17-200). The landowner can choose to either arrange for the construction themselves or the City can construct the sidewalk for the landowner. Such an action would result in the City billing the cost and placing a lien on the property in question until the payment is made.

The City could also consider working with business and property owners to establish a Business Improvement District (BID) or encourage area business owners to create a Business Improvement Zone (BIZ). These arrangements can be used to finance activities and projects within the area, including the funding necessary for the construction of sidewalks. Other Planning Area improvements and tasks such as branding and marketing could also be completed through such an approach.

2.1.3. Action: Review zoning code to ensure regulations permit and promote walkable, bikeable built environment

The density, variety, and layout of development can all have a huge effect on the overall walkability and bikeability of an area. Many of the zoning regulations commonly accepted for the past half-century have been detrimental to citizen's ability to walk or bike to their destinations. Zoning designations that impede a mix of complimentary uses limits the practicality of walking and biking. Open space requirements, minimum lot sizes, and lot coverage limitations can prohibit the density of uses that encourage non-motorized trips. Large setbacks away from the street and sidewalk isolate pedestrians from uses, creating an unwelcome environment. Unnecessarily-large parking minimums also create an unwelcome environment for pedestrians, requiring the construction of vast parking lots lacking any sort of non-motorized connectivity or visual appeal. Zoning can be used to enhance walkability and bikeability by requiring new developments to construct sidewalks on the property, encouraging buildings to be close to the sidewalk on the lot line, ensuring buildings have attractive frontage, enforcing parking maximums, and instructing businesses to provide bike parking.

2.1.4. Action: Install crosswalks across major roadways.

One of the major obstacles preventing walking trips in the Fairlane Planning Area is the lack of crosswalks across the major roadways in the Fairlane Planning Area. With only one designated crossing on Hubbard Drive and Evergreen Road and none on Town Center Drive, pedestrians must travel well out of their way to properly cross these roadways or cross unaided. This greatly increases the risk of collision with vehicles. Crosswalks must be present throughout the area, particularly where pedestrians regularly cross. The demand for crosswalks is high in the Planning Area, with notable land uses located on either side of all major roads located within the area. The necessary frequency of crosswalks on a road depends on the amount of traffic on the road and the number of uses on either side. On Hubbard Drive and Evergreen Road, crosswalks should be placed at least every 1000 feet to ensure adequate service for pedestrians in a boulevard-type setting. Town Center Drive should have crosswalks every 300 feet, located according to pedestrian needs between destinations and at all intersections. This street needs a much higher frequency of crosswalks due to the high number of uses in the area (Ewing, 2013).
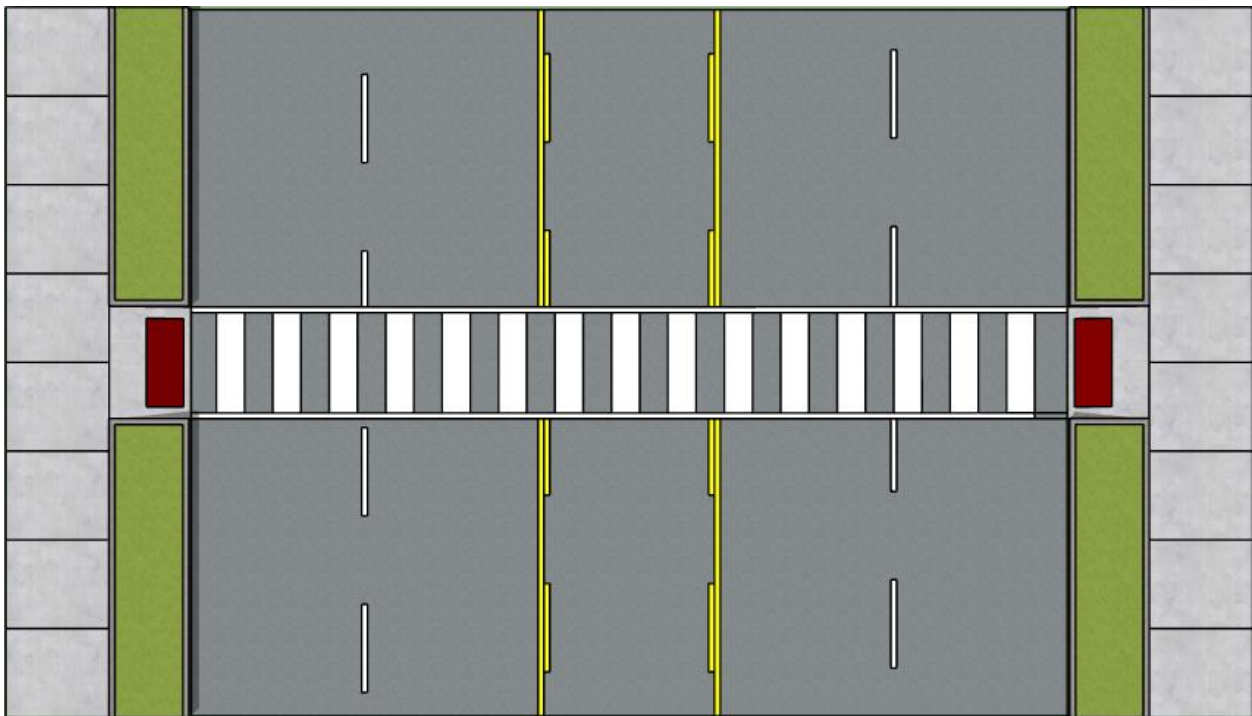
Figure 9.10: Rendering of an example of a simple crosswalk across a roadway (Practicum Team, 2017)

2.1.5. Action: Install of bike lanes on appropriate roadways and expand existing bike pathways.

The non-motorized connectivity study conducted in the Fairlane Planning Area found that some trips inside the Planning Area were longer than many are willing to walk. Most destinations outside of the Planning Area are beyond a comfortable walking distance. For these trips, cycling can be a more convenient mode of transportation. Proper infrastructure must be put in place in order to allow for cyclists travel quickly and safely. Most cyclists are not comfortable riding on roadways without proper protection from vehicles, while riding on pedestrian paths should be discouraged as it cares a high risk of pedestrian- cyclist collisions. On roadways, bike lanes reduce the chance of injury by 50%. Protected bike lanes reduce risk of injury by 90% compared to roads without bike lanes (Tesche, 2012). Bike lanes should be placed on all roads throughout the campuses of the University of Michigan-Dearborn and Henry Ford College, all roads leading into and around the Fairlane Town Center, and between uses north of Hubbard Drive. At the time of this study, construction of a bike path is planned from the University of Michigan-Dearborn campus to Hubbard Road. Protected bike lanes should also be considered for installation on Hubbard Drive from the Fairlane Planning Area to East Downtown, providing a direct connection between the two areas. Such lanes could also be established on Evergreen Road, though the heavy traffic and layout of Ford Road and Michigan Avenue might prove too hazardous for many cyclists. Extension of the city's bike paths from the Rouge River Gateway Trail could connect destinations in areas where bike lanes are not feasible and give cyclists more options. This is especially important for novice and recreational riders that might not be comfortable riding on the road, even if they feature bike lanes.

Figure 9.11: Picture of a women riding in the against the of traffic on Town Center Drive (Practicum Team, 2017)

2.1.6. Action: Explore the opportunity of implementing traffic calming and road diets throughout the Fairlane area.

The City should explore the potential for implementation of traffic calming and road diets to improve the safety of bicyclists and pedestrians in traveling through Fairlane and to improve driver safety. Studies have been conducted that support the idea that traffic calming can increase walking and biking in the area (Ewing, 2013). Simple options for traffic calming and road diets include reducing the speed limit, narrowing traffic lanes, reducing the numbers of traffic lanes, and installing a pedestrian refuge median. Implementing any of these strategies will not only increase the safety of pedestrians and bicyclists, but will also improve the safety of drivers. The possibility exists to free up space to be converted into designated pedestrian and/or bike paths (Federal Highway Administration).
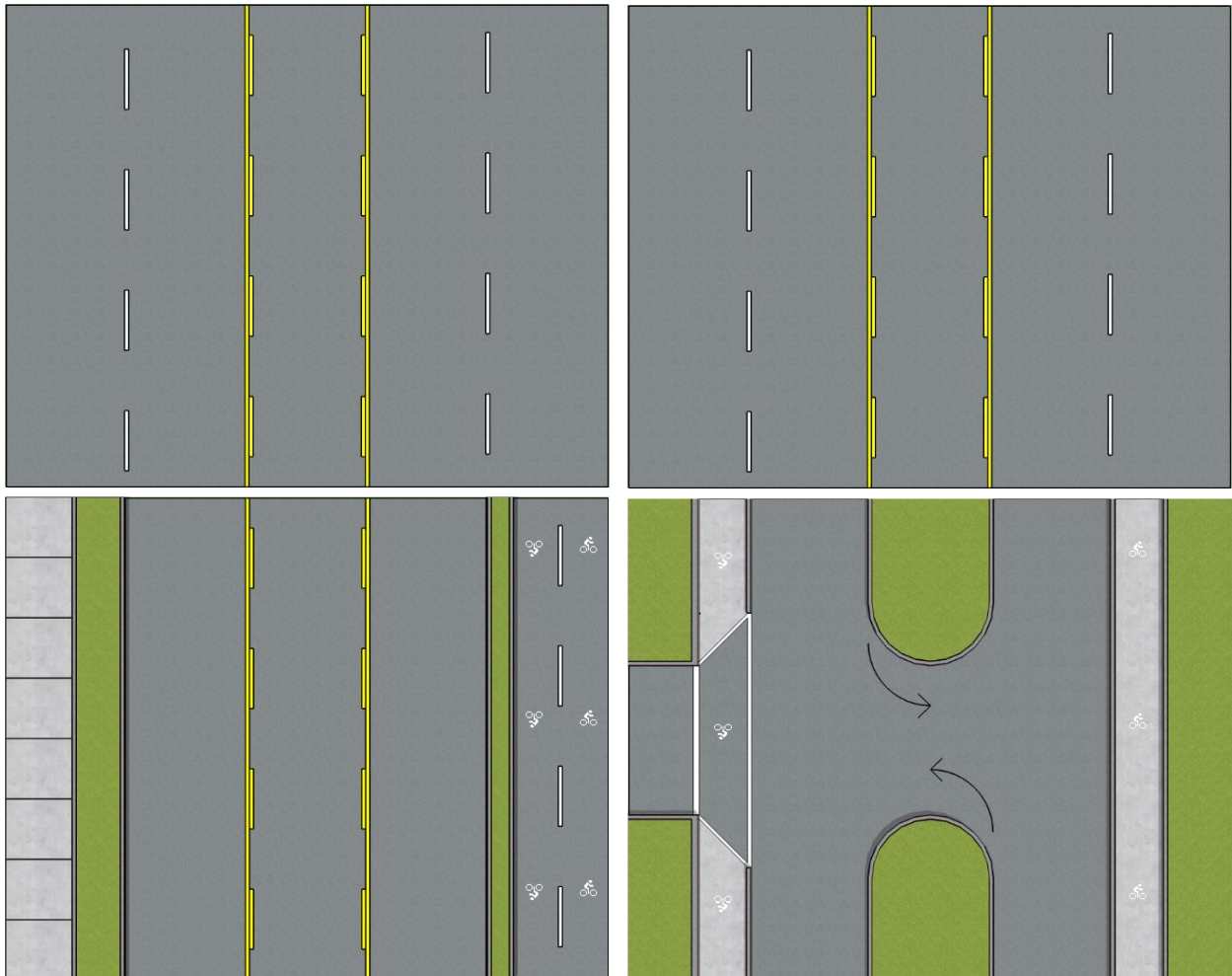
Figure 9.12: Rendering examples of a road diet, five lanes converted to two and three lane roads with added pedestrian and bike paths on either side of the roadway (Practicum Team, 2017)

2.2. Objective: Provide amenities that complement walking and bicycle use.

Walkability and bikeability are closely tied to the perception of an area as inviting and safe. Amenities can be used to encourage walking and cycling by enhancing the experience of traveling in the area.

2.2.1. Action: Provide wayfinding and informational signage along paths and sidewalks to increase sense of place and surroundings.

Wayfinding can help guide visitors to unfamiliar destinations while highlighting the area's assets, creating a sense of place and identity. By optimizing the convenience of traveling within the area, wayfinding can greatly improve the experience of visiting the Fairlane Planning Area. This is especially relevant to this area as it receives many visitors. Guests staying at in the hotels in the area would be able to navigate to nearby retail without the fear of getting lost or driving their car. Visitors to the mall might be more inclined to also visit the Rouge River Trail or walk through the college campuses if they assistance of wayfinding signs. A design guide should be created in order to ensure consistent imagery for all wayfinding signs in the area, further establishing the identity of the Fairlane Planning Area.

Figure 13.15: Rendering example of a pedestrian path with wayfinding and informational signage along the side of the path and pedestrian oriented lighting along the opposite side (Practicum Team, 2017)

2.2.2. Action: Improve lighting along paths and sidewalks to increase sense of security while using facilities.

The perception of safety can be very important factor in determining whether or not one chooses to walk to their destination. Pedestrian-oriented street lighting can increase the feeling of security in an area and encourage the visitation of uses at night. Lighting should be lower in height, around 12-16 feet tall, and spaced closer together, approximately every 60 feet. This ensures constant illumination throughout the area, eliminating darkened areas that might feel dangerous. There is evidence that street lighting that follows proper design and placement can lead to reductions in crime and reduce the fear of crime in an area. Street lighting also reduces the probability of pedestrian fatalities, having been shown to reduce pedestrian crashes by 50% or more (Ewing 2013).

Figure 9.14: Rending of an example of pedestrian oriented lighting

2.2.3. Action: Continue advocating for bike share program in the area.

At the time of this study, the City was exploring the possibility of establishing a bike share program in Dearborn. The Fairlane Planning Area's population of students and young professionals would benefit greatly from the program. This demographic may lack the space to store and maintain a bike throughout the year. A bike share program would ensure they have access to a working bicycle when they need it without concern for the costs of upkeep and care. Even students that commute from outside the area could use the bike share to travel across campus or to the Fairlane Town Center mall between classes. Employees of the local businesses could

use the bike share for their commute if they live locally or during their break to grab lunch and run errands at the Fairlane Town Center. It could also give visitors to Dearborn staying at the three hotels in the area an opportunity to explore the area in a unique way. The City could work with both the colleges and the surrounding businesses to implement the system and encourage ridership, increasing the overall chance for success.

Figure 9.15: Picture of a Zagster bike share corral in Princeton, New Jersey (Zagster, 2017)

3. Goal: Enhance opportunities for multi-modal transit in the Fairlane Planning Area.

In order for transit to be a reliable and effective means of transport both within and connecting with the region surrounding the Fairlane Planning Area, it is crucial that the Planning Area is in a position to easily integrate transit services into the existing built environment.

3.1. Objective: Create an environment that is conducive to multi-modal transit and development.

In order for transit to be a reliable and effective means of transport both within and connecting with the region surrounding the Fairlane Planning Area, it is crucial that the Planning Area is in a position to easily integrate transit services into the existing built environment.

3.1.1. Action: Facilitate the creation of transit-oriented development.

Transit-oriented design is intended to integrate mixed-use development with an ease of access to transit facilities for a cohesive fabric of retail, residential, and transportation services in one convenient location. The implementation of transit-oriented development within the Fairlane Planning Area would improve the overall level of access to transit facilities by residents, students, and area employees. The Stockton, California "Line 40" case study provided in this report demonstrated three unique renderings of the main Pacific Ave. corridor that were based off the BRT line already established within downtown Stockton. Each rendering implemented an increasing amount of infrastructure that would be galvanized by the BRT line and allow for ease of access to the bus service. Implementing a similar design within the Fairlane Planning Area in the short-term would improve access to existing transit facilities such as the Fairlane Town Center Mall Transit Center. In the long-term, the creation of additional transit-oriented development may be prudent if a BRT line or rapid rail service utilizes the Planning Area, thereby increasing the overall connectivity of the Planning Area to greater Dearborn and beyond.

3.1.2. Action: Improve connection to current facilities.

In order to create an environment in which transit provides a valuable means of transport, it is necessary that connections to existing transit infrastructure are maintained or improved where necessary. Given that the majority of bus stops within the Fairlane Planning Area are not well-connected to the existing built infrastructure, it is necessary to improve the overall connectivity of the bus stops through the use of the non-motorized transportation network. Bus patrons are

currently required to cross busy roads without the use of a crosswalk, or navigate through a greenway on the side of the road to access a bus stop. The provision of sidewalks and crosswalks to improve the overall accessibility of bus stops would not only render it easier to utilize existing transit facilities, but may also attract additional users to the transit services.

3.2. Objective: Attract more transit options to the area.

Attracting additional transit options to the Fairlane Planning Area would provide an increased sense of connectivity, while also allowing for the wider connectivity of the surrounding region to the Planning Area.

3.2.1. Action: Partner with transit agencies to collaborate on improved access to the area.

Given that the City of Dearborn does not own or operate an independent bus system, it is vital to partner with the transit agencies that directly serve the Fairlane Planning Area. Partnership opportunities must include DDOT, SMART, and Amtrak, all of which currently operate transit vehicles that serve the Planning Area. Any decision that may impact how these agencies service the area, including the prospect of additional future services such as were outlined in the 2016 RTA millage plan, would require agency input before implementation. Likewise, it is recommended that the City of Dearborn utilizes their partnerships with the agencies to advocate for the addition of future transit facilities. These improvements may include, but are not limited to: additional bus stops, additional bus routes serving the Planning Area, or new rail-based services utilizing the Dingell Transit Center.

Figure 9.16: Picture of the 250 SMART bus and 37 Detroit Department of Transportation bus (Practicum Team, 2017)

3.2.2. Action: Support future public transportation initiatives.

As demonstrated in the case studies of the Cleveland State Bus Rapid Transit line and the Stockton, California 'Line 40' study, a proactive approach is necessary for a municipality to attract, and thereby shape, transit services. Such services directly affect the existing transit user base, while also providing additional future benefits that may not be easily quantifiable in the current timeframe. Therefore, the willingness of the city to continue to participate in planning efforts for future transportation plans, such as regional transportation plans in the vein of the 2016 RTA millage plan, is necessary for Dearborn to reap meaningful benefits from future transit options upon implementation. Being prepared to take advantage of new transit-related opportunities would place the City of Dearborn in a good position to integrate new transit services into the Fairlane Planning Area. It would reduce the possibility of major disruption of the existing built environment through the construction of new facilities or the modification of the existing network of infrastructure.

3.3. Objective: Improve existing transit facilities.

In order to improve the overall customer experience of existing transit facilities within the Fairlane Planning Area, it is necessary to modify the facilities so that they are easier and more attractive to use.

3.3.1. Action: Make necessary improvements at bus stops to improve user experience.

Through the analysis of the existing transit facilities within this report, it was identified that the overall user experience of the majority of bus stops within the Fairlane Planning Area could be improved. While the stops at the Fairlane Town Center Mall Transit Center and the Henry Ford College feature significant amenities such as bus shelters, trash cans, and close proximity to lighting, the majority of the existing bus stops within the Planning Area lack similar amenities that would cater to a good overall customer experience. While it is unnecessary to provide bus shelters or trash cans at every stop, simpler solutions may be a useful means of improving the customer experience. Improved lighting at or near bus stops may be provided for increased safety and visibility, especially during nighttime hours. Concrete pads or seats may be installed at bus stops located in greenways, especially in those locations in which it may be undesirable to stand at in the case of inclement weather conditions. While the relocation of bus stops would require the input of the transit agencies and local stakeholders, it may be necessary to move

one or more stops if additional amenities may be more easily provided at another location in the general proximity of the existing stop.

3.3.2. Action: Install public transportation signage for ease of use.

Effective transit infrastructure requires an ease of use by a wide variety of bus patrons. Bus riders who are disabled or who are unfamiliar with the existing bus routes or stops within the Planning Area may require assistance in locating stops. It is therefore recommended that adequate signage is provided for the ease of location of transit facilities within the Planning Area. The use of clearly-marked and labeled signage, placed at chest-height or above and in a font that is easy to interpret, would be a useful tool for pedestrians who may be unfamiliar with the landscape. In addition, it is recommended that existing bus stop signs are displayed in such a manner that they are easy to locate from a distance. This may require the City of Dearborn to partner with the local transit agencies to redesign the bus stop signage within the Planning Area.

Figure 9.17: Picture on left of a Detroit Department of Transportation bus stop location on Hubbard Drive (Practicum Team,2017)

Figure 9.18: Picture in the middle of a SMART bus stop on Wildbranch Drive (Practicum Team, 2017)

Figure 9.19: Picture on the right of the bus stop at the Henry Ford College on Evergreen Road serviced by both SMART and Detroit Department of Transportation buses (Practicum Team, 2017)

4. Goal: Foster cohesive future land uses and development.

The Fairlane Planning Area is host to a mixture of land uses and stakeholders. However, these land uses are separated from each other, and there is little to no cohesive pattern that creates a sense of a Fairlane community. Fostering cohesion and collaboration between each of the uses and organizations within the planning area is essential to creating a neighborhood or district. The future vision of the area should be one that allows for the ease of movement through the district so that residents and visitors feel as though are in a single continuous neighborhood.

4.1. Objective: Update the zoning code to coincide with the future land use goals from the Master Plan.

Updating the zoning code to coincide with the Master Plan goals for the City is an essential item that should be considered. Updating the zoning code will help ensure that future development aligns with the future vision for the Planning Area.
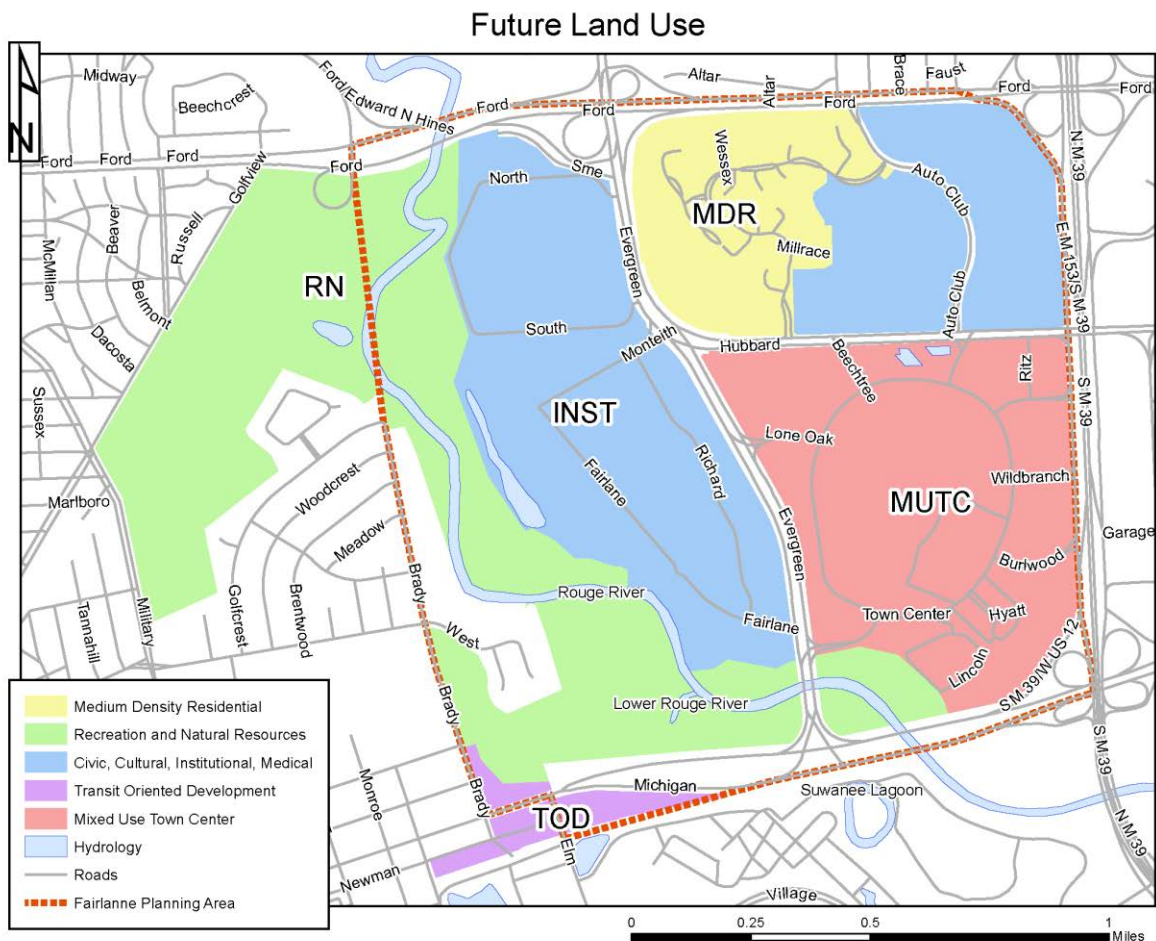
Figure 9.20: Map of the future land use designations for the Fairlane Planning Area (Practicum Team, 2017)

4.1.1. Action: Determine definitions for new zoning designations.

There are major changes between the current zoning map and the future land use designations for the Planning Area. For example, the General Commercial zoning classification becomes a mixed-use town center in the future land use map in the Master Plan. There are major definition changes encompassed in this change of designation, going from an auto-centric standalone development to a mixed-use, walkable, and vibrant public space destination.

4.1.2. Action: Determine acceptable uses for each of the new zoning designations.

This step will maintain that the future land use goals outlined in the city-wide Master Plan are achieved. The Fairlane Planning Area emphasizes the mixed-use town center, institutional, and medium-density residential future land uses in the Master Plan. Therefore, any compatible land use for the Planning Area should be consistent towards maintaining and achieving this set of characteristics.
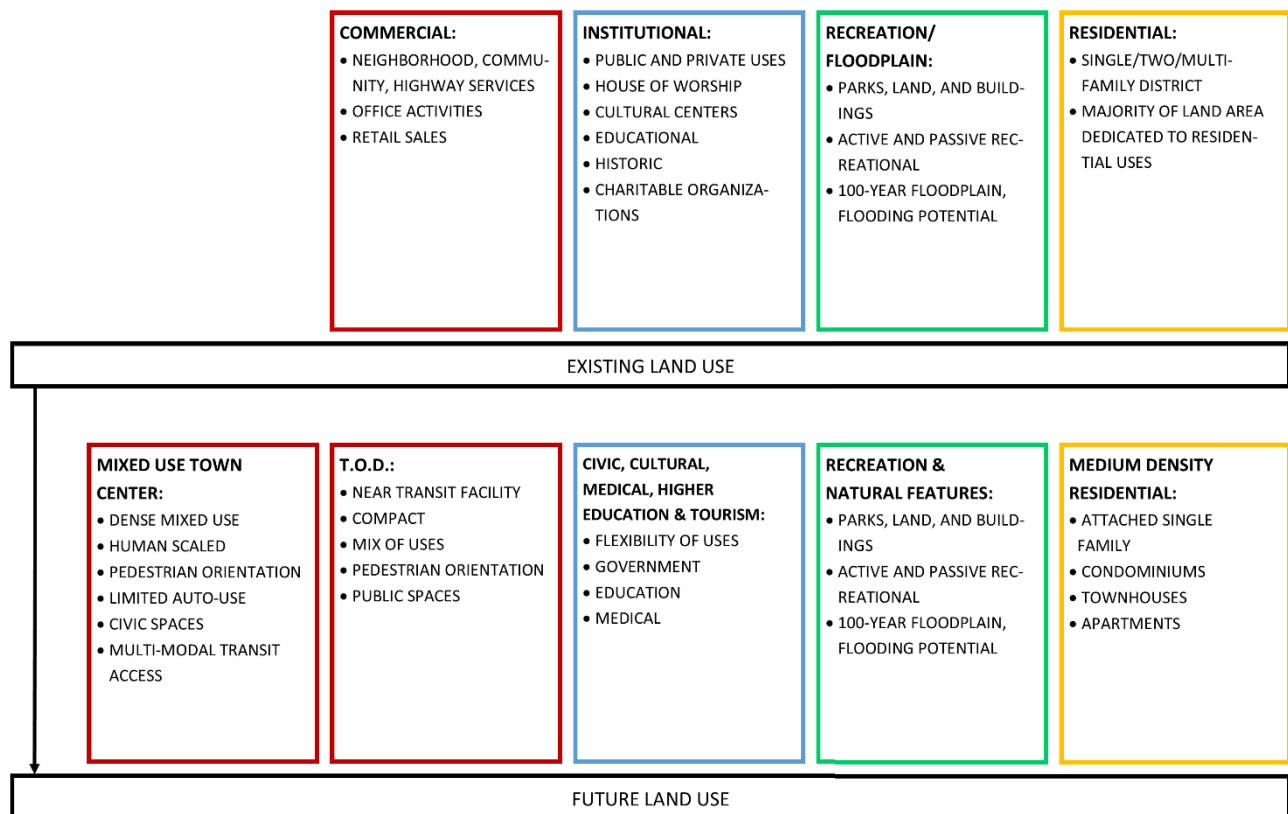
Figure 9.21: Visual depicting the transition of land use characteristics for the Fairlane Planning Area land uses.

(Practicum Team 2017)

4.1.3. Action: Determine development standards for new zoning designations.

Future land use goals for the Fairlane Town Center mall transitions from a traditional auto-centric commercial district to a mixed-use town center. The mixed-use town center concept emphasizes lessening the overall dependency on automobiles and increasing the opportunity for pedestrian and transit options. Additionally, there is a focus on the cohabitation of land uses, improved pedestrian orientation, vibrant and attractive destination, and the inclusion of public space. Updates should encourage new development or redevelopment to move the city towards achieving Smart Growth Principles outlined in the Master Plan. These principles include: a mixture of land uses, compact building design, a range of housing options, walkable neighborhoods, the creation of a sense of place, preservation of open space, direct and strengthened development towards existing communities, the provision of multiple transportation options, making development decisions fair and cost effective, and encouraging community collaboration and involvement (Maryland Department of Planning, 2017).
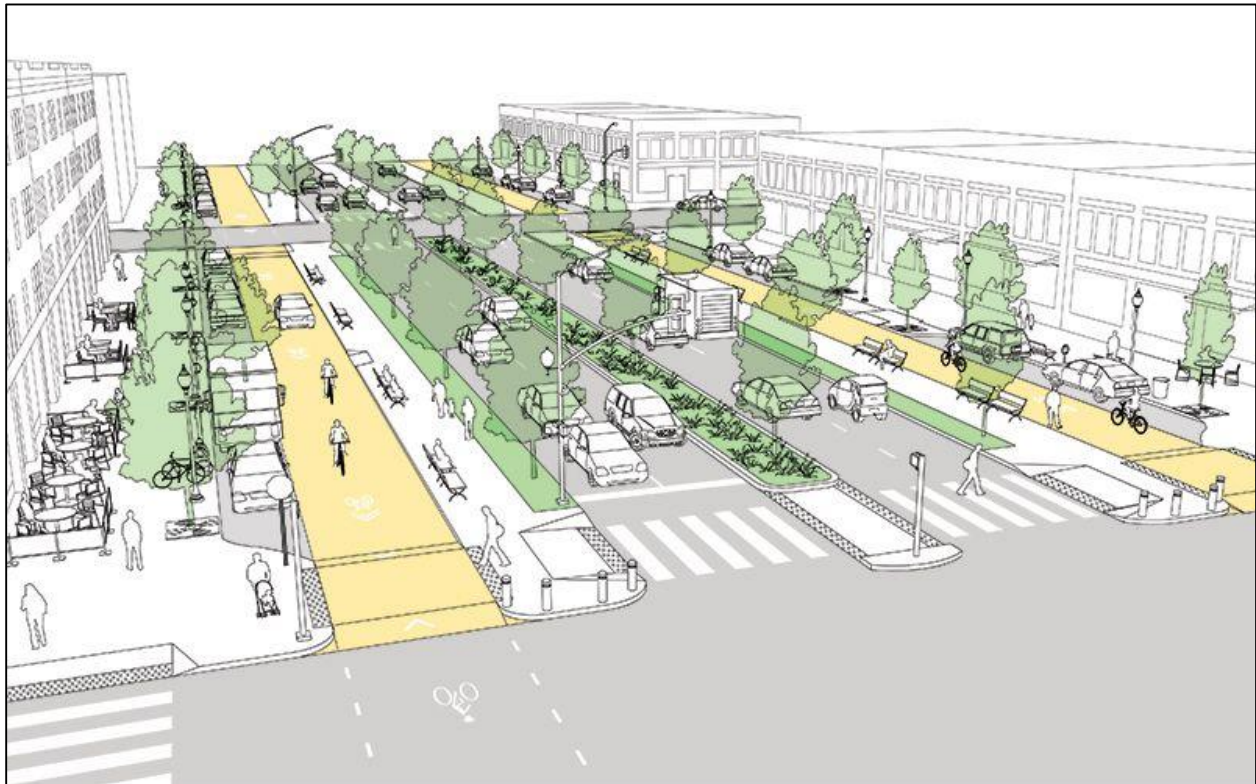
Figure 9.22: Example of a pedestrian oriented boulevard design. (NACTO)

4.1.4. Action: Revise the current parking standards to reflect the need for parking.

The City should investigate the possibility to reduce parking requirements for future development that occurs within the Fairlane Planning Area. Achieving the future land use characteristics of the area will be more easily accomplished by reducing existing parking minimum requirements. Instead, the City should consider the option for parking maximums and allowances for shared parking between shared land uses based on peak hours of use. One of the key components of the future vision is to be less auto-oriented, instead emphasizing the use of alternative modes of transportation such as public transit, bike facilities, and pedestrian-oriented development.

4.2. Objective: Continuing retail development and potential expansion within the Fairlane Area to attract people into the area.

Attracting new and innovative retail is crucial to the future success of the Fairlane Planning Area. Retail trends in the United States are shifting, so the City should take the necessary steps to attract new businesses to the area that offer a range of shopping experience and can attract both local residents and visitors.

4.2.1. Action: Attract new retail to the area that is conducive to those identified in the retail gap analysis.

The retail gap analysis conducted for the Fairlane Planning Area and two larger encompassing trade areas indicates that there are seven main trade group that are experiencing retail sale loss outside of the areas. Special Food Services, Used Merchandise Stores, Other General Merchandise Stores, Grocery Stores, and Lawn & Garden Equipment & Supply Stores industry groups all lose potential sales at each trade level due to insufficient supply. Potential retail businesses in these categories should be attracted to the Fairlane area to fill vacant commercial space and capture some of the lost sales leaving the trade area. There is also the potential to attract sales from outside of the Fairlane trade area through the strategic location of businesses offering goods and services not commonly found in the surrounding region.

4.2.2. Action: Formation of a Fairlane Business Association/stakeholders group.

The Fairlane Planning Area is home to a unique mixture of major corporations, medical institutions, retail businesses, hotels, educational institutions, and housing developments. Forming a group of the major business leaders into one cohesive unit will assist the City in leveraging the input, feedback, collaboration, cooperation, and support that is essential to the future success of the Planning Area.

4.3. Objective: Encourage the future development of a wide range of housing options within the Fairlane Planning Area.

The existing housing stock in the Fairlane Area is unique compared to the city of Dearborn and Wayne County in that units are majority renter occupied and multi-unit developments. The current housing profile offers housing options that are less available outside of the area; future development should seek to attract residents with unique options.

4.3.1. Action: Identify potential for residential growth in the area to understand future housing needs.

The Planning Area currently has a vacancy rate of about 11 percent for existing residential units. Further research should be conducted into the potential for residential growth to determine future needs for additional units or developments.

4.3.2. Action: Foster the diversification of the housing stock to meet demands of existing and desired demographics.

The Fairlane Planning Area's housing profile is characterized mainly by its high rate of renter-occupancy and the proliferation of multi-unit housing stock (76 percent). Both the City of Dearborn and Wayne County are dominated by owner-occupied single-unit detached housing stock. By offering robust housing options that are not in the rest of the region, there is potential to attract demographic groups that seek to live in a multi-unit rental space. The future land use goal focuses on medium-density residential development that is consistent with the existing framework and design of the area.

4.4. Objective: Development of a form-based code.

Responsibilities in the Private Realm

Buildings are aligned parallel to the street, built close to the sidewalk and configured to minimize gaps between buildings in order to physically shape the street as an outdoor room.

Sidewalks are shaded with awnings and galleries.

Shopfronts maximize transparency with clear windows.

Location of all off-street parking, both surface and structured, screened from street view.

Main building entries face the sidewalk to increase activity on the street.

Building facade height must be a minimum to create a sense of enclosure and a maximum to avoid eliminating sunlight from the outdoor room.

A sufficient amount of openings facing the street, such as windows and doors, create interest and enhance security.

Elements of Downtown Character

Responsibilities of the Public Realm

Thoroughfares designed for vehicle speeds below 25 mph for a sense of comfort and safety.

Encourage outdoor dining so long as an adequate walkway width is maintained.

Defined "Furnishing Zone" allowing placement of trees, bicycle parking, parking meters, street lights, and other streetscape elements.

Sidewalks shaded with street trees where awnings and galleries are not present.

On-street parking serves as a buffer for people walking and dining, helps reduce vehicle speeds, and provides convenient parking for shoppers and guests.

Walkways are wide enough to allow at least two people to walk side-by-side comfortably.

Figure 9.23: Example of form based code design intent for Downtown Lafayette, Louisiana. (Downtown Development Authority, 2015)

Based on the goals outlined in future land use goals for the Fairlane Planning Area, it would be beneficial for the City to explore the options of developing a form-based code. Such a code could be engineered to specifically apply to the Fairlane Planning Area in an effort to achieve the desired community characteristics laid out in the Master Plan. Form-based code focuses on the relationship between buildings and public space, the form and agglomeration of buildings in relation to each other, and the scale and feature characteristics of blocks and streets. By developing such a plan, the City would leverage more control over public space design. This shift in priority would produce more predictable development and quality public space through the use of physical form as a guiding principle for the code, rather than focusing on separating land uses such as is the case in traditional zoning practices. The following action items are steps that are essential to the formation of a form-based code and should act as a general guiding outline to developing the code (Form-Based Code Institute, 2017).

4.4.1. Action: Plan for regulated area designating the locations where different form standards apply.

This is to determine where certain regulations and standards, that are defined in the code, are applied.

4.4.2. Action: Specify the elements in public space.

This is meant to be the way that form based code regulates the public space element through creating street standards that produce leisurely areas that encourage a variety of activities. This is a measure to ensure that the space works for everyone.

4.4.3. Action: Determined regulations for building form and function as to shape the space.

This is to determine setbacks, window space minimums, how tall the building can be built compared to the street, where parking will be located, etc. These regulations directly affect public space form.

4.4.4. Action: Determine administrative process for applications and project review.

This is simply the process that must be followed for approval of future development.

4.4.5. Action: Determine definitions for technical terms used throughout the document.

Determining definitions is crucial in creating a consistency throughout the code so that there is no chance for ambiguity. It is also important to producing a documents that effectively and clearly explains the desired outcome for development.

Number	Action	Element	Timing	Cost
1.1.1	Form a public-private partnership between the City and stakeholders in the area.	Outreach	1	1
1.1.2	Review Parks and Recreation Master Plan to identify needs for public space.	Internal Review	1	1
1.1.3	Identify open and underutilized spaces for potential development.	Data Collection and Analysis	2	2
1.1.4	Improve connectivity and access to public spaces by connecting existing land uses.	Physical	3	3
1.2.1	Identify a singular title/name for the Fairlane Planning Area.	Promotion	1	1
1.2.2	Construct a narrative for the Planning Area to focus marketing efforts.	Promotion	1	1
1.2.3	Create a distinctive logo for the Fairlane Planning Area.	Promotion	1	1
1.2.4	Signage should be placed around the Planning Area to create a sense of place.	Promotion	2	3
1.2.5	Establish an internet/web presence for the area.	Promotion	1	1
1.3.1	Explore the creation of a neighborhood organization to include the business leaders, residents, and community activists.	Outreach	1	1
1.3.2	Attract and promote locally-owned small businesses in the Fairlane Planning Area.	Promotion/ Outreach	2	1
2.1.1	Identify areas lacking proper sidewalk infrastructure between uses within the Planning Area.	Data Collection and Analysis	2	2
2.1.2	Consider options for the construction of sidewalk network in the Fairlane Planning Area.	Data Collection and Analysis	2	1
2.1.3	Review zoning code to ensure regulations permit and promote walkable, bikeable built environment	Internal Review	1	1
2.1.4	Install crosswalks across major roadways.	Physical	3	3
2.1.5	Install of bike lanes on appropriate roadways and expand existing bike pathways.	Physical	3	3
2.1.6	Explore the opportunity of implementing traffic calming and road diets throughout the Fairlane area.	Data Collection and Analysis	2	3
2.2.1	Provide wayfinding and informational signage along paths and sidewalks to increase sense of place and surroundings.	Physical	2	3
2.2.2	Improve lighting along paths and sidewalks to increase sense of security while using facilities.	Physical	3	3
2.2.3	Continue advocating for bike share program in the area.	Promotion/ Outreach	1	1
3.1.1	Facilitate the creation of transit-oriented development.	Outreach	3	3
3.1.2	Improve connection to current facilities.	Physical	3	3
3.2.1	Partner with transit agencies to collaborate on improved access to the area.	Outreach	2	1
3.2.2	Support future public transportation initiatives.	Outreach	1	1
3.3.1	Make necessary improvements at bus stops to improve user experience.	Physical	2	3
3.3.2	Install public transportation signage for ease of use.	Physical	2	3
4.1.1	Determine definitions for new zoning designations.	Internal Review	1	1
4.1.2	Determine acceptable uses for each of the new zoning designations.	Internal Review	1	1
4.1.3	Determine development standards for new zoning designations.	Internal Review	1	1
4.1.4	Revise the current parking standards to reflect the need for parking.	Internal Review	1	1
4.2.1	Attract new retail to the area that is conducive to those identified in the retail gap analysis.	Promotion/ Outreach	2	2
4.2.2	Formation of a Fairlane Business Association/stakeholders group.	Outreach	1	1
4.3.1	Identify potential for residential growth in the area to understand future housing needs.	Data Collection and Analysis	2	2
4.3.2	Foster the diversification of the housing stock to meet demands of existing and desired demographics.	Data Collection and Analysis	3	2
4.4.1	Plan for regulated area designating the locations where different form standards apply.	Data Collection and Analysis	3	2
4.4.2	Specify the elements in public space.	Data Collection and Analysis	3	2
4.4.3	Determined regulations for building form and function as to shape the space.	Data Collection and Analysis	3	2
4.4.4	Determine administrative process for applications and project review.	Data Collection and Analysis	3	2
4.4.5	Determine definitions for technical terms used throughout the document.	Data Collection and Analysis	3	2

Table 9.1: Implementation Chart (Practicum Team,2017)

Timing		
Short-term	1	Less than one year
Mid-term	2	One to four years
Long-term	3	More than four years/ continuous
Cost		
Low-cost	1	Less than $1,000
Mid-cost	2	$1,000 to $5,000
High-cost	3	More than $5,000

Table 9.2: The Timing and Cost key for the Implementation Chart on the previous page (Practicum Team,2017)

Recommendations Conclusion:

The Fairlane Planning Area is a large district within the city of Dearborn with a unique blend of educational institutions, medical institutions, hotels, major business corporations, a major retail center, and a diverse demographic of full time residents, and college students. This an exceptional conglomeration of entities and individuals. The city of Dearborn has the opportunity to take advantage of the Fairlane situation and form this community into a world class district that is attractive and vibrant for its residents, community stakeholders, and also for the surrounding communities. The city's next actions should be: to create a cohesive identity for the Fairlane Planning Area through engagement of the community and stakeholders for support and collaboration and pursue a creative and recognizable branding campaign; make necessary changes to ordinances and codes to promote connectivity throughout the area and improve existing pedestrian and bicycle infrastructure; partner with local transit agencies to increase access to the area and improve transit facilities for a more enjoyable user experience; and finally make necessary updates to ordinances as well as explore the potential for innovative development to create a cohesive land use framework. By taking the necessary steps this auto-centric, parking lot dominated area can transform into an innovative district that emphasizes sustainable growth, attractive public spaces, pedestrian orientation, and development that fosters a sense of community and place.

Chapter Ten: Funding and Financing Opportunities

Public Spaces Community Places Initiative

The Michigan Economic Development Corporation (MEDC), in partnership with the Michigan Municipal League and Michigan-based crowdfunding platform Patronicity, offers matching grants of up to $50,000 for projects dedicated to activating a public space or community place. Projects that meet MEDC's criteria will be given 60 days to raise enough funds to meet their target through crowdfunding on the Patronicity site. If the target is met, the funds gained though crowdfunding and the matching MEDC grant are awarded to the project. Non-motorized infrastructure construction, streetscape beautification and walkability, branding and marketing, and various placemaking efforts are all eligible for this program.

Transportation Alternatives Program (TAP)

This program is run by the Michigan Department of Transportation, offering federal transportation funds for projects that enhance the intermodal transportation system and provide safe alternative transportation options. The city could use this grant to construct infrastructure and amenities for pedestrians and cyclists in the Fairlane Planning Area.

Transportation Investment Generating Economic Recovery (TIGER) grants

TIGER grants are awarded by the U.S Department of Transportation to innovative projects that promote safety and economic opportunity, including multimodal and multi-jurisdictional projects that are difficult to fund through traditional federal programs. Awards from these grants are in the millions of dollars, allowing them to fund projects that are wider reaching and more ambitious. This could include major transit and road improvements or widespread non-motorized infrastructure construction and improvements.

Placemaking Grants

Placemaking grants are available through various public, private, and non-profit organizations. Given that there are many opportunities for placemaking that are relatively low cost, it is much easier to find funding for small or specific projects. The following organizations offer grants or potential funding resources that address placemaking.

Organization	Website Link
MI Place	http://miplace.org/resources
Michigan Economic Development Corporation	http://www.michiganbusiness.org/community/development-assistance/
The National Endowment for the Arts	https://www.arts.gov/grants-organizations/our-town/introduction
Center for Arab American Philanthropy	http://www.centeraap.org/grants/view-our-past-grants/
Southwest Airlines Heart of the Community	http://www.pps.org/hotc-about/
Realtor Action Center	http://www.realtoractioncenter.com/for-associations/smartgrowth/placemaking/placemaking-micro-grant.html http://www.realtoractioncenter.com/for-associations/smartgrowth/smart-growth-action-grants.html
ioby	https://www.ioby.org/

Table 14.1: List of potential funding partners and their websites (Practicum Team, 2017)

Parking Levies

Parking levies are taxes on off-street parking spaces within an area. They are based on the total amount of parking provided on a property lot, and would be without regard for overall usage of that provided parking. The levy would come as an additional surcharge to existing property taxes for area land owners. Revenues collected from this tax could be used to fund recommended pedestrian infrastructure or transit improvements   This method also potential for reducing the overall amount of parking provided within the affected area, thereby incentivizing compact development. Though the parking levy would be rendered ineffectual in this instance, such a shift in development would provide other benefits in regards to transit-oriented design and connectivity.

Station Rents

A tax placed on development nearby the Dingell Transit Center could provide a source of revenue for the continued provision of transit service through the station. The existence of the Transit Center in a compact development zone could lead to a significant number of nearby developments that could be included in the tax. An alternative to this solution would include advertisement space within the Transit Center itself for nearby developments at a pre-determined cost. Nearby developments could advertise within or around the Transit Center, and the City of Dearborn could spend the revenue on transit-related costs.

Tax Increment Financing (TIF)

Tax increment financing is used to finance commercial development, neighborhood revitalization, or other economic development purposes. The City of Dearborn could establish a TIF authority in the Fairlane Planning Area to capture the additional property tax revenue from increasing property values over a period of time. This "tax increment revenue" would then be used to complete general infrastructure improvements or finance specific projects that would benefit the area. Two Corridor Improvement Authorities and two Downtown Development Authorities in Dearborn already utilize this tool.

Business Improvement District (BID)/ Business Improvement Zone(BIZ)

Business Improvement Districts are formed in areas that are primarily commercial or industrial use to promote economic development in the area. They are created through a resolution by the city, who also appoints a representative to the board. Businesses and property owners within in the district nominate the remaining members. This board will oversee the various possible activities of the BID including maintaining and modify roads and pedestrian walkways; promoting economic development in the area through branding, marketing, special events, and public relations; and acquiring and operating properties within the district. These activities can be funded by special assessments within the district, grants, bond, municipal funds, and/or private donations.

Business Improvement Zones are formed through a petition that includes at least 30% of commercial property owners in a given area. A zone plan must be approved by the city and the affected commercial properties within the zone. BIZs have many of the same powers as a BID except those concerning major street reconstruction and parking management. They are also limited by a 10-year limit to complete specified projects and repay all loans. Special assessments, grants, donations and loans can all be used to fund the BIZ's activities.

Transit Related Public-Private Partnerships

Public-Private Partnership can offer a variety of benefits for transit providers that may be beneficial for the provision of transit within the Fairlane Planning Area. These Partnerships would allow the private sector to enter into an agreement with the municipality and transit agencies, therefore improving the amount of influence private enterprise may have on the service provided. In exchange for increased service to private enterprises within the Planning Area, the City and transit agencies may receive funding to cover costs of increased service as well as monies that may be used to improve existing transit facilities or finance new infrastructure.

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Appendix 1: Transportation Studies

Stockton, California

Stockton, California, was identified by Braughton et al. (2011) as a model for BRT service in the Central Valley of California. Stockton offers existing BRT-like service (the "Line 40") that serves the downtown core along Pacific Avenue, as well as the campuses of the University of the Pacific and San Joaquin Delta Valley College, on its way towards the northern suburbs. The University of the Pacific is a privately-funded institution comparable in size and student population to the University of Michigan-Dearborn, and the San Joaquin Delta Valley College is similar in size and purpose to the Henry Ford College. Braughton et al. utilized three options of possible investment along both Pacific Avenue and Miner Avenue in Stockton based upon a BRT service, with the first option most similar to existing conditions, and second and third options that would incur additional investment and infrastructure. Higher-investment options would increase the overall density of the avenue corridors and building heights, whereas lower-investment options would reduce the overall density and building heights. The community was provided with the opportunity to comment on the proposals and their perceived utility of a BRT line.   While Stockton residents generally rejected the highest-density proposals, they were more interested in improvements on existing service that would not interfere with existing roadway structure or with vehicles. These improvements included traffic signal priority, electronic passenger information systems, and far-side bus stops.

Cleveland State University

Cleveland State University in Cleveland, Ohio, is the focal point of the "Cleveland State" BRT line. The line runs from downtown Cleveland to multiple communities in the West Shore area, allowing for ease of commute for both students and downtown employees alike. The specially-branded CSU buses run in dedicated lanes with traffic-signal priority and an enhanced streetscape, allowing for faster runtime and more frequent service. The Cleveland RTA has utilized the Cleveland State BRT line as one project in a series of plans to create greater connectivity both within Cleveland and between the city and its suburban neighborhoods.

Oden, Utah

Ogden, Utah has worked for several years to implement Transit-Oriented Development (TOD) within city limits. This plan included increased transit connectivity between a college campus and the downtown core. The proposed streetcar line between downtown Ogden and the campus of Weber State University would promise greater access by students to downtown amenities, while also serving the needs of Ogden residents within city limits. However, significant obstacles face the implementation of the streetcar line and TOD, especially distrust between the community and the government. Dorsey and Mulder (2013) identified several obstacles to the TOD plan in Ogden, and postulated that other communities looking to implement a similar plan would be wise to include a wide spectrum of stakeholders and community members in the planning process.

New Mexico Roadrunner

For the implementation of a commuter rail line between Ann Arbor and Detroit, it is necessary to study similar systems already in place around the country. The New Mexico RailRunner system that connects Albuquerque to Santa Fe was a collaborative venture between the New Mexico Department of Transportation (NMDOT) and the Mid-Regional Council of Governments (MRCOG). Similar to SEMCOG, the MRCOG took the lead role in the necessary arrangements for the implementation of the rail lines, including negotiations with the Burlington Northern Santa Fe (BNSF) railroad company for track and right-of-way rights. The ability of the NMDOT to work effectively in tandem with local jurisdictions and the regional government of MRCOG allowed for faster and easier implementation of the RailRunner project.

New Rochelle, New York

New Rochelle, NY, was a declining city in the 1970s and 1980s due to the auto-centric infrastructure and lack of investment. With a major shift in land use in the mid- to late-1990s, TOD projects were implemented around the rail line connecting New Rochelle to downtown Manhattan. These projects ultimately brought a mix of residential (with affordably-priced, mid-priced, and luxury units available) and commercial units to the area. New Rochelle is now an attractive suburban community for the New York commuter population.

Arlington, Illinois

Arlington Heights, Illinois, is another community that utilized TOD to revitalize its downtown and attract new residents. With businesses moving out from the downtown area, municipal leaders recognized the need to draw those businesses and residents back in to the city. Through an effective planning process, TOD was highlighted as a method by which the property market in downtown Arlington Heights could be significantly impacted. With the construction of a new light rail stop in 2000, Arlington Heights was able to utilize the existing TOD plan to meet resulting demand. The area around the rail station now brings in almost $1.5 million annually in taxes.

Appendix 2: American Community Survey Housing Statistics

Social Explorer - ACS 2015 (5-Year Estimates)						
Statistics	**Block Group 1, Census Tract 5799, Wayne County, Michigan**		**Dearborn city, Michigan**		**Wayne County, Michigan**	
SE:T1. Total Population						
Total Population	1,283		96,069		1,778,969	
SE:T2. Population Density (per sq. mile)						
Total Population	1,283		96,069		1,778,969	
Population Density (Per Sq. Mile)	746.2		3,965.8		2,906.4	
Area (Land)	1.72		24.22		612.08	
SE:T93. Housing Units						
Housing Units	802		34,874		817,593	
SE:T94. Tenure						
Occupied Housing Units:	715		31,502		667,275	
Owner Occupied	115	16.1%	21,192	67.3%	420,277	63.0%
Renter Occupied	600	83.9%	10,310	32.7%	246,998	37.0%
SE:T95. Occupancy Status						
Housing Units:	802		34,874		817,593	
Occupied	715	89.2%	31,502	90.3%	667,275	81.6%
Vacant	87	10.9%	3,372	9.7%	150,318	18.4%
SE:T96. Vacancy Status by Type of Vacancy						
Vacant Housing Units:	87		3,372		150,318	
For Rent	30	34.5%	642	19.0%	20,891	13.9%
For Sale Only	0	0.0%	356	10.6%	13,821	9.2%
Other Vacant	57	65.5%	2,374	70.4%	115,606	76.9%
SE:T97. Housing Units in Structure						
Housing Units:	802		34,874		817,593	
1 Unit:	192	23.9%	27,457	78.7%	619,016	75.7%
1, Detached	59	7.4%	25,885	74.2%	569,887	69.7%
1, Attached	133	16.6%	1,572	4.5%	49,129	6.0%
2	15	1.9%	2,334	6.7%	37,138	4.5%
3 or 4	72	9.0%	681	2.0%	21,000	2.6%

5 to 9	133	16.6%	968	2.8%	33,640	4.1%
10 to 19	182	22.7%	933	2.7%	27,770	3.4%
20 to 49	16	2.0%	822	2.4%	21,293	2.6%
50 or More	192	23.9%	1,526	4.4%	43,680	5.3%
Mobile Home	0	0.0%	153	0.4%	13,925	1.7%
Boat, Rv, Van, Etc.	0	0.0%	0	0.0%	131	0.0%
SE:T98. Median Year Structure Built						
Median Year Structure Built	1984		1951		1955	
SE:T99. House Heating Fuel						
Occupied Housing Units:	715		31,502		667,275	
Gas (Utility, Bottled, Tank, or Lp Gas)	618	86.4%	29,524	93.7%	605,294	90.7%
Electricity	89	12.5%	1,724	5.5%	53,038	8.0%
Fuel Oil, Kerosene, Etc.	8	1.1%	32	0.1%	1,206	0.2%
Coal, Coke or Wood	0	0.0%	67	0.2%	2,046	0.3%
Solar Energy	0	0.0%	11	0.0%	86	0.0%
Other Fuel	0	0.0%	74	0.2%	2,494	0.4%
No Fuel Used	0	0.0%	70	0.2%	3,111	0.5%
SE:T100. House Value for All Owner-Occupied Housing Units						
Owner-Occupied Housing Units:	115		21,192		420,277	
Less than $20,000	0	0.0%	389	1.8%	39,708	9.5%
$20,000 to $49,999	0	0.0%	1,822	8.6%	80,773	19.2%
$50,000 to $99,999	0	0.0%	7,576	35.8%	125,479	29.9%
$100,000 to $149,999	0	0.0%	5,536	26.1%	62,319	14.8%
$150,000 to $299,999	81	70.4%	4,831	22.8%	82,805	19.7%
$300,000 to $499,999	34	29.6%	828	3.9%	21,289	5.1%
$500,000 to $749,999	0	0.0%	142	0.7%	5,254	1.3%
$750,000 to $999,999	0	0.0%	54	0.3%	1,288	0.3%
$1,000,000 or More	0	0.0%	14	0.1%	1,362	0.3%
SE:T101. Median House Value for All Owner-Occupied Housing Units						
Median Value	$234,200		$105,800		$83,000	
SE:T102. Gross Rent (Housing Units with Cash Rent)						
Renter-Occupied Housing Units with Cash Rent:	572		9,604		232,516	
Less than $300	105	18.4%	430	4.5%	15,679	6.7%
$300 to $599	24	4.2%	1,321	13.8%	41,039	17.7%
$600 to $799	32	5.6%	1,428	14.9%	61,225	26.3%
$800 to $999	0	0.0%	1,873	19.5%	50,238	21.6%

$1,000 to $1,249	102	17.8%	2,320	24.2%	38,197	16.4%
$1,250 to $1,499	225	39.3%	1,359	14.2%	15,709	6.8%
$1,500 to $1,999	52	9.1%	582	6.1%	7,828	3.4%
$2,000 or More	32	5.6%	291	3.0%	2,601	1.1%
SE:T103. Gross Rent as a Percentage of Household Income in 2015						
Renter-Occupied Housing Units:	600		10,310		246,998	
Less than 10 Percent	62	10.3%	334	3.2%	7,164	2.9%
10 to 29 Percent	219	36.5%	3,221	31.2%	84,441	34.2%
30 to 49 Percent	95	15.8%	2,067	20.1%	51,880	21.0%
50 Percent or More	96	16.0%	3,594	34.9%	78,421	31.8%
Not Computed	128	21.3%	1,094	10.6%	25,092	10.2%
SE:T104. Median Gross Rent						
Median Gross Rent	$1,276		$973		$794	
SE:T105. Median Gross Rent as a Percentage of Household Income in 2015						
Median Gross Rent as a Percentage of Household Income in 2015	27.2%		38.1%		35.5%	
SE:T106. Average Gross Rent						
Average Gross Rent for Renter-Occupied Housing Units	$1,054		$933		$785	
SE:T108. Mortgage Status						
Owner-Occupied Housing Units:	115		21,192		420,277	
Housing Units with a Mortgage, Home Equity Loan, or Similar Debts:	65	56.5%	12,191	57.5%	241,376	57.4%
With Either a Second Mortgage or Home Equity Loan, But Not Both:	30	26.1%	1,940	9.2%	42,981	10.2%
Second Mortgage Only	8	7.0%	443	2.1%	10,059	2.4%
Home Equity Loan Only	22	19.1%	1,497	7.1%	32,922	7.8%
Both Second Mortgage and Home Equity Loan	0	0.0%	57	0.3%	1,611	0.4%
No Second Mortgage and No Home Equity Loan	35	30.4%	10,194	48.1%	196,784	46.8%
Housing Units Without a Mortgage	50	43.5%	9,001	42.5%	178,901	42.6%
SE:T109. Mortgage Status by Selected Monthly Owner Costs as A Percentage of Household Income in 2015						
Owner-Occupied Housing Units:	115		21,192		420,277	
Housing Units with a Mortgage:	65	56.5%	12,191	57.5%	241,376	57.4%

Less than 30 Percent	30	26.1%	8,015	37.8%	162,988	38.8%
30 Percent or More	35	30.4%	4,126	19.5%	76,562	18.2%
50 Percent or More	8	7.0%	2,127	10.0%	33,582	8.0%
Not Computed	0	0.0%	50	0.2%	1,826	0.4%
Housing Units Without a Mortgage:	50	43.5%	9,001	42.5%	178,901	42.6%
Less than 30 Percent	50	43.5%	7,130	33.6%	138,161	32.9%
30 Percent or More	0	0.0%	1,711	8.1%	36,596	8.7%
50 Percent or More	0	0.0%	744	3.5%	17,197	4.1%
Not Computed	0	0.0%	160	0.8%	4,144	1.0%
SE:T110. Selected Monthly Owner Costs as a Percentage of Household Income in 2015 for Housing units with a mortgage						
Housing Units with a Mortgage:	65		12,191		241,376	
Less than 30 Percent	30	46.2%	8,015	65.8%	162,988	67.5%
30 Percent or More	35	53.9%	4,126	33.8%	76,562	31.7%
50 Percent or More	8	12.3%	2,127	17.5%	33,582	13.9%
Not Computed	0	0.0%	50	0.4%	1,826	0.8%
SE:T111. Selected Monthly Owner Costs as a Percentage of Household Income in 2015 for Housing Units Without a Mortgage						
Housing Units Without a Mortgage:	50		9,001		178,901	
Less than 30 Percent	50	100.0%	7,130	79.2%	138,161	77.2%
30 Percent or More	0	0.0%	1,711	19.0%	36,596	20.5%
50 Percent or More	0	0.0%	744	8.3%	17,197	9.6%
Not Computed	0	0.0%	160	1.8%	4,144	2.3%
SE:T112. Median Selected Monthly Owner Costs as a Percentage of Household Income in 2015 and Mortgage Status						
Median Selected Monthly Owner Costs as a Percentage of Household Income:	18.7%		19.7%		19.4%	
Housing Units with a Mortgage	38.1%		23.3%		22.5%	
Housing Units Without a Mortgage	14.4%		14.3%		14.6%	

Appendix 3: Walkability Review

Walkability is a measure of a pedestrian's ability or willingness to walk in a built environment. Communities can use this measurement to examine if their area meet the needs of pedestrians by encouraging walking trips to destinations within the community. The strengths and weaknesses of existing pedestrian infrastructure can be identified using walkability criteria, which can then be used to plan and coordinate future infrastructure improvements.

Communities often benefit from being walkable. A study of medium-size cities found the walkability of a neighborhood correlated with lower crime rates and fewer cases of building foreclosure. The study also found that property values in walkable neighborhoods continued to increase when housing prices in the metropolitan area stagnated (Gilderbloom, 2015). Walkable neighborhoods perform better economically, reduce transportation costs, increase transit access, and correspond to higher educational attainment and income (Leinberger, 2012).

Walkability reduces the number of motorized trips and increases the number of non-motorized trips. It also shortens the distance of most trips and promotes transit and paratransit use, as well as ride-sharing (Cervero, 1997). These changes can have a massive effect on the lives of people in an area. Fewer vehicle trips reduce the consumption of fossil fuels associated with automobile use, decreasing the overall amount of pollutants that can cause harm to both humans and the environment (Frank, 2013). Increasing the number of walking trips has possible health benefits for citizens. Walking in itself is a physical activity, which could be a way to ensure residents have the opportunity to obtain the minimum amount of physical activity doctors recommend for a healthy lifestyle. Access to walkable environments could be considered a public health issue as lack of physical activity is a major contributor to illnesses and conditions such as heart disease, diabetes, and obesity (Lovasi, 2011). Walkability even affects the social fabric of a community, creating a sense of place for a neighborhood and encouraging personal interaction between people on the street. This increased engagement with one's surroundings is the inverse to the alienation and "placelessness" experienced in

environments built expressly for automobiles, especially by those without access to a vehicle. Walkable neighbors are more accessible, encouraging the development of more inclusive, diverse, and social-connected communities (Litman, 2016).

Walkability is determined by a number of factors. While some of these are physical and are fairly easy to measure, there are others that are more subjective and reliant on personal perception and preference. A survey of pedestrians and cyclists found significant differences between older and younger respondents when asked to describe the conditions that were most important when deciding routes while walking or cycling. This difference can be seen in the graph below, figure below, showing the results of the survey.
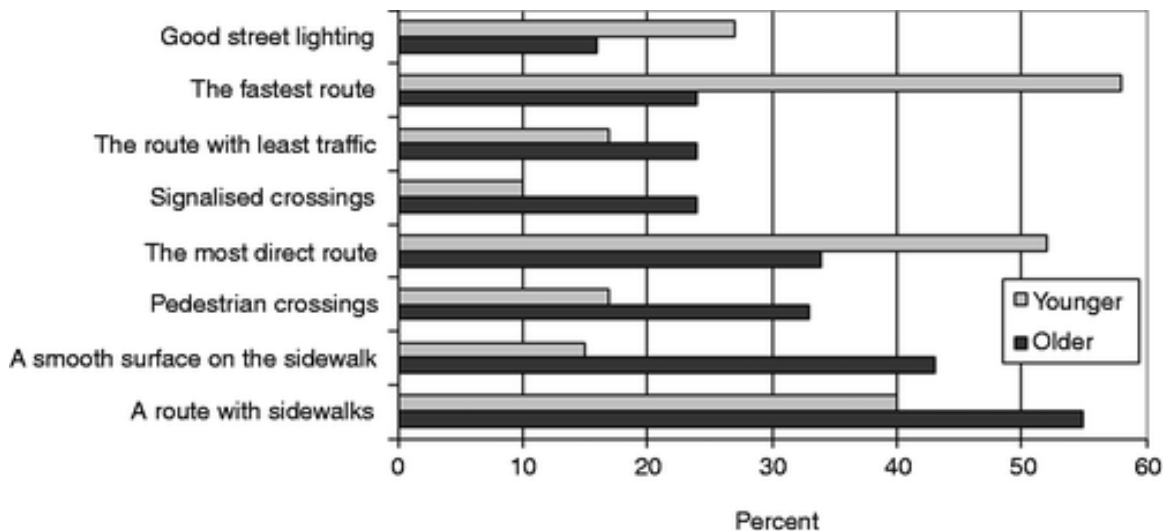
The most common conditions favored by older participants were the presence of sidewalks and their condition, while younger participants overwhelmingly chose the shortest, quickest route. This shows that the difficulty in producing a comprehensive guideline for walkability that encapsulates all the factors we consider while deciding how to travel to a destination. There are, though, many variables that academics and researchers studying the built environment and walkability would agree facilitate and encourage walking. These principles can be found in the many of the contemporary urban planning and design concepts that encourage alternatives to automobile travel, such as New Urbanism and Transit-Oriented Design. The following is not a

comprehensive list of all the variables of walkability, but a guide of principles commonly used when examining an area.

Distance:

The optimal range for walking trips is influenced by the physical limitations of human beings to comfortably walk extended distances, as well as the opportunity costs related to the time and effort spent traveling on foot. This can be affected by the age of the subject, weather and climate conditions in the area, trip purpose, the availability of other modes of travel, and various other factors that might weigh on one's decision to walk to a destination. Many studies use a distance of .25 miles or less as the ideal length of a trip that most people will choose walking over other modes of travel, representing a 5-minute walk between destinations. However, others use a longer distance of .5 miles to determine walkability, especially for younger populations are more willing to walk (Partnership for Sustainable Communities, 2014). According the latest National Household Travel Survey, the average walking trip by Americans was .7 miles, while the median was .5 miles. Over 65% of walking trips were more than .25 miles, while nearly a fifth of trips were over one mile. Only 3% were over two miles (Yang, 2012).

Route Directness

Route Directness determines the actual time and effort spent on a walking trip. Directness can be negatively impacted by barriers placed between uses or a lack of walking infrastructure, preventing pedestrians from the most efficient route. If these barriers cause pedestrians to travel much farther than the perceived shortest route, they will either make their own path or forgo walking altogether. Evidence of the former can be seen in the trails worn into landscaped or grassy areas by frequent foot traffic (LSA Associates, 2003). A grid pattern is seen as the most efficient layout for pedestrian infrastructure as it provides multiple routes between destinations, reducing the likelihood of long detours.

Sidewalk Continuity:

The presence of sidewalks is a major factor when determining walking routes between destinations or whether to walk at all, particularly for older pedestrians (Bernhoft, 2008). Sidewalks reduce the effort of walking compared to unpaved surfaces, provide protection from automobile traffic, orient users to their surroundings, and act as the base of all pedestrian infrastructure. Providing continuous sidewalk from one destination to another creates designated pedestrian areas, a strong signal that walking is a valid mode of transportation in the community. While some will forego sidewalks for brief periods for reasons of convenience or time, long stretches without sidewalks alienate pedestrians and discourage walking. This is especially true for visitors or others not familiar with traversing the area.

Street Crossings:

Street crossings are places where pedestrians must interact with automobiles during walking trips. These areas can be dangerous for pedestrians due to the speeds associated with motorized travel and the huge difference in mass between the average human being and a motor vehicle. Crosswalks establish a clear right of way for pedestrians, alerting automobile users to their presence and allowing pedestrians to cross auto-centric spaces safely. Where crosswalks are inadequate or absent, there is increased risk as pedestrians are forced to cross roadways unaided. According to the Federal Highway Traffic Safety Administration, 47.9% of pedestrian fatalities occurred on roads that lacked crosswalks, while an additional 21.1% occurred on roads with crosswalks (with the fatality occurring somewhere other than at the crosswalk). The fewest fatalities occurred at crosswalks (8.8%), indicating that using a crosswalk is the safest way to cross a street (Federal Highway Traffic Safety Administration, 2008). To ensure pedestrians have adequate access to crosswalks, and therefore are not forced to cross mid-street, pedestrian crossings should be located every 300 feet or in places of high demand between destinations (Ewing, 2013). This also helps establish short- to medium-length blocks, which calms traffic, increases pedestrian access, shortens routes, and creates valuable corner real estate for commercial businesses. This is especially true for retail.

Mix of Uses

The presence of multiple destinations within walking distance is an important factor in determining the long-term practicality of non-motorized travel. Having a couple of uses integrated into an area can encourage walking for a select few trips, but without a larger diversity of essential uses to satisfy a majority of their needs, residents will still be reliant on automobiles for most of their trips.

The proximity of residential to other uses is especially important as approximately 68.8% of all trips are home-based. The ability to walk to work could reduce the number of vehicle trips of those employed by an average of 21.8%. Walkable retail could reduce the vehicle trips of employed adults by an average of 19.8% (National Highway Traffic Safety Administration, 2008). Concentration of non-residential uses can have an impact on automobile use by allowing travelers to "trip-chain", combine trips that otherwise would have been two separate home-based trips. This eliminates at least one vehicle trip and reduces the total number of miles traveled, which can be a very attractive reason for travelers to patronize an area. Many also believe that an appropriate mix of housing, commercial, entertainment, retail, and public uses can have a positive impact on the safety of an area and be the key to truly lively, thriving neighborhood (Ewing, 2013).

Frequency of Transit Stops:

Approximately 75-80% of transit riders will walk one-quarter mile or less to get to their bus stop (Ewing, 2009). Because of this, .25 miles in each direction is often used as the service area for a bus stop. The difference between this distance and the one accepted for general walkability is most likely due to the fact that, for transit riders, the walk to the stop will most likely be matched by a walk from another bus stop to their destination. This means transit users are more likely to walk closer to .5 miles per trip, on top of the time spent in transit itself calculated into each rider's opportunity cost when deciding whether or not to take transit. Walking and Transit are two modes of transportation that are not only compatible, but also complement each other and are enhanced by presence one another's infrastructure. Transit provides access to areas out of range for walking trips while providing an alternative for personal automobile

use. Proper pedestrian infrastructure should connect standardized bus stops to individual destinations, allowing for complete trips. When pedestrian does not properly connect to the surrounding area, it limits the effectiveness of the bus stop by not providing a clear path within the service area. Similarity a lack of public transit harms walkability by increasing the possibility that residents will be reliant on an automobile for the majority of their trips.

Appendix 4: Walkability Study Data

Route	Distance	Actual	Directness Ratio	Number of Designated Crosswalks	Number of Unmarked Crossings	Total Street Crossings	Street Crossing Ratio	Sidewalk	Additional Sidewalk Needed	Sidewalk Coverage Ratio	Crosswalk	Additional Crosswalk Needed
Fairlane to The Union	846	1673	0.51	1	3	4	0.25	1028	475	0.68	35	135
Fairlane to University of Michigan Dearborn- Main	2,358	3772	0.63	7	4	11	0.64	2681	708	0.79	248	135
Fairlane to University of Michigan Dearborn- Fairlane	1,491	1920	0.78	1	8	9	0.11	535	940	0.36	66	379
Fairlane to Henry Ford Community College	4,610	7339	0.63	11	2	13	0.85	6209	597	0.91	409	124
Fairlane to AAA	2,292	3417	0.67	5	9	14	0.36	1345	1306	0.51	259	507
Fairlane to GTB	1,292	1384	0.93	2	2	4	0.50	543	608	0.47	121	112
Fairlane to Fairlane Woods Apartments	1,824	2748	0.66	1	10	11	0.09	492	1750	0.22	66	440
Fairlane to Fairlane Town Center Apartments	1,159	1906	0.61	1	4	5	0.20	536	1160	0.32	29	181
Fairlane to The Edward Hotel	1,501	2081	0.72	0	6	6	0.00	643	1191	0.35	0	247
Fairlane to The Henry Autograph	1,545	2107	0.73	4	5	9	0.44	891	700	0.56	230	286
Fairlane to Transit Center	4,498	6931	0.65	13	2	15	0.87	5618	597	0.90	592	124
Fairlane to West Downtown	6,270	8647	0.73	17	2	19	0.89	7202	597	0.92	724	124
Fairlane to East Downtown	11,824	23178	0.51	44	3	47	0.94	20568	597	0.97	1823	190
Fairlane to Ford World Headquarters	3,173	16079	0.20	26	2	28	0.93	14347	597	0.96	1011	124
Henry Ford Community College to The Union	2,439	5962	0.41	10	0	10	1.00	5597	0	1.00	365	0
University of Michigan Dearborn- Main to The Union	1,186	2021	0.59	6	0	6	1.00	1809	0	1.00	212	0
University of Michigan Dearborn- Main to University of Michigan Dearborn- Fairlane	2,951	4834	0.61	6	6	12	0.50	2535	1826	0.58	212	261
University of Michigan Dearborn- Fairlane to The Union	1,963	2323	0.85	0	6	6	0.00	469	261	0.64	0	1593
University of Michigan Dearborn- Main to West Downtown	5,101	7957	0.64	10	0	10	1.00	7491	0	1.00	466	0
University of Michigan Dearborn- Main to The Edward	4,362	5614	0.78	3	8	11	0.27	2474	2705	0.48	101	334
Fairlane to Extended Stay	1,055	1341	0.79	0	2	2	0.00	702	538	0.57	0	101
Fairlane Woods Apartments to AAA	2,634	3425	0.77	1	10	11	0.09	313	2688	0.10	29	395
Fairlane Woods Apartments to GTB	3,741	5042	0.74	1	20	21	0.05	455	3727	0.11	30	830
Fairlane Woods Aparments to Henry Ford Medical Center- Ford Road	688	944	0.73	2	2	4	0.50	125	674	0.16	58	87
Fairlane Woods Apartments to Henry Ford Medical Center- Fairlane	1,189	1958	0.61	0	5	5	0.00	294	1466	0.17	0	198
Fairlane Woods Apartment to Fairlane Towers	2,641	3295	0.80	0	14	14	0.00	338	2449	0.12	0	508
Fairlane Town Center Apartments to AAA	4,040	5122	0.79	3	18	21	0.14	733	3430	0.18	135	824
Fairlane Town Center Apartments to GTB	1,375	1910	0.72	2	5	7	0.29	450	1224	0.27	59	177
Fairlane Town Center Apartments to Henry Ford Medical Center- Fairlane	3,101	4045	0.77	1	13	14	0.07	264	3255	0.08	29	497
Fairlane Town Center Apartments to Henry Ford Medical Center- Ford Road	5,528	7837	0.71	5	27	32	0.16	1120	5401	0.17	194	1122
Fairlane Town Center Apartments to Fairlane Towers	2,853	3741	0.76	1	14	15	0.07	181	2928	0.06	29	603
Fairlane to Fairlane Towers	1,275	2036	0.63	3	5	8	0.38	793	804	0.50	153	286
Fairlane to Henry Ford Medical Center- Ford Road	3,394	4269	0.80	5	12	17	0.29	1311	2172	0.38	231	555
Fairlane to Henry Ford Medical Center- Fairlane	1,068	1999	0.53	1	7	8	0.13	1002	709	0.59	35	253

Appendix 5: ESRI Business Analyst Trade Area Rings Map

Appendix 6: ESRI Business Analyst Retail Market Marketplace Profile

Retail MarketPlace Profile

Lat.: 42.316 Long.: -83.223
Ring: 1 mile radius

Prepared by Esri
Latitude: 42.31635
Longitude: -83.22295

Summary Demographics

2016 Population					1,602
2016 Households					813
2016 Median Disposable Income					$32,258
2016 Per Capita Income					$36,305

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	$29,580,433	$344,039,652	-$314,459,219	-84.2	140
Total Retail Trade	44-45	$26,827,178	$305,834,346	-$279,007,168	-83.9	101
Total Food & Drink	722	$2,753,255	$38,205,306	-$35,452,051	-86.6	38

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	$5,973,008	$42,514,322	-$36,541,314	-75.4	4
Automobile Dealers	4411	$4,974,757	$40,970,314	-$35,995,557	-78.3	2
Other Motor Vehicle Dealers	4412	$507,332	$0	$507,332	100.0	0
Auto Parts, Accessories & Tire Stores	4413	$490,920	$1,544,008	-$1,053,088	-51.8	2
Furniture & Home Furnishings Stores	442	$795,610	$7,404,765	-$6,609,155	-80.6	2
Furniture Stores	4421	$514,837	$7,335,468	-$6,820,631	-86.9	2
Home Furnishings Stores	4422	$280,773	$0	$280,773	100.0	0
Electronics & Appliance Stores	443	$1,356,299	$4,251,910	-$2,895,611	-51.6	2
Bldg Materials, Garden Equip. & Supply Stores	444	$1,518,455	$14,320,341	-$12,801,886	-80.8	1
Bldg Material & Supplies Dealers	4441	$1,365,752	$14,320,341	-$12,954,589	-82.6	1
Lawn & Garden Equip & Supply Stores	4442	$152,703	$0	$152,703	100.0	0
Food & Beverage Stores	445	$5,203,626	$3,842,344	$1,361,282	15.0	3
Grocery Stores	4451	$4,526,099	$440,437	$4,085,662	82.3	1
Specialty Food Stores	4452	$344,180	$3,039,085	-$2,694,905	-79.7	1
Beer, Wine & Liquor Stores	4453	$333,348	$362,822	-$29,474	-4.2	1
Health & Personal Care Stores	446,4461	$1,902,215	$10,273,322	-$8,371,107	-68.8	11
Gasoline Stations	447,4471	$1,923,564	$712,891	$1,210,673	45.9	1
Clothing & Clothing Accessories Stores	448	$1,267,405	$78,882,113	-$77,614,708	-96.8	56
Clothing Stores	4481	$856,972	$51,771,788	-$50,914,816	-96.7	33
Shoe Stores	4482	$169,097	$19,624,588	-$19,455,491	-98.3	16
Jewelry, Luggage & Leather Goods Stores	4483	$241,336	$7,485,737	-$7,244,401	-93.8	7
Sporting Goods, Hobby, Book & Music Stores	451	$670,783	$4,486,583	-$3,815,800	-74.0	3
Sporting Goods/Hobby/Musical Instr Stores	4511	$553,033	$4,486,583	-$3,933,550	-78.1	3
Book, Periodical & Music Stores	4512	$117,749	$0	$117,749	100.0	0
General Merchandise Stores	452	$4,543,622	$76,051,127	-$71,507,505	-88.7	7
Department Stores Excluding Leased Depts.	4521	$3,267,314	$74,938,804	-$71,671,490	-91.6	6
Other General Merchandise Stores	4529	$1,276,308	$0	$1,276,308	100.0	0
Miscellaneous Store Retailers	453	$1,104,687	$7,315,062	-$6,210,375	-73.8	7
Florists	4531	$44,642	$0	$44,642	100.0	0
Office Supplies, Stationery & Gift Stores	4532	$191,749	$2,442,635	-$2,250,886	-85.4	4
Used Merchandise Stores	4533	$144,358	$0	$144,358	100.0	0
Other Miscellaneous Store Retailers	4539	$723,939	$4,852,715	-$4,128,776	-74.0	2
Nonstore Retailers	454	$567,903	$55,779,565	-$55,211,662	-98.0	3
Electronic Shopping & Mail-Order Houses	4541	$421,300	$48,151,888	-$47,730,588	-98.3	1
Vending Machine Operators	4542	$34,577	$0	$34,577	100.0	0
Direct Selling Establishments	4543	$112,026	$7,627,677	-$7,515,651	-97.1	2
Food Services & Drinking Places	722	$2,753,255	$38,205,306	-$35,452,051	-86.6	38
Special Food Services	7223	$72,972	$72,972	$0	100.0	0
Drinking Places - Alcoholic Beverages	7224	$152,438	$1,126,462	-$974,024	-76.2	1
Restaurants/Other Eating Places	7225	$2,527,845	37,078,844	-34,550,999	-87	37

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

February 04, 2017

Retail MarketPlace Profile

Lat.: 42.316 Long.: -83.223
Ring: 1 mile radius

Leakage/Surplus Factor by Industry Subsector

Motor Vehicle & Parts Dealers
Furniture & Home Furnishings Stores
Electronics & Appliance Stores
Bldg Materials, Garden Equip. & Supply Stores
Food & Beverage Stores
Health & Personal Care Stores
Gasoline Stations
Clothing and Clothing Accessories Stores
Sporting Goods, Hobby, Book, and Music Stores
General Merchandise Stores
Miscellaneous Store Retailers
Nonstore Retailers
Food Services & Drinking Places

Leakage/Surplus Factor

Leakage/Surplus Factor by Industry Group

Automobile Dealers
Other Motor Vehicle Dealers
Auto Parts, Accessories, and Tire Stores
Furniture Stores
Home Furnishings Stores
Electronics & Appliance Stores
Building Material and Supplies Dealers
Lawn and Garden Equipment and Supplies Stores
Grocery Stores
Specialty Food Stores
Beer, Wine, and Liquor Stores
Health & Personal Care Stores
Gasoline Stations
Clothing Stores
Shoe Stores
Jewelry, Luggage, and Leather Goods Stores
Book, Periodical, and Music Stores
Department Stores (Excluding Leased Depts.)
Other General Merchandise Stores
Florists
Office Supplies, Stationery, and Gift Stores
Used Merchandise Stores
Other Miscellaneous Store Retailers
Electronic Shopping and Mail-Order Houses
Vending Machine Operators
Direct Selling Establishments
Special Food Services
Drinking Places (Alcoholic Beverages)
Restaurants/Other Eating Places

Leakage/Surplus Factor

February 04, 2017

Retail MarketPlace Profile

Lat.: 42.316 Long.: -83.223
Ring: 3 mile radius

Summary Demographics

2016 Population	118,446
2016 Households	42,763
2016 Median Disposable Income	$35,753
2016 Per Capita Income	$21,403

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	$1,380,867,563	$2,384,019,763	-$1,003,152,200	-26.6	1,108
Total Retail Trade	44-45	$1,254,431,041	$2,164,257,102	-$909,826,061	-26.6	759
Total Food & Drink	722	$126,436,522	$219,762,661	-$93,326,139	-27.0	350

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	$287,135,765	$605,419,279	-$318,283,514	-35.7	74
Automobile Dealers	4411	$239,087,410	$569,357,705	-$330,270,295	-40.9	46
Other Motor Vehicle Dealers	4412	$25,154,180	$0	$25,154,180	100.0	0
Auto Parts, Accessories & Tire Stores	4413	$22,894,175	$36,061,574	-$13,167,399	-22.3	28
Furniture & Home Furnishings Stores	442	$37,376,546	$50,957,219	-$13,580,673	-15.4	39
Furniture Stores	4421	$23,900,094	$36,680,349	-$12,780,255	-21.1	16
Home Furnishings Stores	4422	$13,476,452	$14,276,870	-$800,418	-2.9	23
Electronics & Appliance Stores	443	$62,716,103	$109,552,199	-$46,836,096	-27.2	39
Bldg Materials, Garden Equip. & Supply Stores	444	$77,745,062	$105,468,980	-$27,723,918	-15.1	32
Bldg Material & Supplies Dealers	4441	$70,071,921	$103,483,152	-$33,411,231	-19.3	25
Lawn & Garden Equip & Supply Stores	4442	$7,673,141	$1,985,828	$5,687,313	58.9	7
Food & Beverage Stores	445	$235,864,605	$256,319,159	-$20,454,554	-4.2	102
Grocery Stores	4451	$205,286,290	$186,521,820	$18,764,470	4.8	50
Specialty Food Stores	4452	$15,621,868	$47,292,999	-$31,671,131	-50.3	29
Beer, Wine & Liquor Stores	4453	$14,956,446	$22,504,340	-$7,547,894	-20.1	23
Health & Personal Care Stores	446,4461	$84,797,804	$140,221,454	-$55,423,650	-24.6	109
Gasoline Stations	447,4471	$92,108,846	$100,244,618	-$8,135,772	-4.2	51
Clothing & Clothing Accessories Stores	448	$58,089,271	$142,264,626	-$84,175,355	-42.0	144
Clothing Stores	4481	$39,205,484	$96,996,160	-$57,790,676	-42.4	96
Shoe Stores	4482	$7,931,525	$32,927,489	-$24,995,964	-61.2	31
Jewelry, Luggage & Leather Goods Stores	4483	$10,952,262	$12,340,976	-$1,388,714	-6.0	17
Sporting Goods, Hobby, Book & Music Stores	451	$31,274,557	$60,516,013	-$29,241,456	-31.9	37
Sporting Goods/Hobby/Musical Instr Stores	4511	$25,783,438	$49,285,546	-$23,502,108	-31.3	29
Book, Periodical & Music Stores	4512	$5,491,119	$11,230,467	-$5,739,348	-34.3	8
General Merchandise Stores	452	$209,634,403	$253,247,851	-$43,613,448	-9.4	39
Department Stores Excluding Leased Depts.	4521	$150,807,235	$229,677,955	-$78,870,720	-20.7	16
Other General Merchandise Stores	4529	$58,827,168	$23,569,896	$35,257,272	42.8	23
Miscellaneous Store Retailers	453	$51,248,570	$55,899,003	-$4,650,433	-4.3	84
Florists	4531	$2,097,806	$3,086,415	-$988,609	-19.1	15
Office Supplies, Stationery & Gift Stores	4532	$8,702,786	$13,649,416	-$4,946,630	-22.1	18
Used Merchandise Stores	4533	$6,665,810	$3,060,055	$3,605,755	37.1	10
Other Miscellaneous Store Retailers	4539	$33,782,168	$36,103,117	-$2,320,949	-3.3	41
Nonstore Retailers	454	$26,439,510	$284,146,702	-$257,707,192	-83.0	10
Electronic Shopping & Mail-Order Houses	4541	$19,502,694	$274,811,131	-$255,308,437	-86.7	5
Vending Machine Operators	4542	$1,570,023	$121,426	$1,448,597	85.6	1
Direct Selling Establishments	4543	$5,366,793	$9,214,145	-$3,847,352	-26.4	5
Food Services & Drinking Places	722	$126,436,522	$219,762,661	-$93,326,139	-27.0	350
Special Food Services	7223	$3,677,062	$2,638,794	$1,038,268	16.4	11
Drinking Places - Alcoholic Beverages	7224	$6,937,683	$12,950,414	-$6,012,731	-30.2	35
Restaurants/Other Eating Places	7225	$115,821,777	204,173,452	-88,351,675	-28	303

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

February 04, 2017

Retail MarketPlace Profile

Leakage/Surplus Factor by Industry Subsector

Motor Vehicle & Parts Dealers
Furniture & Home Furnishings Stores
Electronics & Appliance Stores
Bldg Materials, Garden Equip. & Supply Stores
Food & Beverage Stores
Health & Personal Care Stores
Gasoline Stations
Clothing and Clothing Accessories Stores
Sporting Goods, Hobby, Book, and Music Stores
General Merchandise Stores
Miscellaneous Store Retailers
Nonstore Retailers
Food Services & Drinking Places

Leakage/Surplus Factor

Leakage/Surplus Factor by Industry Group

Automobile Dealers
Other Motor Vehicle Dealers
Auto Parts, Accessories, and Tire Stores
Furniture Stores
Home Furnishings Stores
Electronics & Appliance Stores
Building Material and Supplies Dealers
Lawn and Garden Equipment and Supplies Stores
Grocery Stores
Specialty Food Stores
Beer, Wine, and Liquor Stores
Health & Personal Care Stores
Gasoline Stations
Clothing Stores
Shoe Stores
Jewelry, Luggage, and Leather Goods Stores
Book, Periodical, and Music Stores
Department Stores (Excluding Leased Depts.)
Other General Merchandise Stores
Florists
Office Supplies, Stationery, and Gift Stores
Used Merchandise Stores
Other Miscellaneous Store Retailers
Electronic Shopping and Mail-Order Houses
Vending Machine Operators
Direct Selling Establishments
Special Food Services
Drinking Places (Alcoholic Beverages)
Restaurants/Other Eating Places

Leakage/Surplus Factor

February 04, 2017

Retail MarketPlace Profile

Lat.: 42.316 Long.: -83.223
Ring: 5 mile radius

Summary Demographics

2016 Population	347,116
2016 Households	127,146
2016 Median Disposable Income	$32,461
2016 Per Capita Income	$19,449

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	$3,715,523,714	$4,420,751,653	-$705,227,939	-8.7	2,582
Total Retail Trade	44-45	$3,379,323,557	$4,000,606,387	-$621,282,830	-8.4	1,811
Total Food & Drink	722	$336,200,157	$420,145,266	-$83,945,109	-11.1	771

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	$777,354,799	$1,160,951,477	-$383,596,678	-19.8	232
Automobile Dealers	4411	$647,717,393	$1,046,659,642	-$398,942,249	-23.5	132
Other Motor Vehicle Dealers	4412	$68,023,997	$30,956,922	$37,067,075	37.4	8
Auto Parts, Accessories & Tire Stores	4413	$61,613,409	$83,334,913	-$21,721,504	-15.0	91
Furniture & Home Furnishings Stores	442	$99,358,786	$68,969,463	$30,389,323	18.1	67
Furniture Stores	4421	$63,632,158	$47,915,598	$15,716,560	14.1	28
Home Furnishings Stores	4422	$35,726,628	$21,053,865	$14,672,763	25.8	39
Electronics & Appliance Stores	443	$166,578,027	$151,512,721	$15,065,306	4.7	84
Bldg Materials, Garden Equip. & Supply Stores	444	$208,295,587	$219,738,776	-$11,443,189	-2.7	110
Bldg Material & Supplies Dealers	4441	$187,295,414	$213,108,837	-$25,813,423	-6.4	91
Lawn & Garden Equip & Supply Stores	4442	$21,000,173	$6,629,939	$14,370,234	52.0	19
Food & Beverage Stores	445	$636,628,394	$619,417,433	$17,210,961	1.4	294
Grocery Stores	4451	$554,284,803	$455,342,964	$98,941,839	9.8	140
Specialty Food Stores	4452	$42,194,220	$84,066,422	-$41,872,202	-33.2	68
Beer, Wine & Liquor Stores	4453	$40,149,371	$80,008,048	-$39,858,677	-33.2	87
Health & Personal Care Stores	446,4461	$229,301,841	$292,780,619	-$63,478,778	-12.2	209
Gasoline Stations	447,4471	$251,370,074	$311,641,528	-$60,271,454	-10.7	169
Clothing & Clothing Accessories Stores	448	$154,225,384	$234,695,885	-$80,470,501	-20.7	234
Clothing Stores	4481	$104,280,769	$172,915,850	-$68,635,081	-24.8	158
Shoe Stores	4482	$21,163,072	$41,761,510	-$20,598,438	-32.7	46
Jewelry, Luggage & Leather Goods Stores	4483	$28,781,544	$20,018,525	$8,763,019	18.0	30
Sporting Goods, Hobby, Book & Music Stores	451	$83,435,540	$78,933,939	$4,501,601	2.8	69
Sporting Goods/Hobby/Musical Instr Stores	4511	$68,748,451	$66,111,107	$2,637,344	2.0	54
Book, Periodical & Music Stores	4512	$14,687,089	$12,822,832	$1,864,257	6.8	15
General Merchandise Stores	452	$562,331,839	$455,497,154	$106,834,685	10.5	109
Department Stores Excluding Leased Depts.	4521	$403,389,103	$385,042,165	$18,346,938	2.3	36
Other General Merchandise Stores	4529	$158,942,736	$70,454,990	$88,487,746	38.6	73
Miscellaneous Store Retailers	453	$139,247,007	$113,645,284	$25,601,723	10.1	217
Florists	4531	$5,600,823	$6,769,076	-$1,168,253	-9.4	33
Office Supplies, Stationery & Gift Stores	4532	$23,125,260	$24,613,626	-$1,488,366	-3.1	58
Used Merchandise Stores	4533	$17,728,078	$11,789,550	$5,938,528	20.1	35
Other Miscellaneous Store Retailers	4539	$92,792,847	$70,473,032	$22,319,815	13.7	91
Nonstore Retailers	454	$71,196,277	$292,822,110	-$221,625,833	-60.9	17
Electronic Shopping & Mail-Order Houses	4541	$52,269,804	$281,337,288	-$229,067,484	-68.7	9
Vending Machine Operators	4542	$4,224,713	$184,567	$4,040,146	91.6	1
Direct Selling Establishments	4543	$14,701,760	$11,300,255	$3,401,505	13.1	7
Food Services & Drinking Places	722	$336,200,157	$420,145,266	-$83,945,109	-11.1	771
Special Food Services	7223	$9,782,885	$6,437,966	$3,344,919	20.6	28
Drinking Places - Alcoholic Beverages	7224	$18,051,847	$22,663,793	-$4,611,946	-11.3	81
Restaurants/Other Eating Places	7225	$308,365,425	391,043,507	-82,678,082	-12	662

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf
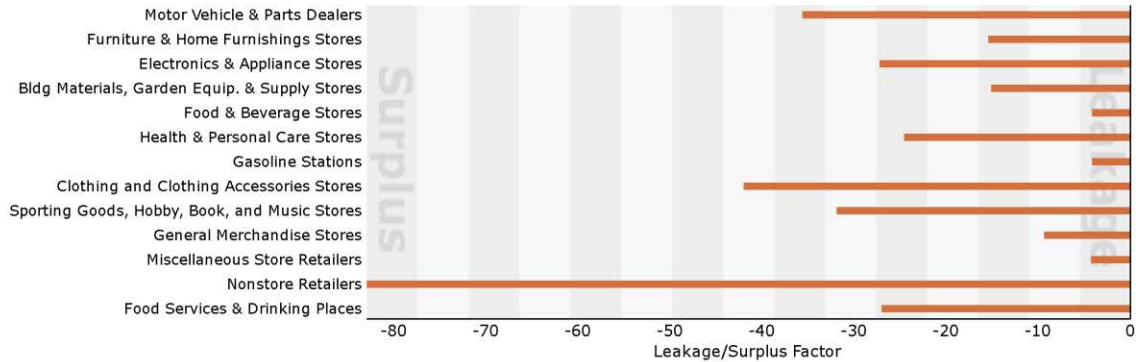
February 04, 2017
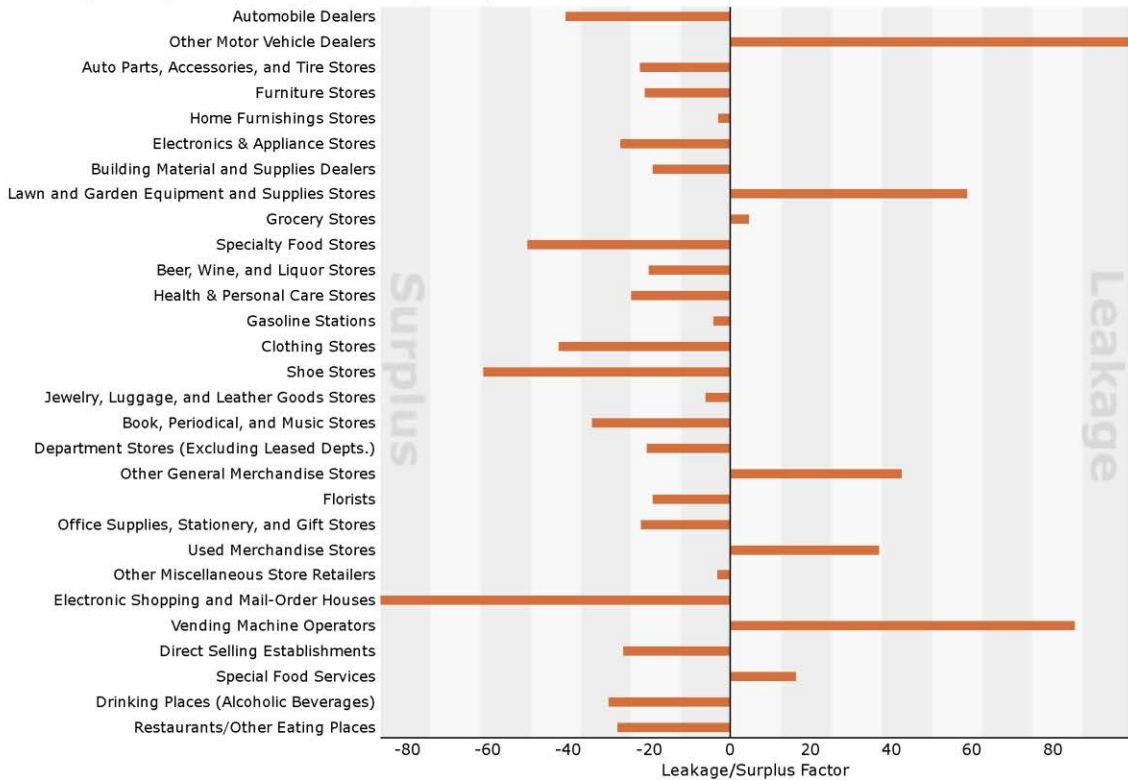
Retail MarketPlace Profile

Lat.: 42.316 Long.: -83.223
Ring: 5 mile radius

Prepared by Esri
Latitude: 42.31635
Longitude: -83.22295

Leakage/Surplus Factor by Industry Subsector

Motor Vehicle & Parts Dealers
Furniture & Home Furnishings Stores
Electronics & Appliance Stores
Bldg Materials, Garden Equip. & Supply Stores
Food & Beverage Stores
Health & Personal Care Stores
Gasoline Stations
Clothing and Clothing Accessories Stores
Sporting Goods, Hobby, Book, and Music Stores
General Merchandise Stores
Miscellaneous Store Retailers
Nonstore Retailers
Food Services & Drinking Places

Leakage/Surplus Factor

Leakage/Surplus Factor by Industry Group

Automobile Dealers
Other Motor Vehicle Dealers
Auto Parts, Accessories, and Tire Stores
Furniture Stores
Home Furnishings Stores
Electronics & Appliance Stores
Building Material and Supplies Dealers
Lawn and Garden Equipment and Supplies Stores
Grocery Stores
Specialty Food Stores
Beer, Wine, and Liquor Stores
Health & Personal Care Stores
Gasoline Stations
Clothing Stores
Shoe Stores
Jewelry, Luggage, and Leather Goods Stores
Book, Periodical, and Music Stores
Department Stores (Excluding Leased Depts.)
Other General Merchandise Stores
Florists
Office Supplies, Stationery, and Gift Stores
Used Merchandise Stores
Other Miscellaneous Store Retailers
Electronic Shopping and Mail-Order Houses
Vending Machine Operators
Direct Selling Establishments
Special Food Services
Drinking Places (Alcoholic Beverages)
Restaurants/Other Eating Places

Leakage/Surplus Factor

Source: Esri and Infogroup. Retail MarketPlace 2016 Release 2. Copyright 2016 Infogroup, Inc. All rights reserved.

February 04, 2017

Appendix 7: ESRI Business Analyst Business Locator

Business Locator

Lat.: 42.316 Long.: -83.223
Rings: 1, 3, 5 mile radii

Prepared by Esri
Latitude: 42.31635
Longitude: -83.22295

2010 Residential Population:	358,991	2016 Total Sales ($000)	$38,954,756
2016 Residential Population:	347,116	2016 Total Employees	133,228
2021 Residential Population:	337,120	Employee/Residential Population Ratio:	0.38:1
Annual Population Growth 2016 - 2021	-0.58%	Total Number of Businesses:	10,179

SIC Code	Business Name	Franchise	Distance From Site in Miles	Employees	Sales ($000)
999977	DIRECTOR PLANNING-PULSE GROUP TOWN CENTER DR DEARBORN, MI 48126		0.25 NE	0	$0
581208	BIG FISH SEAFOOD BISTRO TOWN CENTER DR DEARBORN, MI 48126		0.26 SW	100	$4,293
581208	TGI FRIDAY'S TOWN CENTER DR DEARBORN, MI 48126	&	0.27 SW	85	$3,649
581208	A&W RESTAURANTS TOWN CENTER DR DEARBORN, MI 48126	A	0.28 NW	19	$815
581208	TRIA-AN AMERICAN BRASSERIE TOWN CENTER DR DEARBORN, MI 48126		0.28 NE	6	$257
866107	HENRY TOWN CENTER DR DEARBORN, MI 48126		0.28 NE	2	$0
701101	HENRY AUTOGRAPH COLLECTION TOWN CENTER DR DEARBORN, MI 48126		0.28 NE	380	$30,780
602103	ATM TOWN CENTER DR DEARBORN, MI 48126		0.28 NE	0	$0
581208	TRIA TOWN CENTER DR DEARBORN, MI 48126		0.28 NE	6	$257
731101	IMAGINATION TOWN CENTER DR DEARBORN, MI 48126		0.29 NE	34	$5,673
811103	LE CLAIR RYAN TOWN CENTER DR DEARBORN, MI 48126		0.29 NE	8	$691
811103	WHITEFORD TAYLOR & PRESTON LLP TOWN CENTER DR DEARBORN, MI 48126		0.29 NE	3	$259
738999	NEXUS BUSINESS SOLUTIONS LLC TOWN CENTER DR DEARBORN, MI 48126		0.29 NE	2	$256
912101	DEPT OF HOMELAND SECURITY TOWN CENTER DR DEARBORN, MI 48126		0.29 NE	20	$0

Data Note: Businesses are listed based on their proximity to the study area location. A maximum of 250 records can be displayed on one report. Data on the Business Locations report is based on the businesses whose location falls within the area of study. Total Sales, Total Daytime Business Population, Total Number of Businesses, and the Daytime Business (pop)/Residential Ratio are calculated using the collection of business points that fall within the area of study.
Source: Copyright 2016 Infogroup and Esri. Esri Total Residential Population forecasts for 2016.

February 22, 2017

Business Locator

Lat.: 42.316 Long.: -83.223
Rings: 1, 3, 5 mile radii

Prepared by Esri
Latitude: 42.31635
Longitude: -83.22295

SIC Code	Business Name	Franchise	Distance From Site in Miles	Employees	Sales ($000)
621111	DALE A BENDER-AMERIPRISE FNCL TOWN CENTER DR DEARBORN, MI 48126		0.29 NE	4	$3,712
811103	MAJED A MOUGHNI LAW OFFICES TOWN CENTER DR DEARBORN, MI 48126	HJS	0.29 NE	1	$86
737417	E PATHLOGIC INC TOWN CENTER DR DEARBORN, MI 48126		0.29 NE	3	$594
723106	SEBASTIAN GROUP TOWN CENTER DR DEARBORN, MI 48126		0.29 NE	10	$449
172101	SEAWAY PAINTING LLC TOWN CENTER DR DEARBORN, MI 48126		0.29 NE	2	$468
874302	PERCEPTA LLC TOWN CENTER DR DEARBORN, MI 48126		0.29 NE	20	$0
628203	MERRILL LYNCH WEALTH MGMT TOWN CENTER DR DEARBORN, MI 48126	M	0.29 NE	40	$28,680
872101	BENDER DALE A PLC TOWN CENTER DR DEARBORN, MI 48126	C	0.29 NE	5	$402
737417	EPATH TOWN CENTER DR DEARBORN, MI 48126		0.29 NE	3	$594
501313	FORD COMPONENT SALES LLC TOWN CENTER DR DEARBORN, MI 48126		0.29 NE	80	$0
873111	CARDNO ENTRIX TOWN CENTER DR DEARBORN, MI 48126		0.30 SE	13	$0
999977	HUDSON ROUGE TOWN CENTER DR DEARBORN, MI 48126		0.30 SE	0	$0
874213	TEAM DETROIT TOWN CENTER DR DEARBORN, MI 48126		0.30 SE	1,000	$0
821101	GABRIEL RICHARD CAMPUS MNSTRY EVERGREEN RD DEARBORN, MI 48128		0.31 SW	13	$0
701101	EXTENDED STAY AMERICA TOWN CENTER DR DEARBORN, MI 48126	r	0.32 NE	14	$1,134
731101	J WALTER THOMPSON CO TOWN CENTER DR DEARBORN, MI 48126		0.32 NE	4	$667

Data Note: Businesses are listed based on their proximity to the study area location. A maximum of 250 records can be displayed on one report. Data on the Business Locations report is based on the businesses whose location falls within the area of study. Total Sales, Total Daytime Business Population, Total Number of Businesses, and the Daytime Business (pop)/Residential Ratio are calculated using the collection of business points that fall within the area of study.
Source: Copyright 2016 Infogroup and Esri. Esri Total Residential Population forecasts for 2016.

February 22, 2017

Business Locator

Lat.: 42.316 Long.: -83.223

Rings: 1, 3, 5 mile radii

Prepared by Esri

Latitude: 42.31635

Longitude: -83.22295

SIC Code	Business Name	Franchise	Distance From Site in Miles	Employees	Sales ($000)
731101	BURROWS TOWN CENTER DR DEARBORN, MI 48126		0.32 NE	51	$8,509
999977	TEAMDETROIT TOWN CENTER DR DEARBORN, MI 48126		0.32 NE	0	$0
581208	BENIHANA HUBBARD DR DEARBORN, MI 48126	2	0.33 NE	80	$3,434
371102	FORD GLOBAL TECHNOLOGIES LLC TOWN CENTER DR DEARBORN, MI 48126		0.34 NE	2,000	$0
999977	UOP TOWN CENTER DR DEARBORN, MI 48126		0.34 NE	0	$0
651202	FORD MOTOR LAND DEVELOPMENT CO TOWN CENTER DR DEARBORN, MI 48126		0.34 NE	300	$0
621111	48126 GROUP TOWN CENTER DR DEARBORN, MI 48126		0.34 NE	4	$3,712
628205	ASSET PLANNING CO TOWN CENTER DR DEARBORN, MI 48126		0.34 NE	3	$2,151
628205	BRECKENRIDGE FINANCIAL SVC TOWN CENTER DR DEARBORN, MI 48126		0.34 NE	2	$1,434
736304	TIER 1 INC TOWN CENTER DR DEARBORN, MI 48126		0.34 NE	1	$39
736105	GENE ELLEFSON & ASSOC INC TOWN CENTER DR DEARBORN, MI 48126		0.34 NE	2	$143
602103	BANK OF AMERICA ATM TOWN CENTER DR DEARBORN, MI 48126		0.34 NE	0	$0
551102	FORD TOWN CENTER DR DEARBORN, MI 48126	J	0.34 NE	31	$20,115
811103	TURFE & HAMMOD PLLC TOWN CENTER DR DEARBORN, MI 48126		0.34 NE	6	$518
131101	SHELL OIL PRODUCTS TOWN CENTER DR DEARBORN, MI 48126		0.34 NE	4	$4,629
628205	JAMES RAYMOND & ASSOC TOWN CENTER DR DEARBORN, MI 48126		0.34 NE	3	$2,151

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February 22, 2017

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Rings: 1, 3, 5 mile radii

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Latitude: 42.31635
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SIC Code	Business Name	Franchise	Distance From Site in Miles	Employees	Sales ($000)
628205	M CEASER CAPITAL TOWN CENTER DR DEARBORN, MI 48126		0.34 NE	3	$2,151
811103	ED TURFE LAW ATTORNEY TOWN CENTER DR DEARBORN, MI 48126		0.34 NE	3	$259
651303	FAIRLANE TOWN CTR LINCOLN LN DEARBORN, MI 48126		0.34 SE	5	$0
653118	LINCOLN PROPERTY LINCOLN LN DEARBORN, MI 48126		0.34 SE	4	$780
702105	VIP CORPORATE HOUSING LINCOLN LN DEARBORN, MI 48126		0.35 SE	5	$348
821103	SELFRIDGE JR SR HIGH SCHOOL TOWN CENTER DR DEARBORN, MI 48126		0.35 NE	30	$0
606101	C U BROKERAGE SVC TOWN CENTER DR DEARBORN, MI 48126		0.35 NE	6	$1,638
606101	DFCU FINANCIAL TOWN CENTER DR DEARBORN, MI 48126		0.35 NE	200	$0
738905	COINSTAR TOWN CENTER DR DEARBORN, MI 48126		0.35 NE	0	$0
809203	FAIRLANE DIALYSIS CTR HUBBARD DR DEARBORN, MI 48126		0.35 NW	45	$7,045
581208	GIULIO & SONS RESTAURANT TOWN CENTER DR DEARBORN, MI 48126		0.36 SE	100	$4,293
874130	ATMOSPHERE HOSPITALITY MGMT TOWN CENTER DR DEARBORN, MI 48126		0.36 SE	2	$780
999977	MICHIGAN HUMAN TRAFFICKING TOWN CENTER DR DEARBORN, MI 48126		0.36 SE	0	$0
701101	ROYAL DEARBORN HOTEL/CNVTN TOWN CENTER DR DEARBORN, MI 48126		0.36 SE	500	$40,500
581208	JULIO'S RESTAURANT TOWN CENTER DR DEARBORN, MI 48126		0.36 SE	6	$257
781203	PSAV PRESENTATION SVC TOWN CENTER DR DEARBORN, MI 48126		0.36 SE	8	$3,928

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594712	TRAVEL TRADERS TOWN CENTER DR DEARBORN, MI 48126		0.36 SE	4	$359
999977	COMFORT CORP LINCOLN LN DEARBORN, MI 48126		0.38 SE	0	$0
701101	BOULEVARD SUITES LINCOLN LN DEARBORN, MI 48126		0.38 SE	3	$243
702105	VIP CORPORATE HOUSING LINCOLN LN DEARBORN, MI 48126		0.38 SE	5	$348
702105	VIP CORPORATE HOUSING LINCOLN LN DEARBORN, MI 48126		0.38 SE	5	$348
999977	COMFORT CORP LINCOLN LN DEARBORN, MI 48126		0.39 SE	0	$0
653108	LINCOLN PROPERTY CO LINCOLN LN DEARBORN, MI 48126		0.39 SE	6	$1,171
701101	VIP SUITES TEMP LINCOLN LN DEARBORN, MI 48126		0.39 SE	3	$243
804101	MICHIGAN SPORTS & SPINE HUBBARD DR DEARBORN, MI 48126		0.41 NE	3	$281
565101	CHARLOTTE RUSSE MICHIGAN AVE DEARBORN, MI 48126	W	0.45 SE	18	$2,527
594409	X S DIAMONDS MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$605
594509	GAMESTOP MICHIGAN AVE DEARBORN, MI 48126	A	0.45 SE	7	$867
581203	DAIRY QUEEN MICHIGAN AVE DEARBORN, MI 48126	D	0.45 SE	10	$429
723102	LUXURY NAILS SALON & SPA MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	13	$583
596104	BODY ART MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$2,007
762902	SEARS HOME SVC MICHIGAN AVE DEARBORN, MI 48126	S	0.45 SE	9	$1,435

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SIC Code	Business Name	Franchise	Distance From Site in Miles	Employees	Sales ($000)
566101	FOOTACTION USA MICHIGAN AVE DEARBORN, MI 48126	M	0.45 SE	7	$957
751401	BUDGET RENT A CAR MICHIGAN AVE DEARBORN, MI 48126	2	0.45 SE	4	$888
549915	TEAVANA MICHIGAN AVE DEARBORN, MI 48126	T	0.45 SE	10	$1,055
566101	FINISH LINE MICHIGAN AVE DEARBORN, MI 48126	v	0.45 SE	15	$2,051
562101	RAINBOW MICHIGAN AVE DEARBORN, MI 48126	q	0.45 SE	13	$1,622
564103	CHILDREN'S PLACE MICHIGAN AVE DEARBORN, MI 48126	B	0.45 SE	13	$1,324
566101	CITY SLICKER SHOES MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	4	$546
566101	PAYLESS SHOE SOURCE MICHIGAN AVE DEARBORN, MI 48126	3	0.45 SE	6	$820
566101	UNDERGROUND BY JOURNEYS MICHIGAN AVE DEARBORN, MI 48126	g	0.45 SE	7	$957
566101	KIDS FOOT LOCKER MICHIGAN AVE DEARBORN, MI 48126	Q	0.45 SE	15	$2,051
561107	DONNA SACS INC MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	5	$798
565101	WET SEAL MICHIGAN AVE DEARBORN, MI 48126	Q	0.45 SE	13	$1,825
723106	JC PENNEY SALON MICHIGAN AVE DEARBORN, MI 48126	J	0.45 SE	30	$1,347
753801	SEARS AUTO CTR MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	8	$953
594113	CHAMPS SPORTS MICHIGAN AVE DEARBORN, MI 48126	F	0.45 SE	12	$2,004
549904	VITAMIN WORLD MICHIGAN AVE DEARBORN, MI 48126	2	0.45 SE	4	$422

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SIC Code	Business Name	Franchise	Distance From Site in Miles	Employees	Sales ($000)
581208	BOZII MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	6	$257
599505	SOLSTICE SUNGLASS BOUTIQUE MICHIGAN AVE DEARBORN, MI 48126	1	0.45 SE	4	$491
565101	MINI MII MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	2	$280
762901	SEARS APPLIANCE REPAIR MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	5	$797
565101	EXPRESS MICHIGAN AVE DEARBORN, MI 48126	E	0.45 SE	22	$3,089
581208	STARTER'S BAR & GRILL MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	50	$2,146
729908	MEN'S WEARHOUSE & TUX MICHIGAN AVE DEARBORN, MI 48126	W	0.45 SE	5	$316
999977	GIULIO & SONS MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	0	$0
531102	TRENDS MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$608
599979	MIRACLE-EAR HEARING AID CTR MICHIGAN AVE DEARBORN, MI 48126	M	0.45 SE	2	$414
481207	T-MOBILE MICHIGAN AVE DEARBORN, MI 48126	T	0.45 SE	7	$4,816
531102	MACY'S MICHIGAN AVE DEARBORN, MI 48126	M	0.45 SE	6	$1,216
569913	FISCUS DUSTY MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$374
531102	JC PENNEY MICHIGAN AVE DEARBORN, MI 48126	1	0.45 SE	85	$17,240
566101	ROCKPORT MICHIGAN AVE DEARBORN, MI 48126	C	0.45 SE	5	$683
802101	DENTAL WORKS MICHIGAN AVE DEARBORN, MI 48126	2	0.45 SE	9	$1,156

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SIC Code	Business Name	Franchise	Distance From Site in Miles	Employees	Sales ($000)
594712	SPENCER'S MICHIGAN AVE DEARBORN, MI 48126	F	0.45 SE	10	$899
594409	ZALES THE DIAMOND STORE MICHIGAN AVE DEARBORN, MI 48126	A	0.45 SE	6	$1,211
722113	BIRCH PHOTOGRAPHERS MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$172
599953	EUROPE PERFUMES MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	2	$414
581208	GREAT STEAK & POTATO CO MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	6	$257
722101	LIFETOUCH MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	9	$516
566101	ALDO MICHIGAN AVE DEARBORN, MI 48126	a	0.45 SE	9	$1,230
562101	CURVACEOUS MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$374
799101	LA FITNESS MICHIGAN AVE DEARBORN, MI 48126	L	0.45 SE	15	$610
565101	AMERICAN EAGLE OUTFITTERS MICHIGAN AVE DEARBORN, MI 48126	C	0.45 SE	20	$2,808
581208	P F CHANG'S CHINA BISTRO MICHIGAN AVE DEARBORN, MI 48126	2	0.45 SE	100	$4,293
565101	AEROPOSTALE MICHIGAN AVE DEARBORN, MI 48126	D	0.45 SE	12	$1,685
549904	GNC MICHIGAN AVE DEARBORN, MI 48126	G	0.45 SE	4	$422
723102	LE NAILS MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	7	$314
594517	TOYS R US OUTLET MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	5	$619
566101	LADY FOOT LOCKER MICHIGAN AVE DEARBORN, MI 48126	L	0.45 SE	13	$1,777

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SIC Code	Business Name	Franchise	Distance From Site in Miles	Employees	Sales ($000)
599902	CELL SERVICE OF MICHIGAN MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$622
546102	CINNABON MICHIGAN AVE DEARBORN, MI 48126	C	0.45 SE	11	$481
563215	CLAIRE'S MICHIGAN AVE DEARBORN, MI 48126	1	0.45 SE	5	$628
999977	B C INTL MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	0	$0
599953	YANKEE CANDLE CO MICHIGAN AVE DEARBORN, MI 48126	Y	0.45 SE	15	$3,111
566101	SOUTHFIELD SHOE INC MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	4	$546
599502	LENSCRAFTERS MICHIGAN AVE DEARBORN, MI 48126	L	0.45 SE	10	$1,229
581208	CHINA WOK MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	6	$257
594409	CHARMING CHARLIE MICHIGAN AVE DEARBORN, MI 48126	X	0.45 SE	4	$807
531102	SEARS MICHIGAN AVE DEARBORN, MI 48126	4	0.45 SE	16	$3,245
722101	J C PENNEY PORTRAIT STUDIO MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	5	$286
562101	LOVE CULTURE MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$374
594712	THINGS REMEMBERED MICHIGAN AVE DEARBORN, MI 48126	G	0.45 SE	5	$449
599505	SUNGLASS HUT MICHIGAN AVE DEARBORN, MI 48126	S	0.45 SE	7	$860
481207	SPRINT MICHIGAN AVE DEARBORN, MI 48126	S	0.45 SE	7	$4,816
565101	JIMMY JAZZ MICHIGAN AVE DEARBORN, MI 48126	h	0.45 SE	13	$1,825

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565101	I K O N MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	2	$280
541103	CJS MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	2	$475
783201	AMC STAR FAIRLANE 21 MICHIGAN AVE DEARBORN, MI 48126	M	0.45 SE	50	$5,550
566101	SLIP SHOES MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	4	$546
481207	CRICKET WIRELESS AUTH RETAILER MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	4	$2,752
562101	UNIQUE FORMAL WEAR MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$374
594409	M J DIAMONDS INC MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	15	$3,028
566101	JOURNEYS MICHIGAN AVE DEARBORN, MI 48126	O	0.45 SE	6	$820
723106	GLAMOUROUS LIFE MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$134
569913	PRO IMAGE MICHIGAN AVE DEARBORN, MI 48126	P	0.45 SE	5	$624
561101	EXECUTIVE MEN MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$479
531102	M JAYS UNIFORMS MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	4	$811
569913	4 MEN FAIRLANE INC MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	10	$1,248
581208	CHINA TOWN MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	20	$858
581228	COFFEE BEANERY MICHIGAN AVE DEARBORN, MI 48126	9	0.45 SE	6	$257
565101	HOT TOPIC MICHIGAN AVE DEARBORN, MI 48126	H	0.45 SE	5	$702

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723119	TI SPA MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$134
565101	G BY GUESS MICHIGAN AVE DEARBORN, MI 48126	s	0.45 SE	15	$2,106
564103	GYMBOREE MICHIGAN AVE DEARBORN, MI 48126	D	0.45 SE	7	$713
723119	BEAUTIFUL EYEBROWS MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	2	$89
565101	HOLLISTER CO MICHIGAN AVE DEARBORN, MI 48126	L	0.45 SE	100	$14,042
563210	VICTORIA'S SECRET MICHIGAN AVE DEARBORN, MI 48126	V	0.45 SE	28	$3,520
562101	C'EST LA VIE SPORTSWEAR MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	8	$998
581208	OLGA'S KITCHEN MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	45	$1,931
565101	H&M MICHIGAN AVE DEARBORN, MI 48126	0	0.45 SE	20	$2,808
565101	LIMBO LOUNGE MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	10	$1,404
737809	ECO ATM MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	0	$0
561107	LEATHER & FUR BY DESIGN MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	2	$319
729917	BINS MASSAGE MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$189
546108	PRETZEL TIME MICHIGAN AVE DEARBORN, MI 48126	P	0.45 SE	6	$262
481207	BEST BUY MOBILE MICHIGAN AVE DEARBORN, MI 48126	2	0.45 SE	7	$4,816
599973	PERFUMANIA MICHIGAN AVE DEARBORN, MI 48126	P	0.45 SE	5	$1,037

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SIC Code	Business Name	Franchise	Distance From Site in Miles	Employees	Sales ($000)
581208	SUBWAY MICHIGAN AVE DEARBORN, MI 48126	R	0.45 SE	10	$429
561101	CITY MAN MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	8	$0
723106	SEARS HAIR SALON MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	5	$224
561101	CECIL B MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	2	$319
571216	ROYAL FURNITURE & GIFT MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$658
565101	FOREVER 21 MICHIGAN AVE DEARBORN, MI 48126	f	0.45 SE	33	$4,633
581208	KERBY'S KONEY ISLAND MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	7	$300
569927	LIDS MICHIGAN AVE DEARBORN, MI 48126	L	0.45 SE	3	$374
594409	KAY JEWELERS MICHIGAN AVE DEARBORN, MI 48126	C	0.45 SE	7	$1,413
594409	HUTCH'S JEWELRY MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	5	$1,009
566101	HOUSE OF HOOPS MICHIGAN AVE DEARBORN, MI 48126	h	0.45 SE	4	$546
566101	DSW SHOE WAREHOUSE MICHIGAN AVE DEARBORN, MI 48126	I	0.45 SE	16	$2,187
581208	SHAWARMA EXPRESS MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	6	$257
562101	AMDIAMO BOUTIQUE MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	1	$124
481207	MOBILE ONE MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	5	$3,440
599973	PARIS BLEU PARFUMS MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	2	$414

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581208	ARTHUR TREACHER'S FISH & CHIPS MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	4	$171
734902	SSC SERVICE SOLUTION MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	30	$1,575
738955	TREASURE ISLAND N GRAVING MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	4	$513
546107	MRS FIELD'S COOKIES MICHIGAN AVE DEARBORN, MI 48126	M	0.45 SE	3	$131
566101	MANIC SHOES INC MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	5	$683
566101	FOOT LOCKER MICHIGAN AVE DEARBORN, MI 48126	F	0.45 SE	35	$4,786
546108	AUNTIE ANNE'S PRETZELS MICHIGAN AVE DEARBORN, MI 48126	A	0.45 SE	9	$393
723106	US HAIR CARE MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$134
564102	JUSTICE JUST FOR GIRLS MICHIGAN AVE DEARBORN, MI 48126	J	0.45 SE	10	$1,018
751401	AVIS RENT A CAR MICHIGAN AVE DEARBORN, MI 48126	1	0.45 SE	3	$666
874815	WIRELESS SOLUTIONS OF DEARBORN MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	4	$519
723115	BROW ART 23 MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$134
594409	GOLDEN FANTASY JEWELERS MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	3	$605
651201	FAIRLANE TOWN CTR MICHIGAN AVE DEARBORN, MI 48126	S	0.45 SE	80	$47,986
581209	POLISH DELI MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	5	$214
581208	BRAVO ITALIAN RESTAURANT MICHIGAN AVE DEARBORN, MI 48126		0.45 SE	6	$257

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Source: Copyright 2016 Infogroup and Esri. Esri Total Residential Population forecasts for 2016.

February 22, 2017

Business Locator

Lat.: 42.316 Long.: -83.223
Rings: 1, 3, 5 mile radii

Prepared by Esri
Latitude: 42.31635
Longitude: -83.22295

SIC Code	Business Name	Franchise	Distance From Site in Miles	Employees	Sales ($000)
531102	MACY'S MICHIGAN AVE DEARBORN, MI 48126	M	0.46 SE	200	$40,566
599992	BATH & BODY WORKS MICHIGAN AVE DEARBORN, MI 48126	A	0.47 SE	14	$2,903
804201	OPTIMEYES HUBBARD DR DEARBORN, MI 48126		0.47 NW	5	$579
801101	HENRY FORD HEARING AID SVC HUBBARD DR DEARBORN, MI 48126	K7	0.47 NW	6	$1,078
504704	HART MEDICAL EQUIPMENT HUBBARD DR DEARBORN, MI 48126		0.47 NW	3	$6,046
809303	DEARBORN-FAIRLANE MEDICAL CTR HUBBARD DR DEARBORN, MI 48126		0.47 NW	200	$19,715
801101	HENRY FORD FAIRLANE MED CTR HUBBARD DR DEARBORN, MI 48126	CFHKNT	0.47 NW	600	$107,854
801101	HENRY FORD HOSP-ENT HUBBARD DR DEARBORN, MI 48126	S	0.47 NW	15	$2,696
833102	HENRY FORD REHABILITATION HUBBARD DR DEARBORN, MI 48126		0.47 NW	11	$0
549901	HENRY FORD HEALTH PRODUCTS HUBBARD DR DEARBORN, MI 48126		0.47 NW	4	$422
809907	HENRY FORD HEALTH SYSTEM HUBBARD DR DEARBORN, MI 48126		0.47 NW	11	$1,562
835102	DEARBORN KINDERCARE EVERGREEN RD DEARBORN, MI 48128		0.50 NW	24	$1,020
864108	FAIRLANE CLUB FAIRLANE WOODS DR DEARBORN, MI 48126		0.51 NW	100	$0
866107	POWER OF THE WORDE CHURCH HUBBARD DR DEARBORN, MI 48126	2	0.52 NW	2	$0
874802	FORD LEARNING HUBBARD DR DEARBORN, MI 48126		0.52 NW	50	$6,490
651211	FAIRLANE EVENTS CTR HUBBARD DR DEARBORN, MI 48126		0.52 NW	3	$1,799

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Business Locator

Lat.: 42.316 Long.: -83.223
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Prepared by Esri
Latitude: 42.31635
Longitude: -83.22295

SIC Code	Business Name	Franchise	Distance From Site in Miles	Employees	Sales ($000)
874222	HUMAN RESOURCES DEPT EVERGREEN RD DEARBORN, MI 48128		0.55 NW	3	$487
839937	FRIENDS OF THE ROUGE EVERGREEN RD DEARBORN, MI 48128		0.55 NW	6	$0
581208	PICASSO CAFE INC EVERGREEN RD DEARBORN, MI 48128		0.55 NW	6	$257
596305	MCKINLEY CAFE EVERGREEN RD DEARBORN, MI 48128		0.55 NW	50	$8,950
823106	UNIVERSITY-MICHIGAN LIBRARY EVERGREEN RD DEARBORN, MI 48128		0.55 NW	10	$0
581208	HENRY FORD EST FAIR LANE-POOL EVERGREEN RD DEARBORN, MI 48128		0.55 NW	6	$257
874813	A D T SECURITY EVERGREEN RD DEARBORN, MI 48128		0.55 NW	7	$908
823109	UNIV-MICHIGAN DEARBORN LIBRARY EVERGREEN RD DEARBORN, MI 48128		0.55 NW	27	$0
999977	OMICRON BETA CHAPTER-THETA TAU EVERGREEN RD DEARBORN, MI 48128		0.55 NW	0	$0
483201	WUMD COLLEGE RADIO EVERGREEN RD DEARBORN, MI 48128		0.55 NW	3	$540
822101	UNIVERSITY OF MI-DEARBORN EVERGREEN RD DEARBORN, MI 48128	BN	0.55 NW	38	$0
801104	DEARBORN KIDNEY CTR LLC AUTO CLUB DR DEARBORN, MI 48126	M	0.57 NE	8	$1,438
874205	FORD AUTO CLUB DR DEARBORN, MI 48126		0.57 NE	3	$487
801104	DEARBORN OUTPATIENT CLINIC AUTO CLUB DR DEARBORN, MI 48126		0.57 NE	7	$1,258
806301	HENRY FORD BEHAVIORAL HLTH SVC AUTO CLUB DR DEARBORN, MI 48126		0.57 NE	25	$2,222
551102	FORD MOTOR CO AUTO CLUB DR DEARBORN, MI 48126	J	0.57 NE	31	$20,115

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Source: Copyright 2016 Infogroup and Esri. Esri Total Residential Population forecasts for 2016.

February 22, 2017

esri | Business Locator

Lat.: 42.316 Long.: -83.223
Rings: 1, 3, 5 mile radii

Prepared by Esri
Latitude: 42.31635
Longitude: -83.22295

SIC Code	Business Name	Franchise	Distance From Site in Miles	Employees	Sales ($000)
606101	ACM EMPLOYEES CREDIT UNION AUTO CLUB DR DEARBORN, MI 48126		0.62 NE	20	$5,460
602103	ATM AUTO CLUB DR DEARBORN, MI 48126		0.62 NE	0	$0
641129	AAA AUTO CLUB DR DEARBORN, MI 48126		0.62 NE	3	$558
596305	SODEXO AUTO CLUB DR DEARBORN, MI 48126		0.62 NE	13	$2,327
869912	AAA MICHIGAN AUTO CLUB DR DEARBORN, MI 48126	7	0.62 NE	2,300	$0
736103	RANDSTAD AUTO CLUB DR DEARBORN, MI 48126	R	0.62 NE	30	$2,146
999977	CREDIT UNIONS CHARTERED INC AUTO CLUB DR DEARBORN, MI 48126		0.62 NE	0	$0
554112	E V CHARGING STATION AUTO CLUB DR DEARBORN, MI 48126	J	0.62 NE	0	$0
602101	AUTO CLUB TRUST FSB AUTO CLUB DR DEARBORN, MI 48126		0.62 NE	7	$0
641112	AUTO CLUB GROUP AUTO CLUB DR DEARBORN, MI 48126		0.62 NE	4	$744
874899	SUPERIOR CONSULTANTS AUTO CLUB DR DEARBORN, MI 48126		0.63 NE	1	$129
357908	XEROX CORP AUTO CLUB DR DEARBORN, MI 48126		0.63 NE	70	$26,641

February 22, 2017

Appendix 8: North American Industry Classification System

4412 Other Motor Vehicle Dealers

This industry group comprises establishments primarily engaged in retailing new and used vehicles (except automobiles, light trucks, such as sport utility vehicles, and passenger and cargo vans).

441210 Recreational Vehicle Dealers

This industry comprises establishments primarily engaged in retailing new and/or used recreational vehicles commonly referred to as RVs or retailing these new vehicles in combination with activities, such as repair services and selling replacement parts and accessories.

Illustrative Examples:

Motor home dealers
Recreational vehicle (RV) parts and accessories stores
Recreational vehicle (RV) dealers
Travel trailer dealers

Cross-References. Establishments primarily engaged in--

- Retailing new or used boat trailers and utility trailers--are classified in Industry 44122, Motorcycle, Boat, and Other Motor Vehicle Dealers; and

- Retailing manufactured homes (i.e., mobile homes), parts, and equipment--are classified in Industry 453930, Manufactured (Mobile) Home Dealers.

-

44122 Motorcycle, Boat, and Other Motor Vehicle Dealers

This industry comprises establishments primarily engaged in retailing new and used motorcycles, boats, and other vehicles (except automobiles, light trucks, and recreational vehicles), or retailing these new vehicles in combination with activities, such as repair services and selling replacement parts and accessories.

Illustrative Examples:

Aircraft dealers
Motorcycle dealers
All-terrain vehicle (ATV) dealers
Utility trailer dealers
Boat dealers, new and used

Cross-References. Establishments primarily engaged in--

- Retailing new nonmotorized bicycles, surfboards, or wind sail boards--are classified in Industry 45111, Sporting Goods Stores;

- Retailing used nonmotorized bicycles, surfboards, or wind sail boards--are classified in Industry 45331, Used Merchandise Stores;

- Retailing new or used automobiles and light trucks--are classified in Industry Group 4411, Automobile Dealers;

- Retailing new or used recreational vehicles, such as travel trailers--are classified in Industry 44121, Recreational Vehicle Dealers;

- Providing repair services for vehicles without retailing new vehicles--are classified in the appropriate industry for the repair services; and

- Retailing fuel and marine supplies at a marina--are classified in Industry 71393, Marinas.

441222 Boat Dealers

This U.S. industry comprises establishments primarily engaged in (1) retailing new and/or used boats or retailing new boats in combination with activities, such as repair services and selling replacement parts and accessories, and/or (2) retailing new and/or used outboard motors, boat trailers, marine supplies, parts, and accessories.

Illustrative Examples:

Boat dealers (e.g., powerboats, rowboats, sailboats)
Outboard motor dealers
Marine supply dealers

Cross-References. Establishments primarily engaged in--

- Retailing new surfboards or wind sail boards--are classified in Industry 451110, Sporting Goods Stores;

- Retailing used surfboards or wind sail boards--are classified in Industry 453310, Used Merchandise Stores;

- Providing boat repair services without retailing new boats--are classified in Industry 811490, Other Personal and Household Goods Repair and Maintenance;

- Retailing new or used personal watercraft--are classified in U.S. Industry 441228, Motorcycle, ATV, and All Other Motor Vehicle Dealers; and

- Operating docking and/or storage facilities for pleasure craft owners--are classified in Industry 713930, Marinas.

441228 Motorcycle, ATV, and All Other Motor Vehicle Dealers

This U.S. industry comprises establishments primarily engaged in retailing new and/or used motorcycles, motor scooters, motorbikes, mopeds, off-road all-terrain vehicles, personal watercraft, utility trailers, and other motor vehicles (except automobiles, light trucks, recreational vehicles, and boats) or retailing these new vehicles in combination with activities such as repair services and selling replacement parts and accessories.

Illustrative Examples:

All-terrain vehicle (ATV) dealers
Motorcycle dealers
Moped dealers
Motorcycle parts and accessories dealers
Personal watercraft dealers
Aircraft dealers
Snowmobile dealers
Powered golf cart dealers
Utility trailer dealers

Cross-References. Establishments primarily engaged in--

- Retailing new automobiles and light trucks--are classified in Industry 441110, New Car Dealers;
- Retailing used automobiles and light trucks--are classified in Industry 441120, Used Car Dealers;
- Retailing new or used recreational vehicles, such as travel trailers--are classified in Industry 441210, Recreational Vehicle Dealers;
- Retailing new or used boats, outboard motors, boat trailers, and marine supplies--are classified in U.S. Industry 441222, Boat Dealers;
- Retailing new nonmotorized bicycles--are classified in Industry 451110, Sporting Goods Stores;
- Retailing used nonmotorized bicycles--are classified in Industry 453310, Used Merchandise Stores; and
- Providing vehicle repair services without retailing new vehicles--are classified in the appropriate industry for the repair services.

4442 Lawn and Garden Equipment and Supplies Stores

This industry group comprises establishments primarily engaged in retailing new lawn and garden equipment and supplies.

444210 Outdoor Power Equipment Stores

This industry comprises establishments primarily engaged in retailing new outdoor power equipment or retailing new outdoor power equipment in combination with activities, such as repair services and selling replacement parts.

Cross-References. Establishments primarily engaged in--

- Retailing outdoor power equipment via electronic home shopping, mail-order, or direct sale--are classified in Subsector 454, Nonstore Retailers;
- Providing outdoor power equipment repair services without retailing new outdoor power equipment--are classified in U.S. Industry 811411, Home and Garden Equipment Repair and Maintenance; and
- Retailing used outdoor power equipment--are classified in Industry 453310, Used Merchandise Stores.

444220 Nursery, Garden Center, and Farm Supply Stores

This industry comprises establishments primarily engaged in retailing nursery and garden products, such as trees, shrubs, plants, seeds, bulbs, and sod, that are predominantly grown elsewhere. These establishments may sell a limited amount of a product they grow themselves. Also included in this industry are establishments primarily engaged in retailing farm supplies, such as animal (except pet) feed.

Cross-References. Establishments primarily engaged in--

- Retailing nursery and garden products via electronic home shopping, mail-order, or direct sale--are classified in Subsector 454, Nonstore Retailers;

- Providing landscaping services--are classified in Industry 561730, Landscaping Services; and
- Growing and retailing nursery stock--are classified in U.S. Industry 111421, Nursery and Tree Production.

4451 Grocery Stores

This industry group comprises establishments primarily engaged in retailing a general line of food products.

445110 Supermarkets and Other Grocery (except Convenience) Stores

This industry comprises establishments generally known as supermarkets and grocery stores primarily engaged in retailing a general line of food, such as canned and frozen foods; fresh fruits and vegetables; and fresh and prepared meats, fish, and poultry. Included in this industry are delicatessen-type establishments primarily engaged in retailing a general line of food.

Cross-References. Establishments primarily engaged in--

- Retailing automotive fuels in combination with a convenience store or food mart--are classified in Industry 447110, Gasoline Stations with Convenience Stores;
- Retailing a limited line of goods, known as convenience stores or food marts (except those with fuel pumps)--are classified in Industry 445120, Convenience Stores;
- Retailing frozen food and freezer meal plans via direct sales to residential customers--are classified in Industry 454390, Other Direct Selling Establishments;
- Providing food services in delicatessen-type establishments--are classified in U.S. Industry 722513, Limited-Service Restaurants; and
- Retailing fresh meat in delicatessen-type establishments--are classified in Industry 445210, Meat Markets.

445120 Convenience Stores

This industry comprises establishments known as convenience stores or food marts (except those with fuel pumps) primarily engaged in retailing a limited line of goods that generally includes milk, bread, soda, and snacks.

Cross-References. Establishments primarily engaged in--

- Retailing a general line of food, known as supermarkets and grocery stores--are classified in Industry 445110, Supermarkets and Other Grocery (except Convenience) Stores; and
- Retailing automotive fuels in combination with a convenience store or food mart--are classified in Industry 447110, Gasoline Stations with Convenience Stores.

4529 Other General Merchandise Stores

This industry group comprises establishments primarily engaged in retailing new goods in general merchandise stores (except department stores).

452910 Warehouse Clubs and Supercenters

This industry comprises establishments known as warehouse clubs, superstores or supercenters primarily engaged in retailing a general line of groceries in combination with general lines of new merchandise, such as apparel, furniture, and appliances.

Cross-References. Establishments primarily engaged in--

- Retailing general lines of merchandise via electronic home shopping, mail-order, or direct sale--are classified in Subsector 454, Nonstore Retailers;
- Retailing a general line of food, generally known as supermarkets and grocery stores--are classified in Industry 445110, Supermarkets and Other Grocery (except Convenience) Stores;
- Retailing general lines of new merchandise with little grocery item sales--are classified in Industry 452990, All Other General Merchandise Stores;
- Retailing new merchandise in discount department stores--are classified in U.S. Industry 452112, Discount Department Stores;
- Retailing new merchandise in department stores other than discount department stores--are classified in U.S. Industry 452111, Department Stores (except Discount Department Stores); and
- Retailing used merchandise--are classified in Industry 453310, Used Merchandise Stores.

452990 All Other General Merchandise Stores

This industry comprises establishments primarily engaged in retailing new goods in general merchandise stores (except department stores, discount department stores, warehouse clubs, superstores, and supercenters). These establishments retail a general line of new merchandise, such as apparel, automotive parts, dry goods, hardware, groceries, housewares or home furnishings, and other lines in limited amounts, with none of the lines predominating.

Illustrative Examples:

Dollar stores
General stores
General merchandise catalog showrooms (except catalog mail-order)
General merchandise trading posts
Home and auto supply stores
Variety stores

Cross-References. Establishments primarily engaged in--

- Retailing general lines of merchandise via electronic home shopping, mail-order, or direct sale--are classified in Subsector 454, Nonstore Retailers;
- Retailing automotive parts--are classified in Industry 441310, Automotive Parts and Accessories Stores;
- Retailing merchandise in department stores--are classified in Industry 45211, Department Stores;
- Retailing merchandise in warehouse clubs, superstores, or supercenters--are classified in Industry 452910, Warehouse Clubs and Supercenters;
- Retailing merchandise in catalog showrooms of mail-order houses--are classified in U.S. Industry 454113, Mail-Order Houses;
- Retailing a general line of new hardware items, known as hardware stores--are classified in Industry 444130, Hardware Stores;

- Retailing a general line of new home repair and improvement materials and supplies, known as home centers--are classified in Industry 444110, Home Centers; and
- Retailing used merchandise--are classified in Industry 453310, Used Merchandise Stores.

453310 Used Merchandise Stores

This industry comprises establishments primarily engaged in retailing used merchandise, antiques, and secondhand goods (except motor vehicles, such as automobiles, RVs, motorcycles, and boats; motor vehicle parts; tires; and mobile homes).

Illustrative Examples:

Antique shops
Used household-type appliance stores
Used book stores
Used merchandise thrift shops
Used clothing stores
Used sporting goods stores

Cross-References. Establishments primarily engaged in--

- Retailing used merchandise via electronic home shopping, mail-order, or direct sale--are classified in Subsector 454, Nonstore Retailers;
- Operating pawnshops--are classified in U.S. Industry 522298, All Other Nondepository Credit Intermediation;
- Retailing used automobiles--are classified in Industry 441120, Used Car Dealers;
- Retailing used automobile parts (except tires and tubes)--are classified in Industry 441310, Automotive Parts and Accessories Stores;
- Retailing used tires--are classified in Industry 441320, Tire Dealers;
- Retailing used mobile homes--are classified in Industry 453930, Manufactured (Mobile) Home Dealers;
- Retailing used recreational vehicles--are classified in Industry 441210, Recreational Vehicle Dealers;
- Retailing used boats--are classified in U.S. Industry 441222, Boat Dealers;
- Retailing used motorcycles, aircraft, snowmobiles, and utility trailers--are classified in U.S. Industry 441228, Motorcycle, ATV, and All Other Motor Vehicle Dealers; and
- Retailing a general line of used merchandise on an auction basis (except electronic auctions)--are classified in U.S. Industry 453998, All Other Miscellaneous Store Retailers (except Tobacco Stores).

454210 Vending Machine Operators

This industry comprises establishments primarily engaged in retailing merchandise through vending machines that they service.

Cross-References. Establishments primarily engaged in--

- Selling insurance policies through vending machines--are classified in Subsector 524, Insurance Carriers and Related Activities;

- Supplying and servicing coin-operated photobooths, restrooms, and lockers--are classified in Industry 812990, All Other Personal Services; and
- Supplying and servicing coin-operated amusement and gambling devices in places of business operated by others--are classified in Subsector 713, Amusement, Gambling, and Recreation Industries.

7223 Special Food Services[T]

This industry group comprises establishments primarily engaged in providing food services at one or more of the following locations: (1) the customer's location; (2) a location designated by the customer; or (3) from motorized vehicles or nonmotorized carts.

722310 Food Service Contractors

This industry comprises establishments primarily engaged in providing food services at institutional, governmental, commercial, or industrial locations of others based on contractual arrangements with these type of organizations for a specified period of time. The establishments of this industry provide food services for the convenience of the contracting organization or the contracting organization's customers. The contractual arrangement of these establishments with contracting organizations may vary from type of facility operated (e.g., cafeteria, restaurant, fast-food eating place), revenue sharing, cost structure, to providing personnel. Management staff is always provided by the food service contractors.

Illustrative Examples:

Airline food service contractors
Food concession contractors (e.g., at sporting, entertainment, convention facilities)
Cafeteria food service contractors (e.g., at schools, hospitals, government offices)

Cross-References. Establishments primarily engaged in--

- Providing food services on a single-event basis--are classified in Industry 722320, Caterers; and
- Supplying and servicing food vending machines--are classified in Industry 454210, Vending Machine Operators.

722320 Caterers

This industry comprises establishments primarily engaged in providing single event-based food services. These establishments generally have equipment and vehicles to transport meals and snacks to events and/or prepare food at an off-premise site. Banquet halls with catering staff are included in this industry. Examples of events catered by establishments in this industry are graduation parties, wedding receptions, business or retirement luncheons, and trade shows.

Cross-References. Establishments primarily engaged in--

- Preparing and serving meals and snacks for immediate consumption from motorized vehicles or nonmotorized carts--are classified in Industry 722330, Mobile Food Services;
- Providing food services at institutional, governmental, commercial, or industrial locations of others (e.g., airline contractors, industrial caterers) or providing food services based on contractual arrangements for a specified period of time--are classified in Industry 722310, Food Service Contractors; and
- Renting out facilities without providing catering staff--are classified in Industry 531120, Lessors of Nonresidential Buildings (except Miniwarehouses).

722330 Mobile Food Services

This industry comprises establishments primarily engaged in preparing and serving meals and snacks for immediate consumption from motorized vehicles or nonmotorized carts. The establishment is the central location from which the caterer route is serviced, not each vehicle or cart. Included in this industry are establishments primarily engaged in providing food services from vehicles, such as hot dog carts and ice cream trucks.

Illustrative Examples:

Ice cream truck vendors
Mobile food concession stands
Mobile canteens
Mobile refreshment stands
Mobile food carts
Mobile snack stands

Cross-References. Establishments primarily engaged in--

- Providing food services where patrons generally order or select items and pay before eating--are classified in U.S. Industry 722513, Limited-Service Restaurants;

- Selling unprepared foods, such as vegetables, melons, and nuts or fruit from carts--are classified in Industry 454390, Other Direct Selling Establishments;

- Selling specialty snacks (e.g., ice cream, frozen yogurt, cookies, popcorn) or nonalcoholic beverages in nonmobile facilities for consumption on or near the premises--are classified in U.S. Industry 722515, Snack and Nonalcoholic Beverage Bars;

- Selling food specialties, such as hamburgers, hot dogs, chicken, pizza, or specialty cuisines from nonmobile facilities--are classified in U.S. Industry 722513, Limited-Service Restaurants or U.S. Industry 722511, Full-Service Restaurants, based on type of food services provided to patrons; and

- Operating as street vendors (except food)--are classified in Industry 454390, Other Direct Selling Establishments.

Appendix 9: Stakeholder Outreach

Ford Land Development

About the name...

Fairlane was the name of the 2,360 acres that Ford Land commissioned to develop in 1970. The name has been used in naming some of our buildings and business parks but is no longer used in marketing our mixed-use development as it is more often associated with Fairlane Town Center or "Fairlane Mall." For our purposes, we use the term Fairlane to define the entire 2,360 community and not the more narrowly defined planning area of this study.

About us...

Ford Land's Commercial Property team is responsible for the development, leasing and management of commercial buildings in Dearborn and Allen Park, Michigan. Our portfolio represents approximately S million sf of office space in approximately 5O buildings, making us one of the largest commercial landlords in metro Detroit. As the real estate arm of Ford Motor Company, we also manage corporate real estate, design, engineering, construction, energy, property management and asset management services for Ford globally.

Our mission...

To ensure the ongoing economic prosperity of the area surrounding Ford Motor Company's World Headquarters in Dearborn, Michigan through a vibrant mixed-use development offering office, retail, residential, hospitality and recreational properties.

For nearly 5O years, Ford Land has demonstrated an unwavering commitment to the long-term interests and vitality of the Fairlane community, and remains committed to ensuring that the high standards set forth in the original master plan are maintained for future generations.

Our brand...

Businesses, like people, seek environments in which to thrive.

If a community is carefully planned, built and maintained, it can be a more than just a place to live and work. It can be a place where people thrive. We are committed to cultivating and nurturing a community where people and businesses can thrive.

Questions:

What are the strengths, weakness, opportunities, and threats of the Fairlane area?

Strengths

- Mixed-use.
- Committed ownership in Ford Land. Our brand as a trusted partner. Engaged with the city and sharing a vision for the community's prosperity. Strong working relationships with other community stakeholders (universities, hotels, mall, etc.).
- Attractive aesthetic -lots of green space, wide setbacks, berms, extensive landscaping.
- New marketing and PR efforts to promote the downtown.
- While sometimes considered "Ford Country" other prominent institutions call Fairlane home
  -AAA, Carhartt, Beaumont, UofM Dearborn, Henry Ford College, The Henry Ford among others.
- Ford Land Covenants and Restrictions (CCRs) control signage, among other things....

VVeaknesses/Threats

- There is an identity issue with the use of the name Fairlane- is it a community, the mall, a dealership? Does it detract from the larger Dearborn brand?

- From a real estate perspective, it's a smaller sub-market for office space. Not on the radar of brokers and potential tenants.

- Some people have negative perceptions of the community.

- Detroit's resurgence is attracting people and businesses away from the suburbs.

- Poor walkability/connectivity within Fairlane and to downtowns.

- Parking- Some businesses have an abundance while others are limited

How does the Fairlane area fit into the Dearborn community?

- We consider Fairlane a community within the greater Dearborn and Allen Park community.

- Proximity to the downtowns (both east and west) is a selling point.

- A stabilizing force

What changes would you like to see in the Fairlane area?

- Greater walkability/connectivity within the broader Fairlane community and to the downtowns, especially to west Dearborn because of the proximity.

- Attractive way finding signage

- Some stronger mall- better retail offerings, more creative re-use to attract people

- Unique, destination type restaurants

What changes do you not want to see in the Fairlane area?

- Additional hotels

- Real estate assets that are not well maintained or managed

Does your organization plan on expand in capacity (in any form) in the Fairlane area? If so can you describe this expansion?

See Ford's announcement for its campus transformation. A 10-year plan to consolidate 30,000 employees from 70 buildings to two main campuses in Dearborn- a product campus and WHQ campus. Work is already underway on parking structures, a new driving dynamics laboratory and a data center. In addition, Ford has leased 240,000 sf at Fairlane Town Center which is now home to approximately 1,800 Ford employees (see press release). Ford Land is also developing a 150,000 mixed use development in downtown west Dearborn that will feature new restaurants and retail and 2 floors of office space to be occupied by 600 Ford Motor Company employees. We're also completing construction of Ford's Garage on Michigan Avenue near the train station. The 1920's era service station styled restaurant will open in June.

What do you see for the future of the Fairlane area? What would you like to see?

- A strong business environment that supports Ford Motor Company's dedication to the vitality of the community.

Other general thoughts, comments, or insights regarding the Fairlane area?

- The Fairlane master plan is a unique mixed-use development that is steadfast and will service the businesses, community and residents well.

Fairlane Town Center

General notes from the conversation:

Our conversation with Rita Nelson, General Manager for Fairlane Town Center, touched on a wide range of topics. The following bullet points are some of the talking points and ideas regarding the Fairlane Planning Area.

- Discussion of the greenway expansion that will be routed through the planning area as a larger effort to connect East and West Downtowns
- Upcoming roadway improvements in the area
- Possibility of bike share coming into the area
- The national changing trend of the retail shopping experience
    - Mixed use shopping centers
    - Outlet retail concepts
    - Open air retail concepts
- Ongoing meetings and networking between stakeholders in the Fairlane Planning Area and with outside stakeholders
- The recent conversion of vacant retail space (Lorde and Taylor) into Ford office space for a ten-year lease
- The mall is currently at 93% occupancy
- Ongoing efforts to attract popular retailers to locate in the mall (internal brands and local Michigan brands)
- The need to make Fairlane a cool center for people to come to/ be drawn into the area
- Need to create the "Wow" factor in the area to grab people's attention
- Formation of area where people live, work, and play
- Lack of office space in the planning area
- Any future vacant space needs to be filled with a 21st century type/style development
- Consideration of redevelopment/infill of the underutilized parking lot

- Engaging the community by partnering with Healthy Dearborn

- Fairlane is a melting pot of cultures

- Exploring examples of success that are occurring in Detroit

    o Placemaking initiatives

    o Public space innovation

    o Real estate ventures and innovation

- Need for creation of community space in the Fairlane Area

- Need for a better public perception of Dearborn in general

- Stakeholders are working with a public relations firm to counter the false perceptions of the area and put Dearborn in a positive light as well as promote the city

The University of Michigan-Dearborn

General notes from the conversation:

Our conversation with Mr. Jeff Evans, Vice Chancellor, Business Affairs and, Mr. Ken Kettenbeil, Vice Chancellor, External Relations, touched on a wide range of topics. The following bullet points are some of the talking points and ideas regarding the University of Michigan-Dearborn and the Fairlane Planning Area.

- City is embarking on a branding campaign and the University is a partner for the project
- Traditional mall is starting to change
  - No box for mall (open to ideas)
- At the moment there is not the demand for housing from students
- Student enrollment is around 9,100
- The university focuses on growing enrollment a little each year (3-5% per year over 5 years)
  - The current campus has the ability to accommodate 12,000 students without the need for facilities growth
- There will be ten varsity sports
- New engineering building being built soon
- The university understands that their core customers are commuter students

Strengths

- Low crime rate (safe environment)
- Collaboration between stakeholders

- Bi- weekly meetings of stakeholders

- Ford Lands investment in the area

- Access to public transportation

Concerns

- Traditional mall model

- No connections between uses

- High traffic speeds

- Separation and in some instances (barriers)

- False perception that the mall is not safe

- Quiet outside of business

Opportunities

- Resurgence of Detroit

- Need to attract young talent

- Dearborn could be an alternative to Detroit (as Detroit becomes more expensive)