

City of Farmington Hills

12 Mile Road and Orchard Lake Road Corridor Study

TECHNICAL APPENDICES

October 31, 2025

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With:



Prepared for:



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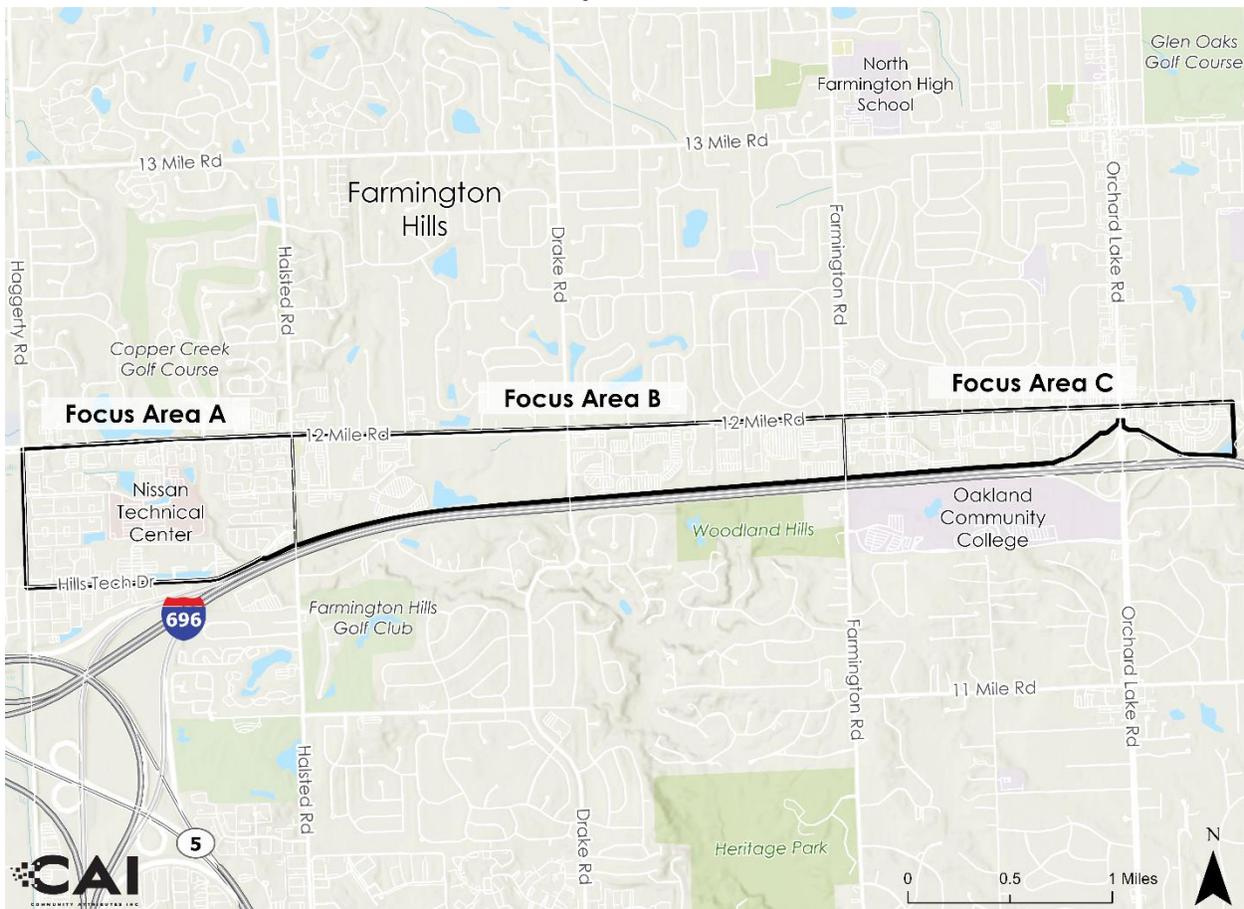
APPENDIX A: DETAILED BACKGROUND AND CONTEXT FOR THE 12 MILE CORRIDOR

12 Mile Road: Detailed Background, Context, and Recommendations

12 Mile Study Area Overview

The 12 Mile Corridor serves as economic hub with a predominantly commercial landscape. Running parallel to Interstate 696 and intersecting with Orchard Lake Road, the 12 Mile Corridor stretches approximately 5 miles and covers about 700 acres of land. The 12 Mile Corridor hosts a diverse array of businesses, provides employment across many sectors, and offers essential services and amenities to local community members.

Exhibit A1. Map of 12 Mile Corridor



Source: Farmington Hills, 2024; Michigan Open Data Portal, 2024; CAI, 2024.

The 12 Mile Corridor runs along W 12 Mile Rd from its intersection with Haggerty Rd in the west to Orchard Lake Rd in the east. The study area is mainly concerned with the land south of W 12 Mile Rd, bounded by Interchange 696. Currently, this corridor is characterized by a concentration of corporate offices, many of which are adapting to changing workplace trends, such as remote work and building consolidations, as well as some new developments, including new Class A offices, some multi-family residential, and some R&D-focused or manufacturing businesses.

Focus Areas

- Focus Area A (bounded by W 12 Mile Rd to the North, Halsted Rd to the East, Hills Tech Dr to the South and Haggerty Rd to the West) features a mix of R&D, commercial, and flex industrial businesses, including major tenants like Nissan Technical Center and Bosch. Office spaces dominate the frontage along the 12 Mile Road Corridor, some with industrial spaces set further back from the street.
- The eastern half of Focus Area B ((between W 12 Mile Rd and I-696, bounded to the West by Halsted Rd and to the East by Farmington Rd.) includes large corporate campuses like Mercedes-Benz, Comerica's Great Lakes Campus, the institution's largest corporate office, and one of Michigan's "most sustainable, new developments" the Japan Solderless Terminal's (JST) Engineering Campus (currently under construction.) There are also some large, often low-occupancy, office buildings, and some undeveloped parcels. The western half of the focus area includes office- focused superblocks with parcel connectivity challenges.
- Focus Area C (bounded by Farmington Rd to the West and crossing Orchard Lake Rd and including the parcels to the East until the border between Orchard Business Center parcels and those of Cordoba Apartments) has a mixture of uses including retail, hotels, multifamily housing, and institutional uses. It includes the intersection of 12 Mile and Orchard Lake, with retail and service uses such as gas stations and eateries.
- Land Uses
- Commercial/Office land uses dominate in the 12 Mile Corridor, covering 49% of the corridor (340 acres), with a mix of office, retail, and industrial spaces. The character of these commercial and office spaces differs greatly in each focus area.
- Industrial uses account for 29% (205 acres) of land within the 12 Mile Corridor, largely concentrated within Focus Area A.
- Multifamily residential uses within the 12 Mile Corridor are focused within Focus Area C, representing 45 acres spread across 5 parcels.
- Built Environment
- 12 Mile Road experiences moderate traffic levels, typically between 15,001 and 30,000 vehicles per day. While this is lower than the traffic

volumes observed on Orchard Lake Road north of I-696, it demonstrates that 12 Mile Road plays a significant role in the area and is served by several surrounding arterials (including 13 Mile Road, Farmington Road, Halstead Road, and Haggerty Road).

- Higher assessed property values per square foot are concentrated near commercial and institutional hubs, such as areas surrounding Orchard Lake Road or Hills Tech Drive.
- Key Tenants
- Office businesses are the largest employment sector, with 349 businesses and 7,658 jobs (representing 48% of corridor employment).
- Industrial employment comprises 36% of employment within the 12 Mile Corridor (or 5,763 jobs), with major contributions from manufacturing.
- 59% of jobs in the 12 Mile Corridor are concentrated within Focus Area A, primarily including jobs in manufacturing and professional services.

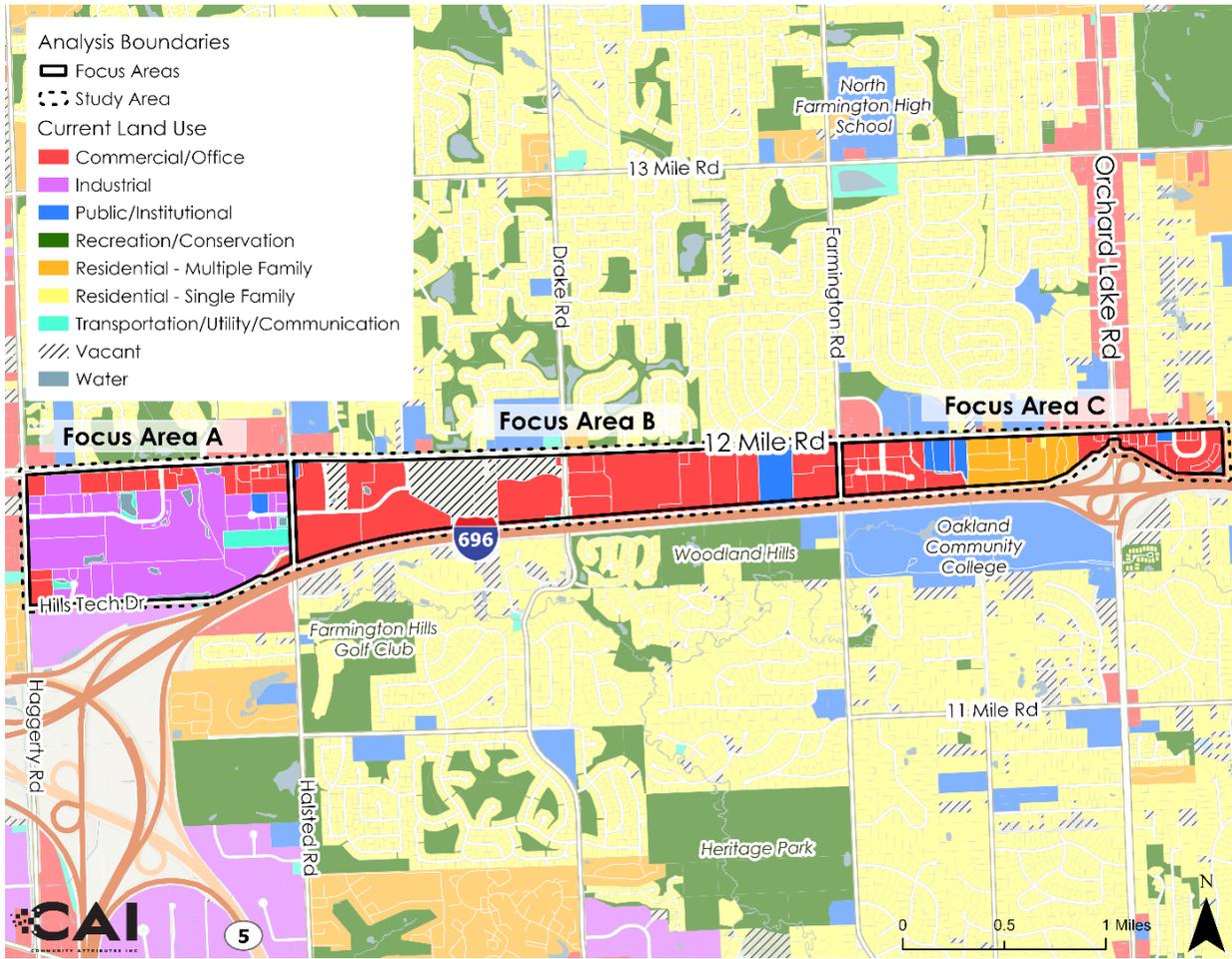
12 Mile Corridor Land Uses

Exhibit A2 depicts current land uses by parcel for the 12 Mile Corridor, highlighting the corridor's three focus areas: A, B, and C. Focus Area A is predominantly made up of Industrial and Commercial/Office uses. Focus Area B includes a mix of Commercial/Office, Public/Institutional, and Vacant uses, some of which represent developable land. Focus Area B also features larger parcels than the other two focus areas, with an average parcel size of 11.6 acres, as compared to 5.2 and 2.8 for Focus Areas A and C respectively. Focus Area C also features a mix of uses, but with a notable presence of multifamily residential uses. There are about 45 acres of multifamily residential uses in the corridor, spread across 5 parcels, all of which can be found in Focus Area C.

Across the 12 Mile Corridor, Commercial/Office uses comprise the largest area, with 75 parcels covering 340 acres. This accounts for 49% of land within the corridor and extends across all three focus areas. The Commercial/Office land use category given here does not differentiate between commercial, retail, and office spaces, however, the quality of this space differs greatly in and among the various focus areas. This analysis further examines the experience and roles of each focus area by diving into what uses, businesses, and major anchors are present in the **12 Mile Corridor Key Tenants** section.

Industrial uses are the second most common in the 12 Mile Corridor, encompassing 27 parcels and 205 acres, representing 29% of the total area. However, the industrial uses are concentrated exclusively in Focus Area A. Public / Institutional uses make up 5% of the corridor.

Exhibit A2. 12 Mile Corridor Parcels and Current Land Uses Map



Land Use Type	Parcels	Total Acres	Share	Avg. Parcel Size (Acres)
Commercial/Office	75	340.4	49%	4.5
Industrial	27	204.7	29%	7.6
Public/Institutional	5	78.0	5%	15.6
Residential - Multiple Family	5	45.2	8%	9.0
Residential - Single Family	1	0.6	6%	0.6
Transportation/Utility/Communication	5	16.6	0%	3.3
Vacant	4	59.5	2%	14.9
Grand Total	124	700.1	100%	5.6
Focus Area A	52	271.6	39%	5.2
Focus Area B	26	301.3	43%	11.6
Focus Area C	46	127.1	18%	2.8

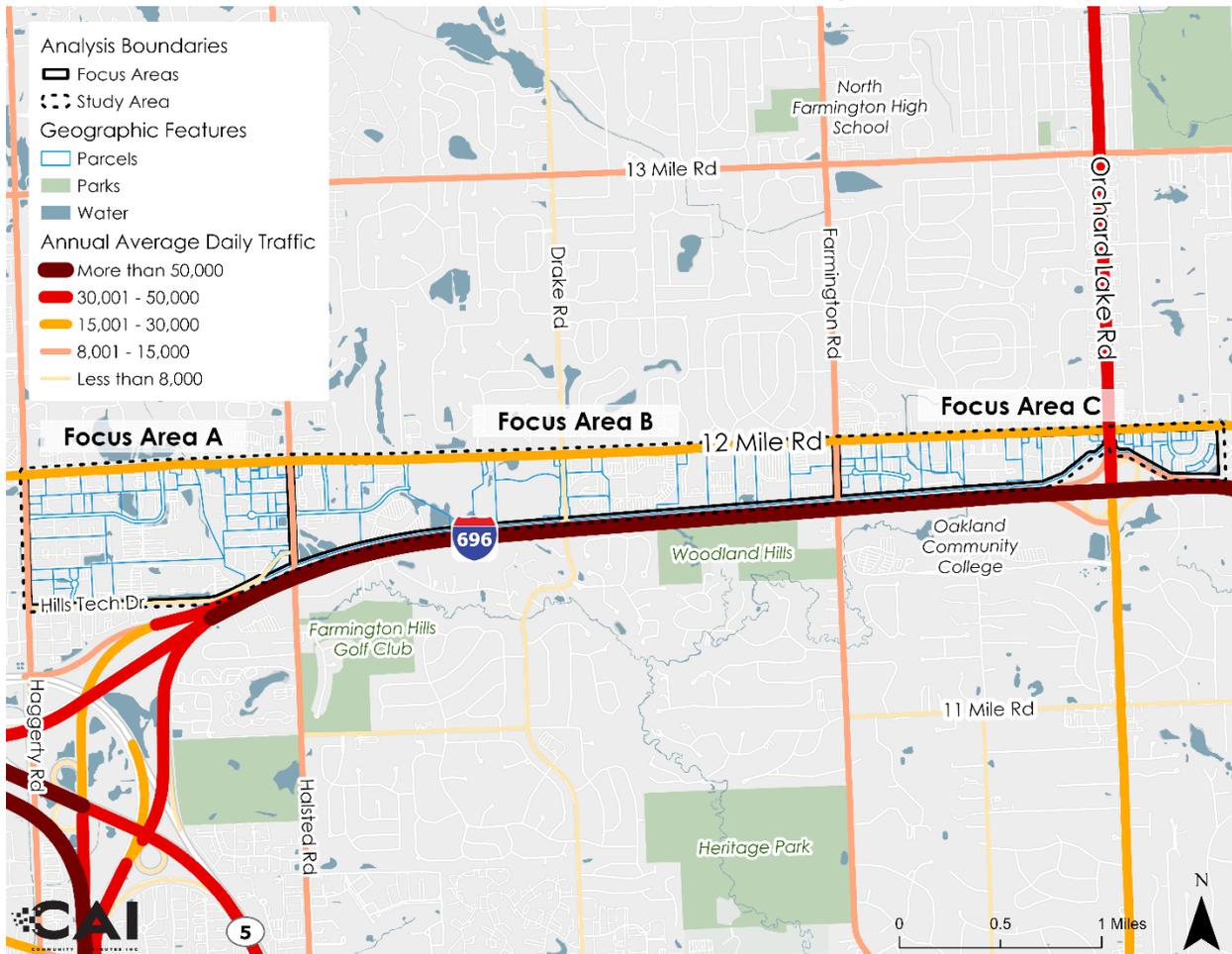
Source: Oakland County Open Data Portal, 2024; CAI, 2025.

12 Mile Corridor Built Environment

Exhibit A3 presents the annual average daily traffic volumes along the 12 Mile Corridor and surrounding major roadways. As expected, I-696 has the highest traffic levels, with over 50,000 vehicles daily, serving as a critical east-west thoroughfare through the corridor. Orchard Lake Road stands out as a prominent north-south route intersecting the corridor, with daily traffic volumes ranging from 30,001 to 50,000 vehicles.

12 Mile Road, the centerpiece of the corridor, experiences moderate traffic levels, typically between 15,001 and 30,000 vehicles per day. While this is lower than the traffic volumes observed on Orchard Lake Road north of I-696, it demonstrates that 12 Mile Road plays a significant role in the area and is served by several surrounding arterials. 13 Mile Road, Farmington Road, and Haggerty Road each see daily volumes between 8,001 and 15,000 vehicles.

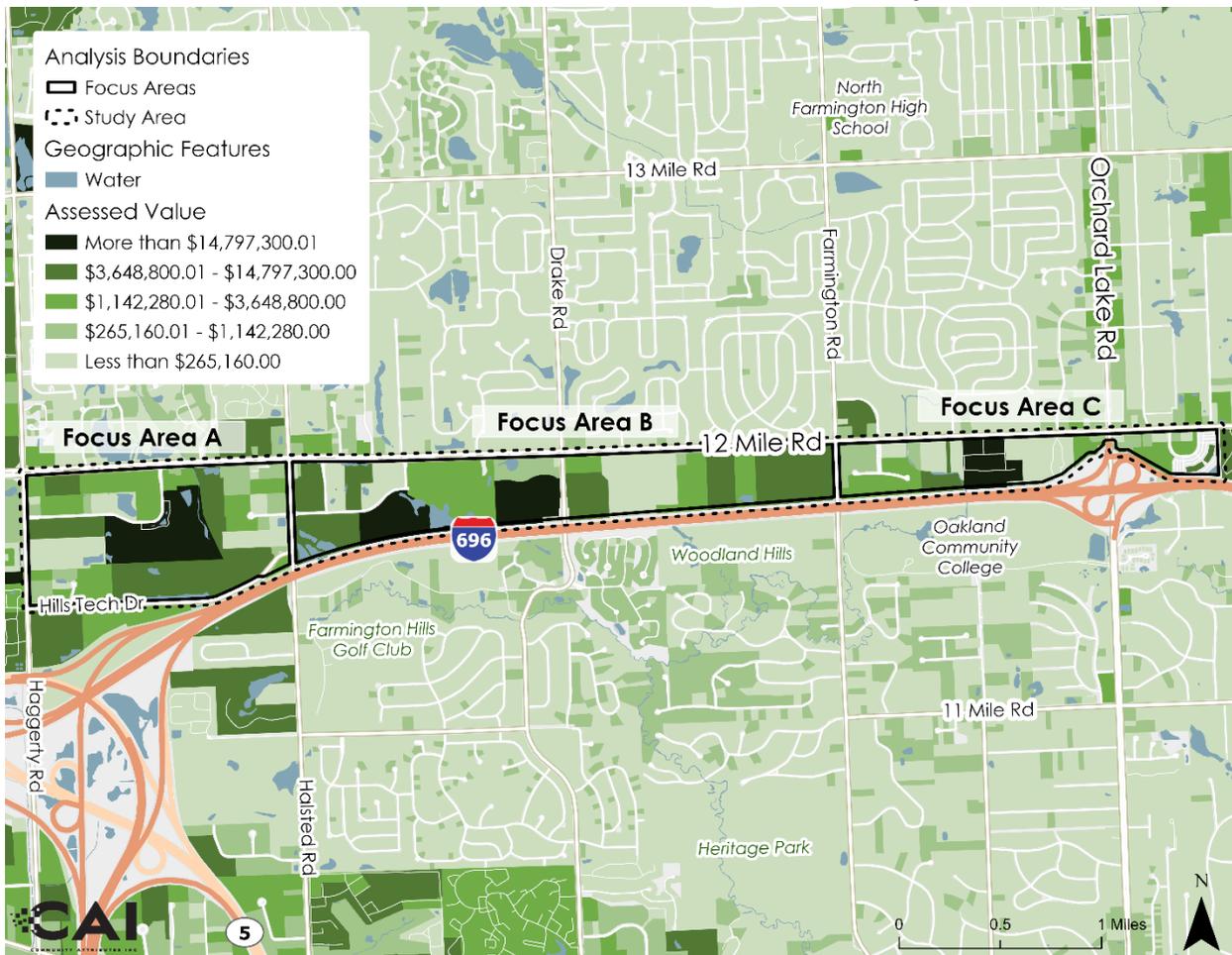
Exhibit A3. 12 Mile Corridor Traffic Map, 2024



Source: Michigan Department of Transportation, 2023; Oakland County Open Data Portal, 2024; CAI, 2025.

Exhibit A4 illustrates assessed property values across the 12 Mile Corridor study area and its three focus areas. Overall, assessed property values within the 12 Mile Corridor vary greatly parcel to parcel. The highest assessed property values (above \$14.79 million) are concentrated near commercial and institutional hubs, and include tenants such as Nissan Technical Center, Comerica Great Lakes Campus, and the Mercedes Benz Research/Development Offices. In contrast, most residential areas north and south of 12 Mile Road are valued below \$265,160, reflecting typical suburban residential valuations. Within Focus Area A, values near Hills Tech Drive also trend higher, indicating the presence of more valuable commercial or industrial developments. The assessed value of parcels within Focus Area B vary greatly, anywhere from \$265,160 to more than \$14.79 million.

Exhibit A4. 12 Mile Corridor Assessed Values Map, 2024

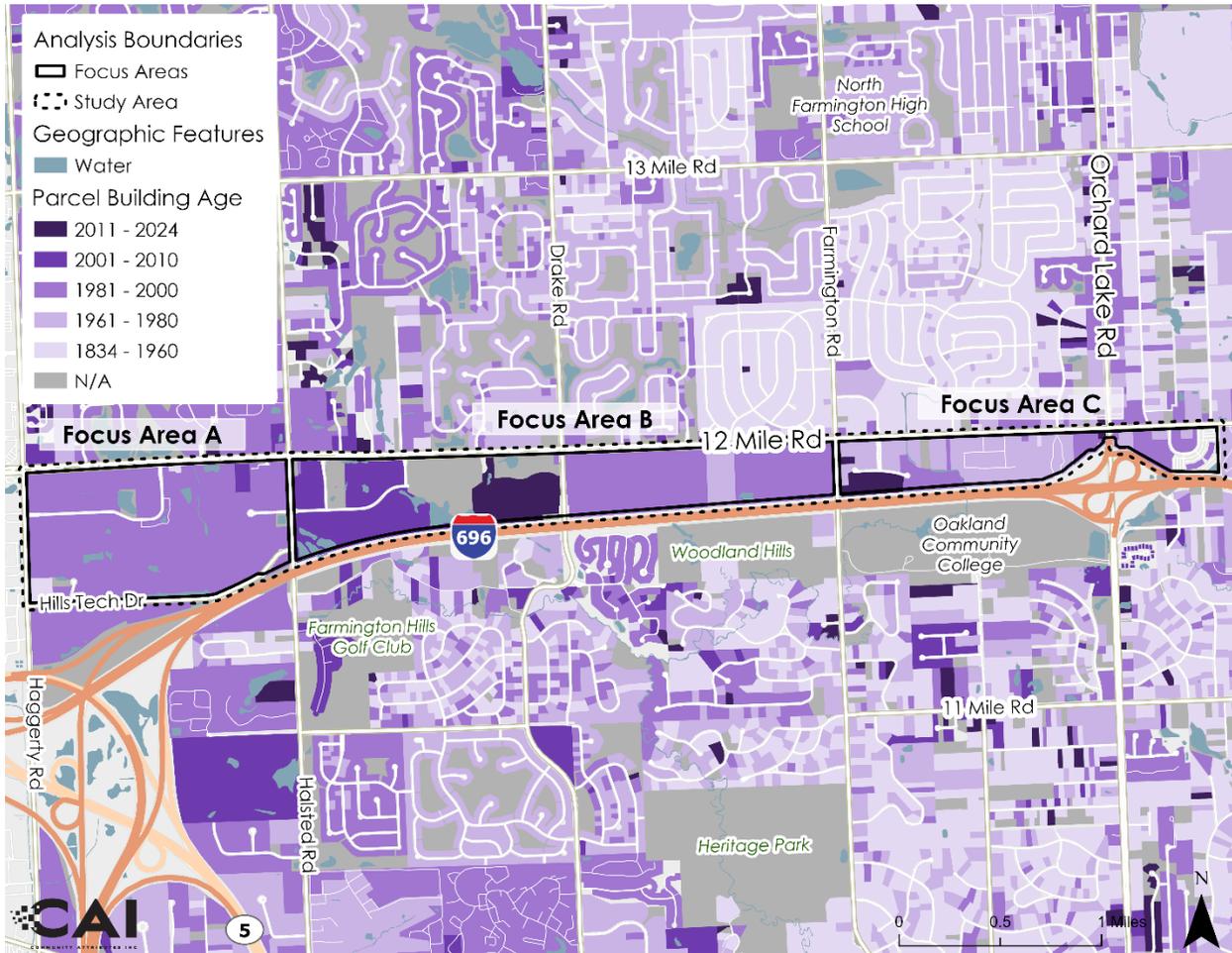


Source: Oakland County Open Data Portal, 2024; CAI, 2025. Includes both land and improvements assessed values.

Exhibit A5 uses color gradations to represent the construction periods of buildings within parcels within and around the 12 Mile Corridor study area.

Much of the development within the corridor occurred between 1961 and 1980, particularly along 12 Mile Road and near Hills Tech Drive in Focus Area A. Newer developments, constructed between 2011 and 2024, are more limited but are visible near key intersections and within commercial hubs, such as areas adjacent to Orchard Lake Road in Focus Area C. Older parcels dating to before 1960 are scattered across the residential neighborhoods north and south of the corridor, reflecting long-established suburban areas. Of the 12 Mile Corridor focus areas, Focus Area B shows the highest concentration of more recent construction, while Focus Area C has the highest concentration of parcels with buildings constructed before 1981.

Exhibit A5. 12 Mile Corridor Parcels by Building Age Map, 2024



Source: Farmington Hills Open Data Portal, 2024; CAI, 2025.

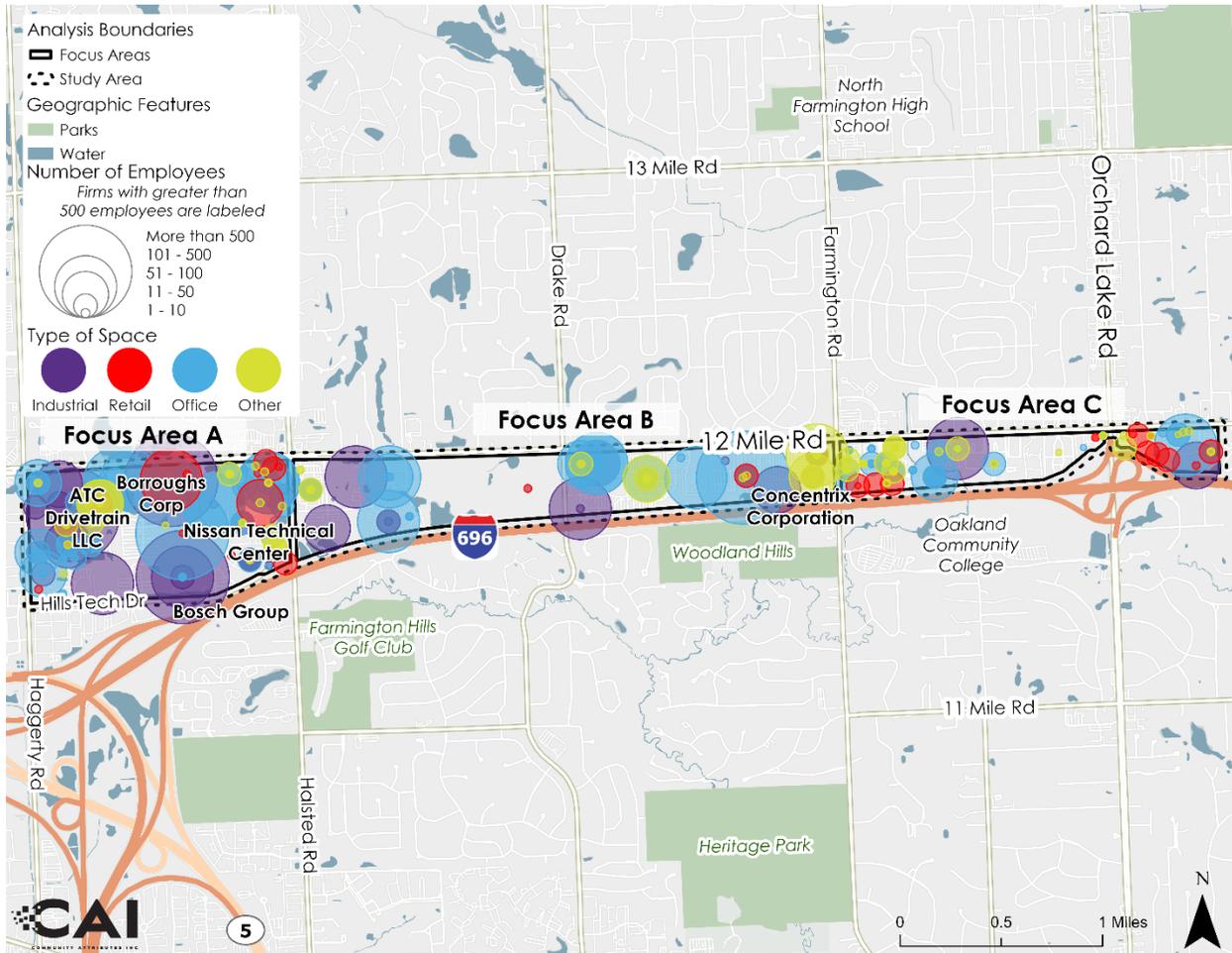
12 Mile Corridor Key Tenants

Exhibits A6 and A7 provide an overview of businesses within the 12 Mile Corridor, highlighting their distribution by sector and employment size. Office businesses are the most prevalent, comprising 349 businesses (53% of the total) and employing 7,658 people, representing 48% of total employment

in the corridor. Most of the office employment within the 12 Mile Corridor is provided by businesses which fall under NAICS Code 54, or Professional, Scientific or Technical Services. The industrial sector is the second largest by employment, with 5,763 jobs (36%), spread across 104 businesses. Most industrial employment in the corridor is attributed to businesses which fall under NAICS Code 33, or Manufacturing. Retail businesses account for 44 establishments and 937 jobs, while the Other category consists of 158 businesses employing 1,556 people. The top NAICS Codes represented by employment in the Retail and Other sectors are 44, or Retail Trade, and 62, or Health Care and Social Assistance. Together, these make up 9% of total employment in the 12 Mile Corridor.

Focus Area A hosts the highest concentration of businesses and employment, with 251 businesses and 9,414 jobs (59% of the total employment). More than a third (36%) of all employment within Focus Area A can be attributed to Manufacturing jobs. Focus Areas B and C account for 4,586 jobs (29%) and 1,914 jobs (12%), respectively. 41% of employment in Focus Area B is in the Professional, Scientific and Technical Services industry sector, while employment in Focus Area C is more varied.

Exhibit A6. 12 Mile Corridor Businesses by Sector and Employment Size Map, 2024



Source: Esri Business Analyst, 2024; CAI, 2025.

Note: ESRI Business Analyst data quality depends on the reliability of sources, modeling assumptions, regional variability, and update frequency. Data might not reflect real-time changes and can vary in precision depending on the location.

Exhibit A7. 12 Mile Corridor Businesses by Sector and Employment Table, 2024

Business Sector	Businesses	Employment	Share
Industrial	104	5,763	36%
Retail	44	937	6%
Office	349	7,658	48%
Other	158	1,556	10%
Grand Total	655	15,914	100%
Focus Area A	251	9,414	59%
Focus Area B	190	4,586	29%
Focus Area C	214	1,914	12%

Source: Esri Business Analyst, 2024; CAI, 2025.

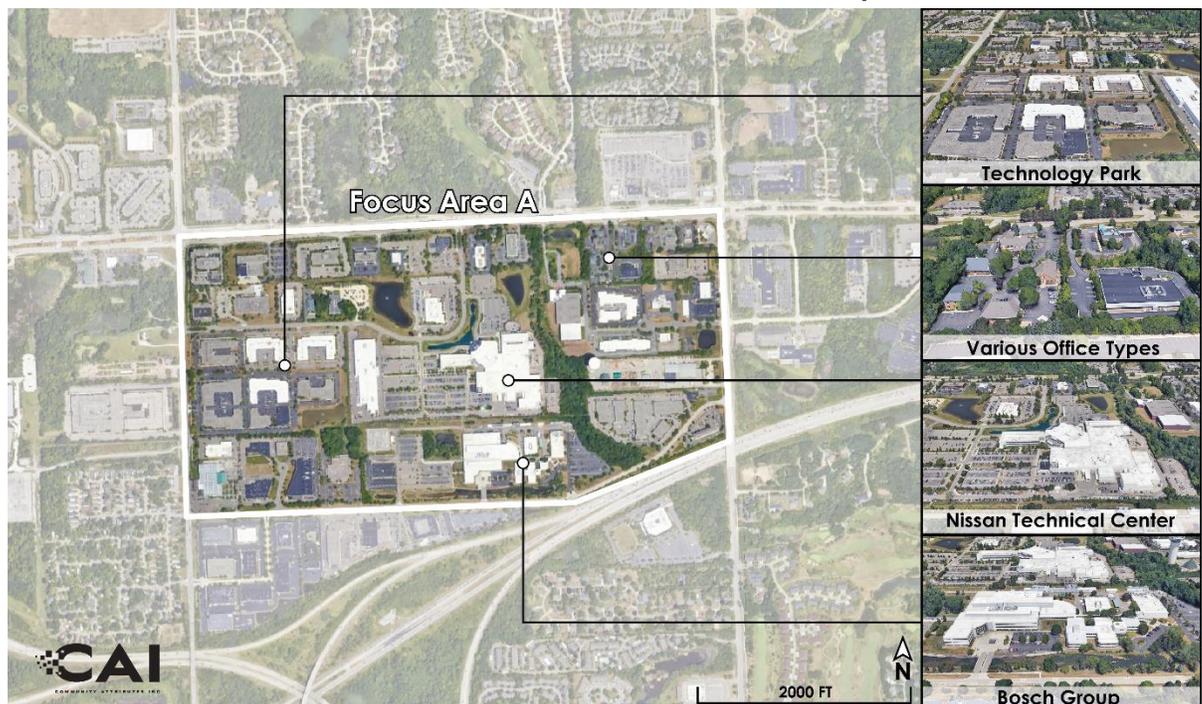
Focus Area A

Focus Area A within the 12 Mile Corridor is bounded by W 12 Mile Rd to the North, Halsted Rd to the East, Hills Tech Dr to the South and Haggerty Rd to the West. West 12 Mile Rd, along this focus area, is split by a landscaped median (**Exhibit A8**).

This focus area has a strong diversity of commercial and flex or light industrial businesses, with a focus on Research and Development (R&D). Key occupants include the Nissan Technical Center and Bosch. The area is built out with office spaces and industrial parks such as Technology Park. The businesses which front W 12 Mile Rd tend to be financial services in office spaces, such as banks and law firms, while more industrial leaning uses are tucked behind. Some tenants in these types of spaces include Aptive Environmental, Blue Chip Partners, Farmington Public Works, Advanced Turf Solutions, and Farmer Johns Home Garden & Fashion.

North of Focus Area A and W 12 Mile Rd, there is green space and a golf course surrounded by single-family neighborhoods, a church, and a major grocer (Kroger). To the south, there are additional office and industrial spaces between Hills Tech Dr and Interchange 696.

Exhibit A8. 12 Mile Focus Area A Map



Source: Oakland County Open Data Portal, 2024; CAI, 2025.

Focus Area B

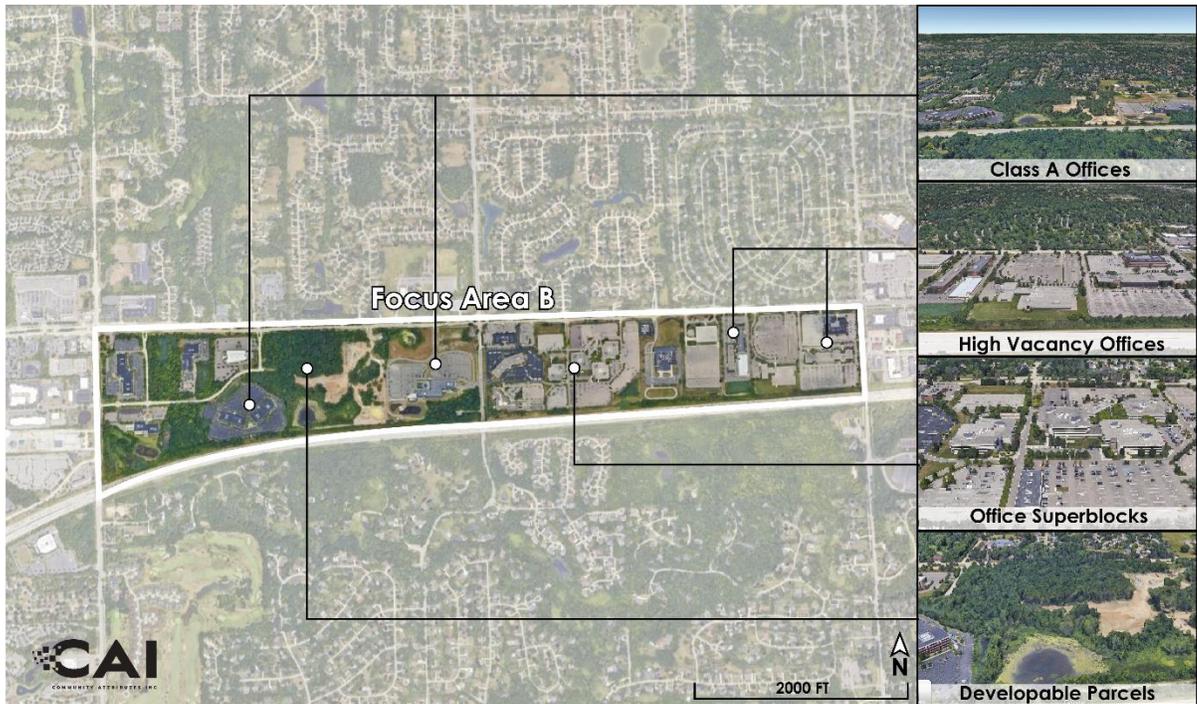
Focus Area B of the 12 Mile Corridor includes parcels between W 12 Mile Rd and I-696, bounded to the West by Halsted Rd and to the East by Farmington Rd. Most development along W 12 Mile Rd in Focus Area B is well removed from the road itself, buffered by parking lots and/or generous setbacks (**Exhibit A9**).

The eastern end of Focus Area B (east of Drake Road) is characterized by several large office buildings in succession, most of which have low or no occupancy. Tenants in these spaces largely include groups such as consulting firms, real estate agencies, brokerages, and accounting firms. There are a few manufacturing groups, such as the Akebono Brake Corporation and Lytle Medical Devices, and as well as the global headquarters of ZF Electronics & ADAS. Connectivity between the large parcels or super blocks, especially on the far east of the focus area, is challenging or limited.

The western half of Focus Area B (from Drake Road to Halsted Road) is host to a few major corporate campuses, focused on innovation. These campuses include Mercedes Benz, Comerica, and JST. Tree canopy remains significant here, and at least one major development site remains.

North of Focus Area B is largely developed by suburban style single family unit homes, though there is also the Muslim Community Mosque, a few small business spaces, and an assisted living center. South of the focus area is mostly made up of single-family neighborhoods and green spaces.

Exhibit A9. 12 Mile Focus Area B Map



Source: Oakland County Open Data Portal, 2024; Google Maps, 2024; CAI, 2025.

Focus Area C

Focus Area C of the 12 Mile Corridor includes parcels between W 12 Mile Rd in the North and I-696 to the South. It is bounded by Farmington Rd to the West and crosses Orchard Lake Rd and includes the parcels to the East until the border between Orchard Business Center parcels and those of Cordoba Apartments (**Exhibit A10**).

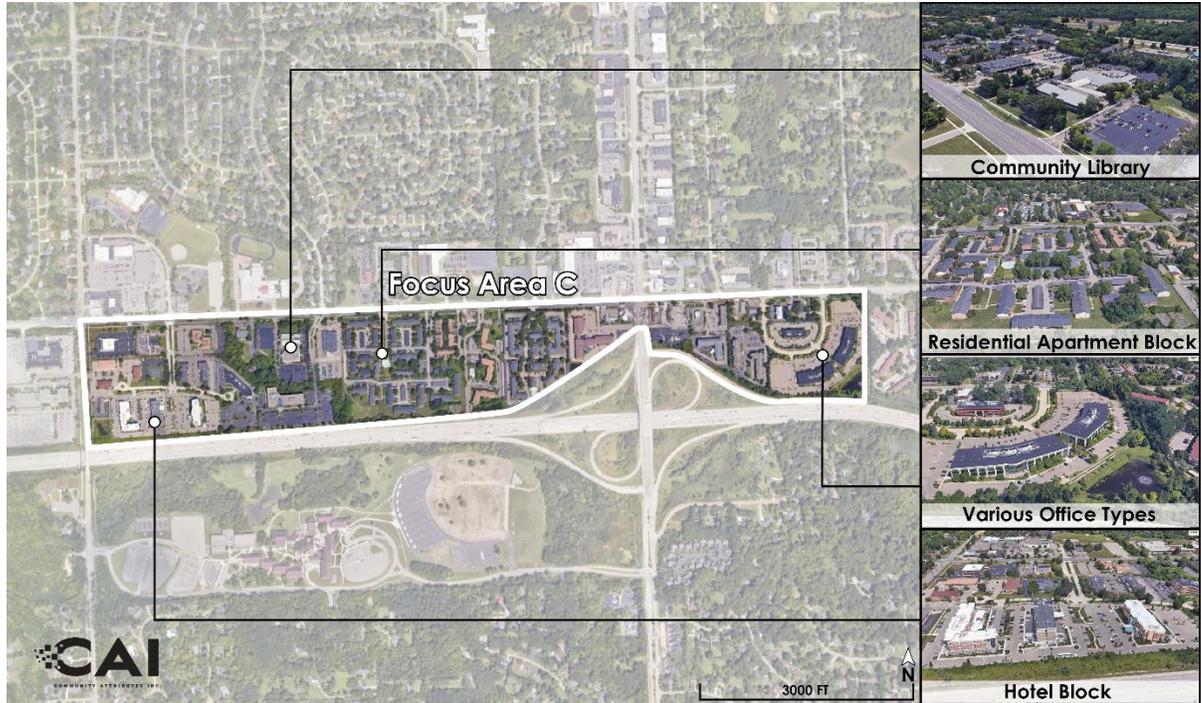
Focus Area C represents a mix of uses. Uses throughout include commercial office uses, including a few particularly large offices east of Orchard Lake Rd, retail spaces, hotels (including Holiday Inn & Suites, Courtyard Detroit, and Fairfield Inn), and low-density multifamily residential uses, including apartments, condominiums, and senior living. In the center of the focus area there is a Farmington Community Library location and a U.S Post Office.

This focus area also includes the intersection of 12 Mile and Orchard Lake, just north of the main I-696 interchange. Three of the four corners in this critical intersection are each occupied by gas stations. Some small, locally serving retail also populates the intersection, including some eateries, a car wash, and the Orchard 12 Retail Center.

North of this focus area, and north of W 12 Mile Rd, there is the Farmington STEAM Academy, a local retail center, local churches, and the Farmington Players performing arts theater, along with many single-family suburban

neighborhoods. South of this study area, and south of the I-696, is the Oakland Community College campus.

Exhibit A10. 12 Mile Focus Area C Map



Source: Oakland County Open Data Portal, 2024; Google Maps, 2024; CAI, 2025.

12 Mile Competitive Assessment

The competitive assessment draws on data analysis, stakeholder engagement, assessment of qualitative data such as case studies, and other information to summarize the strengths, opportunities, and challenges facing the 12 Mile Road Corridor in Farmington Hills. Findings highlight competitive advantages and identify areas for strategic improvement as Farmington Hills works to realize the vision for this corridors.

The 12 Mile Road corridor has strong employment concentration and high-value corporate tenants. However, the corridor is challenged by an oversupply of high office vacancies, aging structures and an auto-oriented landscape which hinders connectivity and mixed-use goals.

Strengths

- **Strong Employment Concentration** with over 2,500 businesses located along the 12 Mile Corridor and more than 34,000 employees
- **Knowledge Sector Business Focus** with over half of all employment in the FIRES (Finance, Insurance, Real Estate and Services) sector

- **Existing Corporate Tenants** with potential synergistic offerings to recruit new employers to the corridor
- **Connected Corridor** located centrally in Farmington Hills that provides access to local amenities and services
- **Convenient and Well-Maintained Roadway** which facilitates efficient vehicle traffic and offers an alternative to travel along I-696
- **Civic Institutions** such as the Farmington Hills Library, STEAM Academy and US Post Office that secure local experiences

Opportunities

- **Available Undeveloped Land** which has been envisioned for public spaces, urban village and plaza concepts
- **Collaborative Opportunities** with area employers in regional sectors such as automotive, research and development, and financial services
- **Updated Zoning Code** which can allow greater flexibility in new development and a balanced mix of land uses
- **A Reimagined Gateway** with placemaking and design improvements, mixed-use spaces, and public amenities
- **Infill and Adaptive Reuse** that encourages green spaces, public art and walkable access, particularly in high traffic areas
- **Workforce Amenities** in key nodes such as transit access, food options and affordable housing

Challenges

- **Existing Suburban Character** with large setbacks, parking lots and separated uses which pose challenges in creating a balanced, cohesive landscape
- **An Auto-Oriented Landscape** which is difficult to retrofit for multi-modal and pedestrian access
- **High Office Vacancy Rates**, outdated office spaces and changing work patterns with increased hybrid and remote work
- **Resident Pushback** to additional density and redesignation that allows for multi-family housing development
- **Tenant Recruitment** for underutilized office spaces, undeveloped acreage in Focus Area B and future mixed-use buildings
- **Parcel Assembly** and coordination between multiple property owners to collaborate on larger redevelopment and infill opportunities
- **Uncertain Demand** for Class A office spaces and build-to-suit development opportunities

12 Mile Corridor Opportunities

This section considers market readiness, land use potential, and stakeholder feedback to identify opportunities for the City to guide the evolution of the 12 Mile Corridor in alignment with the community vision.

Potential opportunities relevant to both corridors include the following:

- **Enhance streetscape and pedestrian infrastructure along 12 Mile Road** to transform their function from a passthrough corridor into a welcoming, walkable destination that aligns with the City's livability goals and activated green spaces.
- **Support adaptive reuse and infill development near commercial and institutional hubs** to leverage higher-value properties and reinforce mixed-use activity centers in line with the corridor vision.
- **Strengthen corridor identities through coordinated wayfinding, landscaping, and design standards** to tie together diverse land uses and promote a cohesive, modern corridor experience.
- **Leverage cultural and educational anchors like the Farmington Community Library and Oakland Community College** to activate the corridor with events, partnerships, and mixed-use site planning that attracts foot traffic and builds community.
- **Target catalytic redevelopment on large or aging sites near high-traffic segments** to maximize visibility, support flexible mixed-use configurations, and align private investment with the City's pedestrian and design goals.
- **Support workforce-serving amenities and services along both corridors**, such as transit access, food options, and affordable housing. This recognizes how most corridor employees live within a 5–25-mile radius and commute in from nearby cities like Southfield, Novi, Farmington and Westland.
- **Explore first- and last-mile commute solutions for workers** such as shuttle partnerships, micromobility infrastructure, or employer-led transportation programs to reduce drive-alone commutes and increase access for workers who live outside the city.
- **Encourage mixed-use developments with attainable housing options** within walking or biking distance to major employment centers, particularly in the 12 Mile Corridor, where only 4% of workers live within a mile of their job.
- **Expand corridor-serving services and retail offerings** that reflect the needs of a diverse commuting workforce, particularly given the higher share of SNAP-receiving households in trade areas compared to the city overall.
- **Leverage existing business and employment**, such as the concentration of FIRES (Finance, Insurance, Real Estate, and Services) employment in both corridors, to attract complementary industries and small businesses that benefit from proximity to professional and service-sector hubs.
- **Partner with local institutions and employers to develop workforce pipelines** and training programs, targeting sectors with

strong corridor presence and addressing regional equity gaps by connecting residents in nearby communities to local jobs.

- **Attract knowledge-sector businesses and innovation-focused industries**—such as tech startups, media firms, and logistics companies—by leveraging Farmington Hills’ upcoming citywide multi-gig broadband infrastructure.
- **Expand zoning and development tools** that allow a greater mix of residential, commercial, and office uses, catalyzing synergistic development and increasing corridor vitality throughout the day.
- **Incentivize and empower shopping center and property owners** maintain access roads and invest in property improvements.
- **Pursue branding, placemaking, and corridor-focused programming** efforts to boost local visibility, encourage repeat visitation, and support small businesses along both corridors.
- **Integrate recreational elements** and active mobility infrastructure—such as pocket parks, greenways, or fitness nodes—to serve nearby residents and office workers and enhance quality of life.

This section provides a focused analysis of the 12 Mile Road Corridor, highlighting a range of strategic opportunities to strengthen its role as a connected, mixed-use destination. These opportunities are built around planned activity nodes as well as targeted redevelopment, adaptive reuse, and new infill that aligns with the corridor’s vision. Each opportunity is further explored by focus area.

Focus Area A

Focus Area A (**Exhibit A11**), spanning 12 Mile Road from Haggerty Road to Halsted Road, is a predominantly industrial node that also includes office and municipal uses. City officials, survey respondents, and stakeholder focus groups have identified this area as a strategic location for continued innovation in modern industrial sectors—such as research and development—and for redevelopment that supports a broader mix of uses.

Exhibit A11. 12 Mile Road Corridor Focus Area A Boundaries, Farmington Hills



Source(s): CAI, 2025.

Focus Area A is largely built out, leaving limited space for new development. However, there are opportunities for targeted infill, enhancements to the existing built environment, and the use of strategic incentives to support the

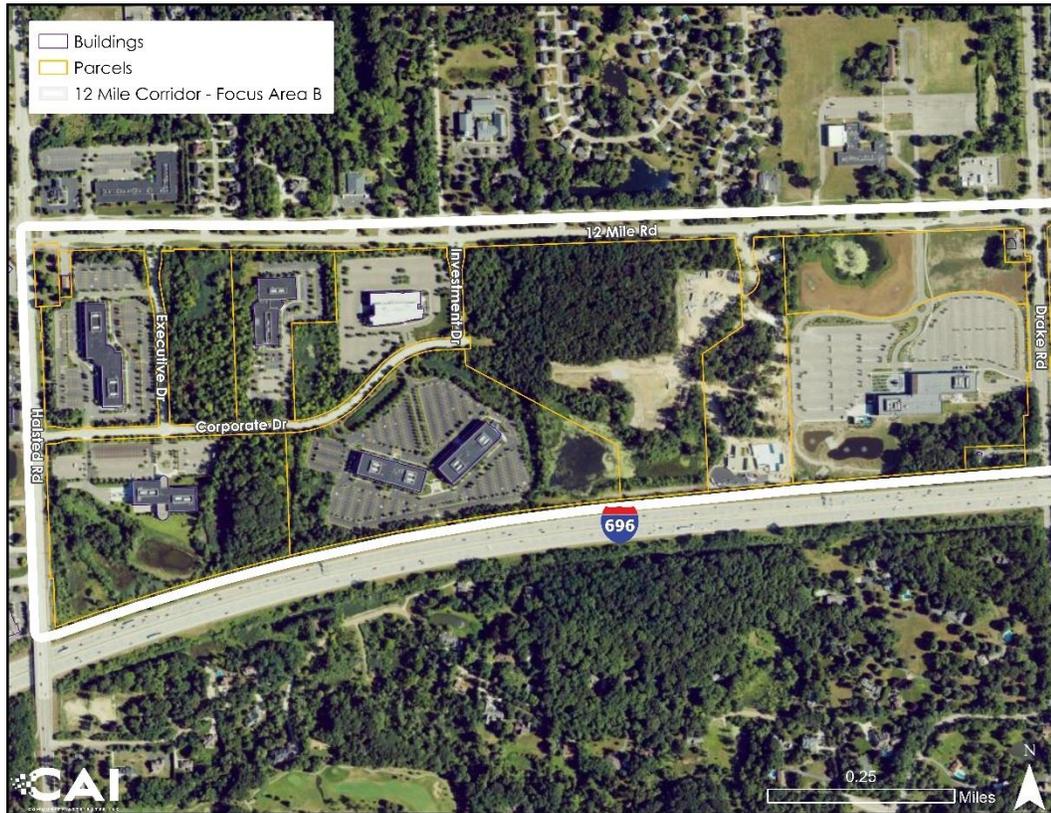
area’s continued evolution into the vibrant, employment-focused district envisioned by the City. Opportunities for this focus area include:

- **Create walkable activity nodes within Focus Area A** by clustering supportive amenities—such as dining, services, and mobility infrastructure—near existing concentrations of manufacturing and professional services employment.
- **Encourage mixed-use redevelopment along key arterial intersections** (e.g., at Farmington Road or Halstead) to capitalize on moderate traffic volumes and improve connectivity between jobs, housing, and retail. Utilize open spaces, out-lots, or underutilized parking lots.
- **Elevate existing Research & Development** businesses through branding (such as an Innovation District Brand).
- **Explore targeted incentives to support growth in Research & Development and tech-oriented businesses.** Building upon synergies with existing firms, such as the Nissan Technical Center and Bosch, can amplify innovation and attract complementary uses.
- **Develop more third places** for after-work collaboration and to raise the quality of life for workers.
- **Adjust the zoning code** to allow adjacent access to supportive services for workers such as food and beverage destinations or retail and personal service offerings.
- **Encourage flexible office space** to promote a greater mix of uses and attract a larger pool of tenants.

Focus Area B

Focus Area B, spans the stretch of 12 Mile Road from Halsted Road to Farmington Road and covers a wide east–west distance. Due to variation in land use and character, the corridor can be understood in two sub-geographies: the western portion is anchored by Class A office spaces and includes several underutilized or undeveloped parcels, while the eastern portion is characterized by Class B and C office buildings and large surface parking lots.

Exhibit A12. 12 Mile Road Corridor Focus Area B (West) Boundaries, Farmington Hills



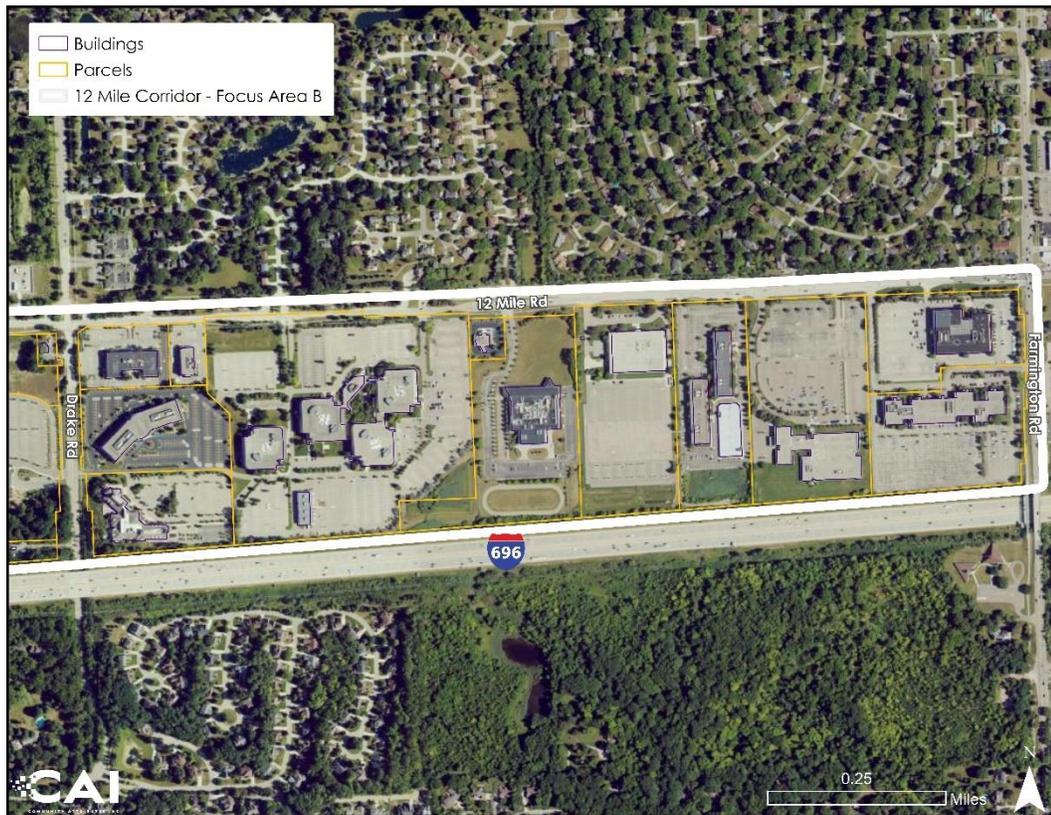
Source(s): CAI, 2025.

Focus Area B – West (**Exhibit A12**) struggles with activation due to underutilized and vacant office space, undeveloped land that is currently on the market, and the impending exit of Mercedes-Benz. However, the area presents a strong opportunity to position the corridor as a high-value employment center and attract new, desirable tenants. Specific opportunities for the western part of Focus Area B include the following:

- **Target high-quality tenants.** Prioritize Class A corporate campuses for greenfield sites and the former Mercedes-Benz campus. Stakeholders believe a coordinated marketing campaign showcasing existing businesses and available space could help attract desirable tenants.
- **Partner with major employers and property owners to brand the corridor as a hub for innovation and production,** building on the strong base of office and industrial jobs to attract future investment.

- **Support selective redevelopment**, through appropriate zoning and incentives, that emphasizes quality and design to reinforce the area’s appeal as a high-value employment center.
- **Invest in physical improvements** such as façade upgrades, landscaping, and branded streetscape elements to elevate the corridor’s appearance and appeal to office-using tenants.
- **Encourage redevelopment of underutilized parking lots and open spaces** along 12 Mile Road for amenities that support high-end employment, such as full-service restaurants and gathering spaces.
- **Incentivize public benefits** such as walkable infrastructure, outdoor recreation amenities, such as boardwalks and trails, to enhance quality of life for daily office workers.

Exhibit A13. 12 Mile Road Corridor Focus Area B (East) Boundaries, Farmington Hills



Source(s): CAI, 2025.

Focus Area B (East) (**Exhibit A13**) faces challenges related to underutilized office spaces, expansive surface parking lots, and limited connectivity between superblocks. Despite these issues, the area is recognized as a key node for transforming the 12 Mile Corridor into a vibrant urban village—featuring focused density, a mix of residential and retail uses, and activated

public space. Specific opportunities for the eastern part of Focus Area B include the following:

- **Explore zoning and incentive strategies that support the evolution of aging office properties** into more flexible, mixed-use formats, responding to changing demand while maintaining the employment base. Look to incentivize reuse or redevelopment of high vacancy office spaces and parking lots.
- **Consider a subarea plan** to facilitate redevelopment for a mix of uses and to plan for mobility between the existing disconnected parcels.
- **Encourage development of green spaces**, open spaces, outdoor recreation amenities, and integrated green space. Specific activation ideas include:
 - Ice rink
 - Golf simulator bays
 - Lawn space with chess, frisbee and picnic tables
 - Overpass to Woodland Hills Hiking Trails (located south of the Focus Area, across I-696)
 - Boardwalks and trails through undeveloped space or wetlands
 - Convert unused parking lots into green spaces
- **Encourage mixed-use multi-family development** in vacated spaces and in buildings which are eligible for density bonuses outlined in Farmington Hills’ proposed Office Research zoning district amendments.
- **Consider zoning that supports mixed-use development**, including large-scale residential, ground-floor retail, and food and beverage uses—ideally configured as continuous blocks of active storefronts.
- **Encourage remaining office space to invest in revitalizing improvements** such as reorienting towards 12 Mile Road, installing exterior art and modernizing facades.
- **Build pedestrian connections** within the corridor, such as a sheltered sidewalk network connecting east and west throughout the Focus Area as well as connecting far removed buildings with 12 Mile Road.

Focus Area C

Focus Area C, bounded by Farmington Road to the west and extending east to the border between the Orchard Business Center and Cordoba Apartments, features the most diverse mix of uses along the 12 Mile Road Corridor. The area includes a combination of office, commercial, and residential uses, as well as public amenities such as the library, post office, and other community-serving facilities. While the focus area is

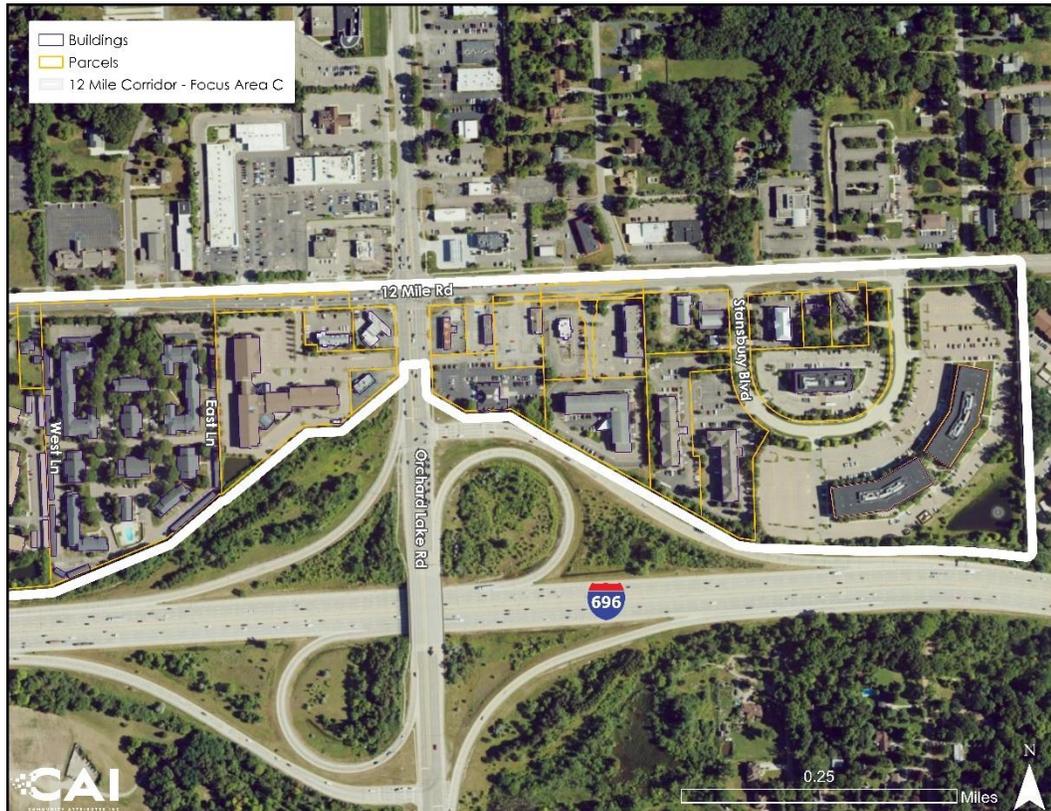
geographically long and split into two exhibits below (**Exhibits A14 and A15**) the character of the focus area remains similar throughout.

Exhibit A14.12 Mile Road Corridor Focus Area C (West) Boundaries, Farmington Hills



Source(s): CAI, 2025.

Exhibit A15. 12 Mile Road Corridor Focus Area C (East) Boundaries, Farmington Hills



Source(s): CAI, 2025.

Focus Area C offers a strong foundation with its existing mix of residential, commercial, office, and civic uses—positioning it well for continued evolution into a vibrant mixed-use hub. However, realizing this potential will require addressing several persistent challenges, including limited block-to-block connectivity, walkability gaps, underutilized office buildings, and large surface parking lots. Specific opportunities to improve this focus area include:

- **Allow mixed-use development** including large multi-family developments with ground floor retail
- **Support infrastructure and connections** between residential communities and businesses by improving key intersections and developing multi-modal routes.
- **Continue to prioritize ease of transportation** by addressing thru-traffic congestion, particularly near the 12 Mile and Orchard Lake intersection.
- **Improve pedestrian access** to support inclusive redesign and encourage safety for corridor residents and visitors.

- **Enhance the corridor gateway** through streetscaping and design enhancements that welcome people into the area.
- **Fill vacancies and consider reuse** of underutilized developments, parking lots or underutilized space within existing development, such as lots with large setbacks or lawns.
- **Consider master-planning to support a future mixed-use, vibrant, and interconnected hub**, especially to plan for multimodal access within parcels.
- **Celebrate multi-cultural character through placemaking** in multifamily communities and adjacent commercial areas.
 - **Green Spaces:** Additional trees and buffer landscaping for multifamily green spaces that about 12 Mile will improve residential experience, increase usage and contribute to organic placemaking.
 - **Shared Spaces:** Inclusive redevelopment with mixed use multicultural offerings will draw people to the area and encourage local connection.

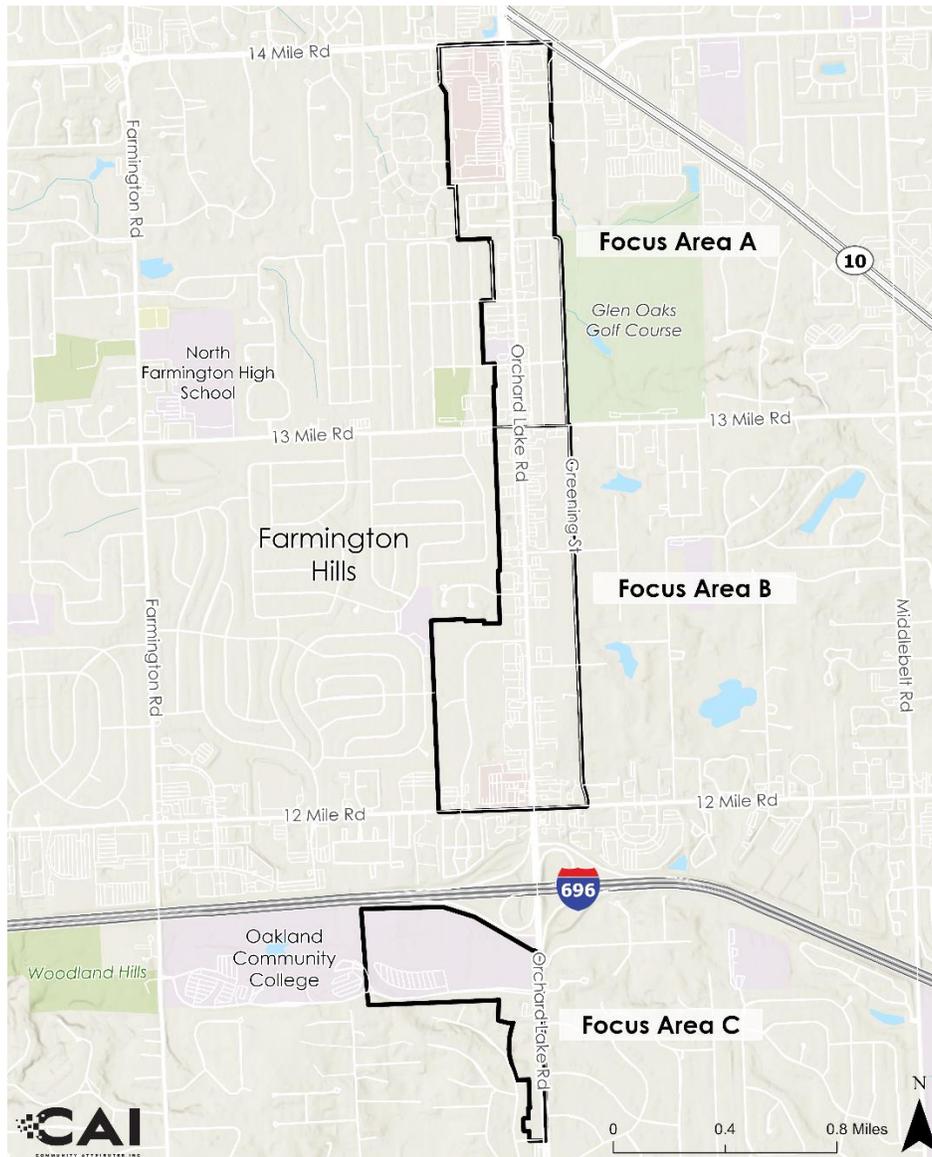
APPENDIX B: DETAILED BACKGROUND AND CONTEXT FOR THE ORCHARD LAKE CORRIDOR

Orchard Lake Road: Detailed Background, Context, and Recommendations

Orchard Lake Study Area Overview

The Orchard Lake Corridor follows Orchard Lake Rd, running from W 11 Mile Rd in the south to W 14 Mile Rd in the north, crossing both W 12 Mile Rd and Interstate 696. This corridor is notable for its narrow parcels and a mix of cultural and civic destinations. Dining options along Orchard Lake Rd reflect the area's multicultural vibrancy, featuring Indian, Syrian, and Asian cuisines, among others. This corridor also offers destination retail as well as local services and amenities.

Exhibit A16. Map of Orchard Lake Road



Focus Areas

- Focus Area A (bounded to the North by W 14 Mile Rd and to the South by W 13 Mile Rd) is a regional retail hub anchored by stores like Aldi, Burlington Coat Factory, and TJ Maxx. It also includes some multifamily residential and local businesses.
- Focus Area B (bounded to the North by W 13 Mile Rd and to the South by W 12 Mile Rd) hosts a strong ethnic food and beverage cluster with cuisines such as Indian, Pakistani, and Syrian. It also is home to the Zekelman Holocaust Center and a variety of health care-focused office properties.
- Focus Area C (bounded to the North by I-696 and by Altadena Rd to the South) includes parcels of Oakland Community College along with some

underdeveloped parcels along Orchard Lake Road, with limited commercial activity.

Land Uses

- Commercial/Office uses cover 44% of the Orchard Lake corridor, followed by single-family residential (25%).
- Multifamily residential uses within the Orchard Lake corridor are concentrated in Focus Area A, while public/institutional uses (78 acres) are located within Focus Area C.

Built Environment

- Orchard Lake Road supports 30,001–50,000 vehicles/day, making it a critical north-south connector, and the highest traffic road in the area, outside of the Interstate.
- Property values are highest in commercial hubs along Orchard Lake Road, while residential areas have lower values.

Key Tenants

- In the Orchard Lake corridor, office businesses employ 1,670 people, making up 39% of corridor employment.
- Retail accounts for 112 businesses and 1,178 jobs (27%), while Health Care and Social Assistance supports about 817 jobs (19%).
- The community also includes Oakland Community College and the Zekelman Holocaust Center

Orchard Lake Corridor Land Uses

Exhibit A17 and A18 depict current land uses by parcel for the Orchard Lake Corridor, highlighting the corridor’s three focus areas: A, B, and C. Commercial/Office is the dominant use in Focus Areas A and B, while single family residential uses are distributed across all areas, with a slightly increased concentration in Focus Area B. Multifamily residential parcels, making up 17 acres in the Orchard Lake Corridor, are all located in Focus Area A. Public/Institutional uses, representing 78 acres of land, are primarily located in Focus Area C near Oakland Community College. Public/Institutional uses tend to have larger parcel sizes compared to other uses, averaging 15.6 acres per parcel.

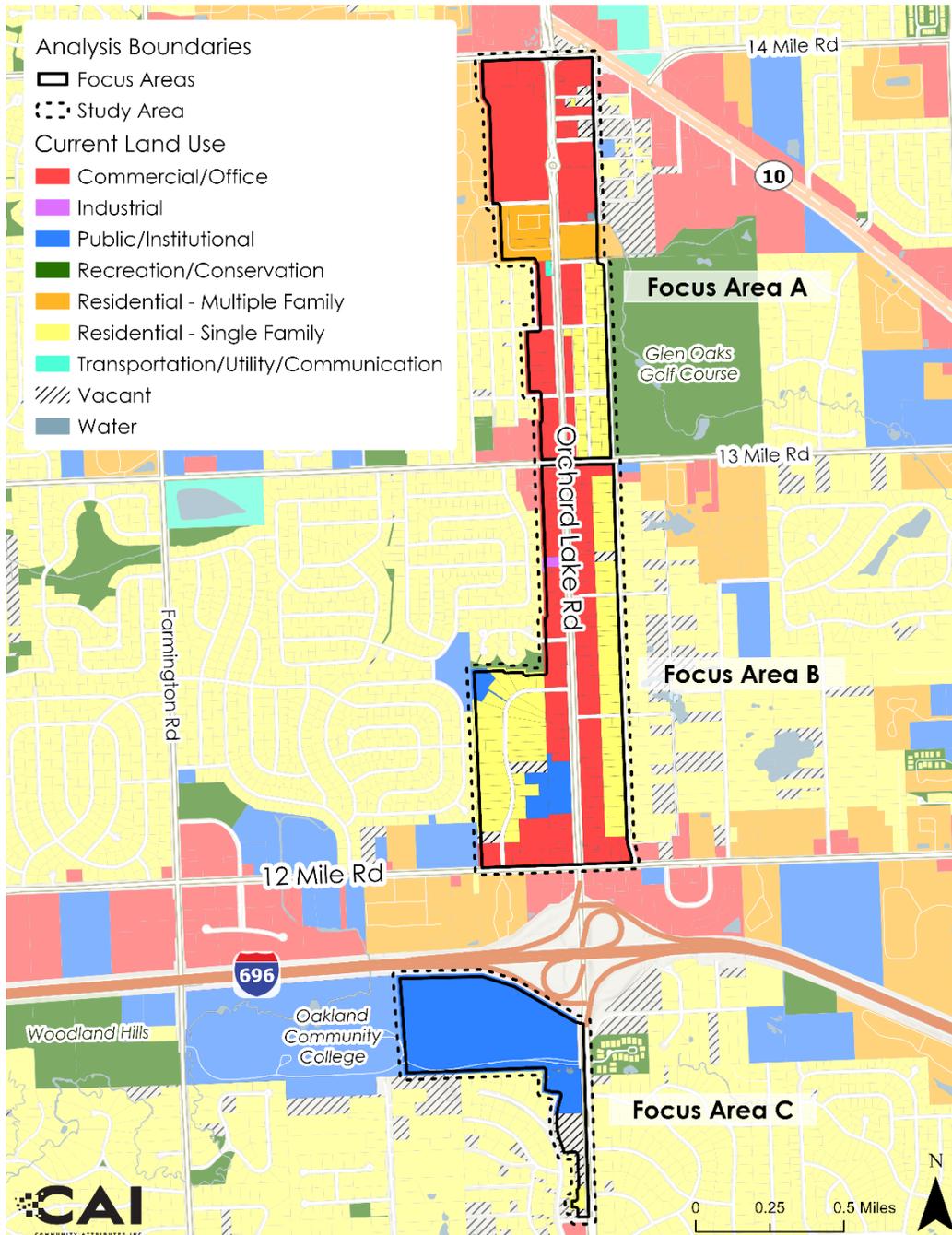
Across Orchard Lake Corridor, the most prominent land use is Commercial/Office, consisting of 121 parcels spanning 155 acres. This makes up 44% of the total area. Single family residential uses rank second, with 148 parcels covering 87 acres, accounting for 25% of the total area.

As in the 12 Mile Corridor Land Use Map, the Commercial/Office land use category given here does not differentiate between commercial, retail, and office spaces, however, the quality of this space differs greatly in and among the various focus areas. This analysis further examines the experience and

roles of each focus area by diving into what uses, businesses, and major anchors are present in the **Orchard Lake Corridor Key Tenants** section.

Parcels in the Orchard Lake Corridor are generally smaller than those in the 12 Mile Corridor, averaging 1.1 acres compared to 5.6 acres in the 12 Mile Corridor.

Exhibit A17. Orchard Lake Corridor Parcels and Land Uses Map



Source: Oakland County Open Data Portal, 2024; CAI, 2025.

Exhibit A18. Orchard Lake Corridor Parcels and Land Uses Map

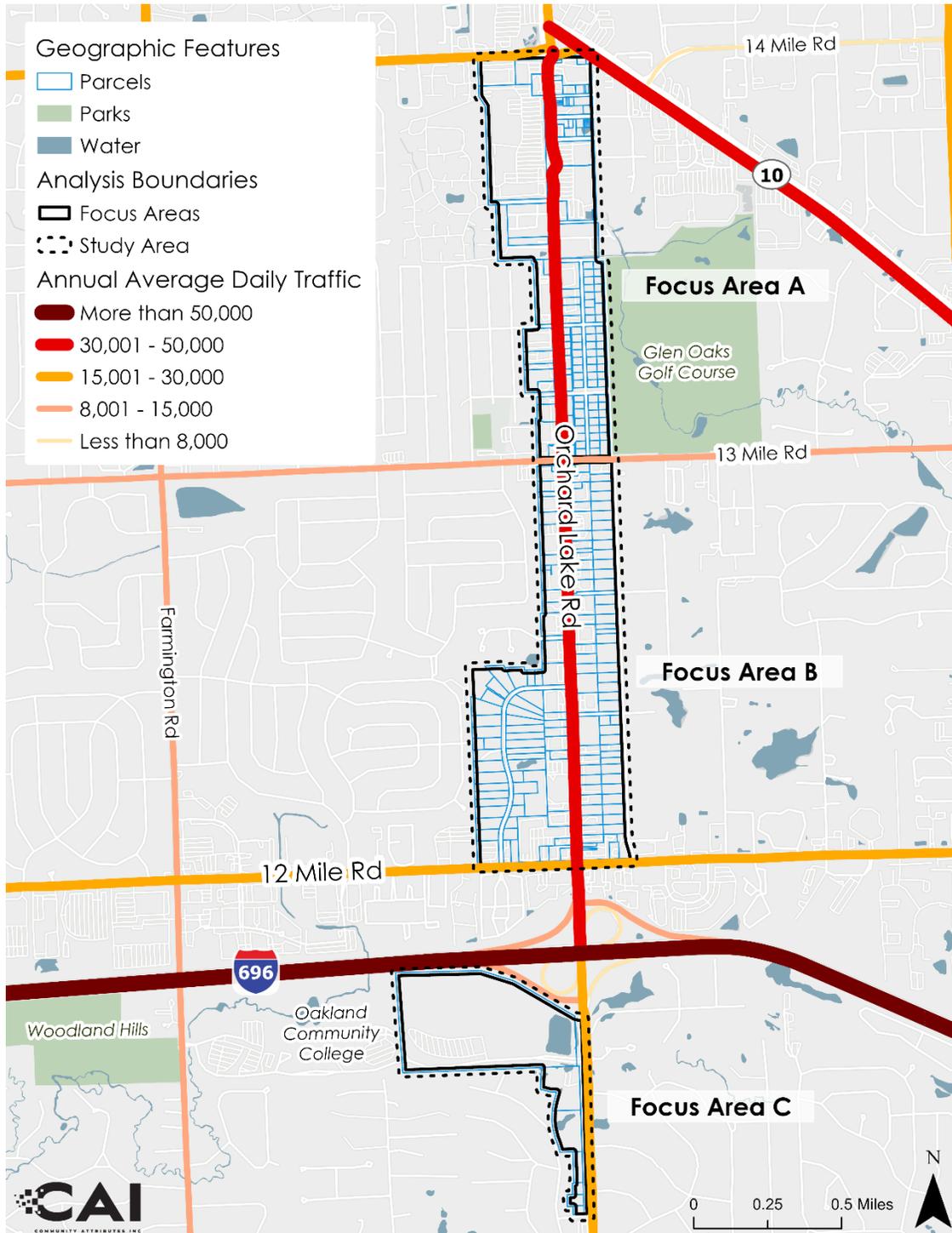
Land Use Type	Parcels	Total Acres	Share	Avg. Parcel Size (Acres)
Commercial/Office	121	155.0	44%	1.3
Industrial	1	0.9	0%	0.9
Public/Institutional	5	78.0	22%	15.6
Residential - Multiple Family	5	17.1	5%	3.4
Residential - Single Family	148	86.9	25%	0.6
Transportation/Utility/Communication	2	0.5	0%	0.3
Vacant	25	12.1	3%	0.5
Grand Total	307	350.7	100%	1.1
Focus Area A	142	120.2	34%	0.8
Focus Area B	148	155.9	44%	1.1
Focus Area C	17	74.6	21%	4.4

Source: Oakland County Open Data Portal, 2024; CAI, 2025.

Orchard Lake Corridor Built Environment

Exhibit A19 presents annual average daily traffic volumes along the Orchard Lake Corridor and surrounding major roadways, with color-coded segments indicating traffic intensity. The highest traffic volumes occur along I-696, with daily volumes exceeding 50,000 vehicles. Orchard Lake Road, the center of the corridor, also carries substantial traffic, with volumes reaching between 30,001 and 50,000 vehicles per day along key stretches. This shows that Orchard Lake Rd is a critical north-south connection in this area. Northwestern Hwy, or Highway 10, also shows this high level of traffic. 12 Mile Road, intersecting the corridor, typically supports 15,001 to 30,000 vehicles per day, indicating its role as a secondary east-west connector. Other arterial roads, including 13 Mile Road, experience lighter traffic flows, generally below 15,000 vehicles per day, reflecting their more localized connectivity within the surrounding residential areas.

Exhibit A19. Orchard Lake Corridor Traffic Map, 2024

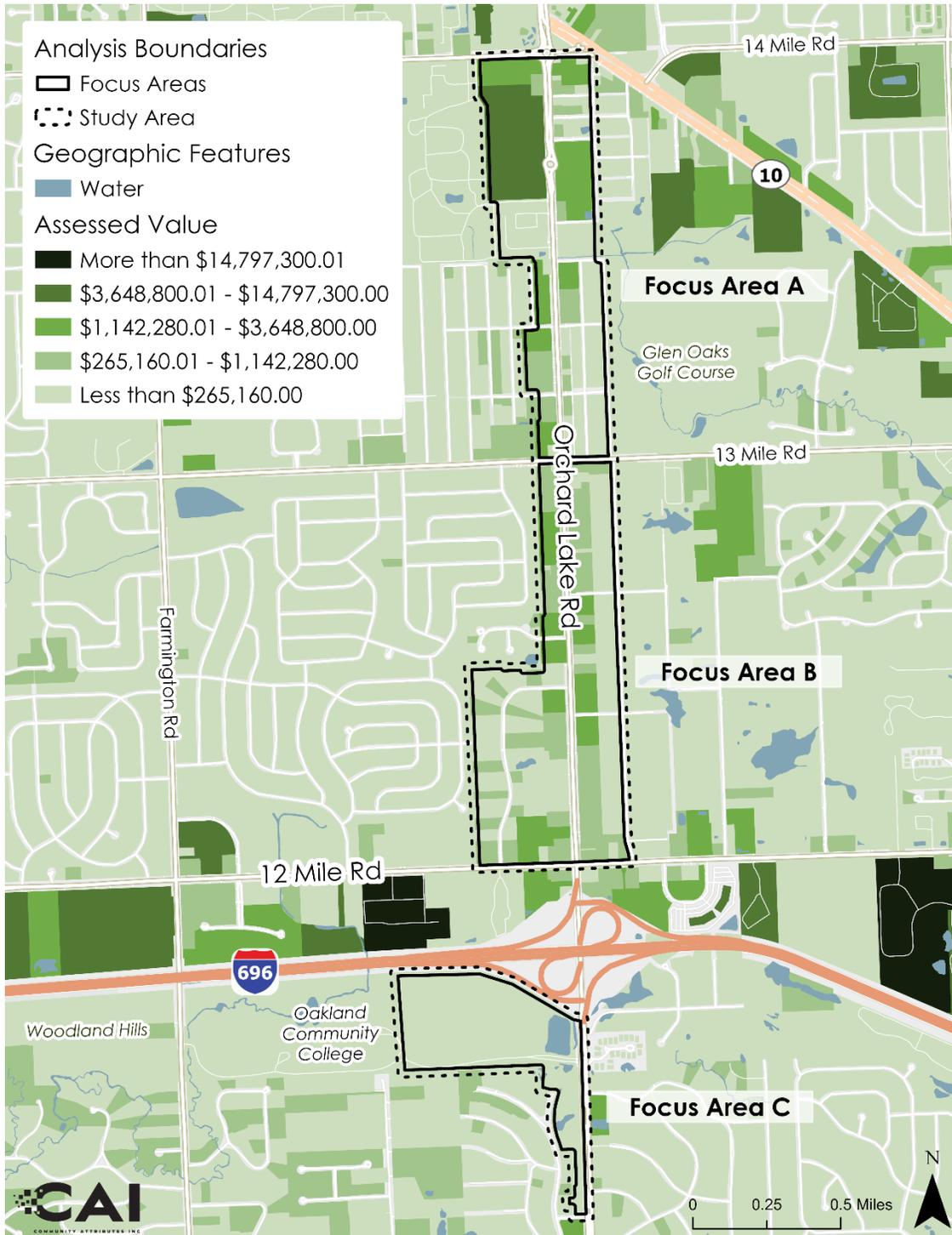


Source: Michigan Department of Transportation, 2023; Oakland County Open Data Portal, 2024; CAI, 2025.

Exhibit A20 depicts assessed property values throughout the Orchard Lake Corridor study area, and its three focus areas. The highest property value

(\$3.65 million - \$14.79 million) includes the parcel that houses the shopping center in the northwest section of Focus Area A. In contrast the rest of the parcels within the Study Area are valued under \$3.65 million, made up of the surrounding residential neighborhoods. Focus Areas A and B feature a mix of assessed values, indicating a blend of commercial and residential properties. Parcels in Focus Area C are generally assessed at less than \$265,160, reflecting little development in that area.

Exhibit A20. Orchard Lake Corridor Assessed Values Map, 2024

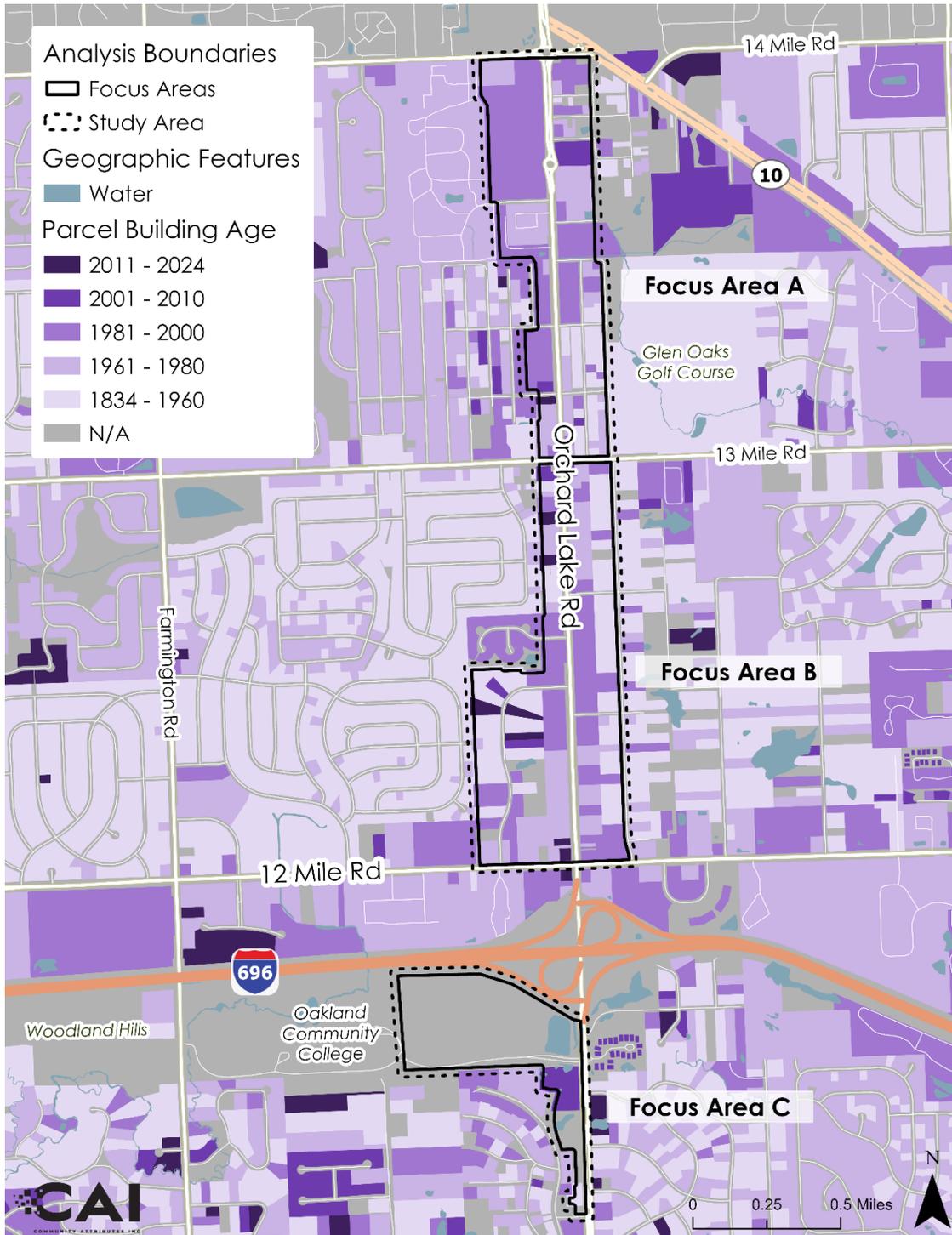


Source: Oakland County Open Data Portal, 2024; CAI, 2025.

Exhibit A21 shows parcels within the Orchard Lake Corridor study area by building age, with color gradations representing the year of construction. Much of the development along Orchard Lake Road occurred between 1961

and 1980. More recent developments, built between 2011 and 2024, are scattered within Focus Area B. Older structures, dating back to before 1960, are largely located within residential neighborhoods, indicating long-established suburban areas surrounding the corridor. This distribution highlights a mix of historical and modern developments, with newer construction concentrated around commercial nodes along Orchard Lake Road.

Exhibit A21. Orchard Lake Corridor Parcels by Building Age Map, 2024



Source: Farmington Hills Open Data Portal, 2024; CAI, 2025.

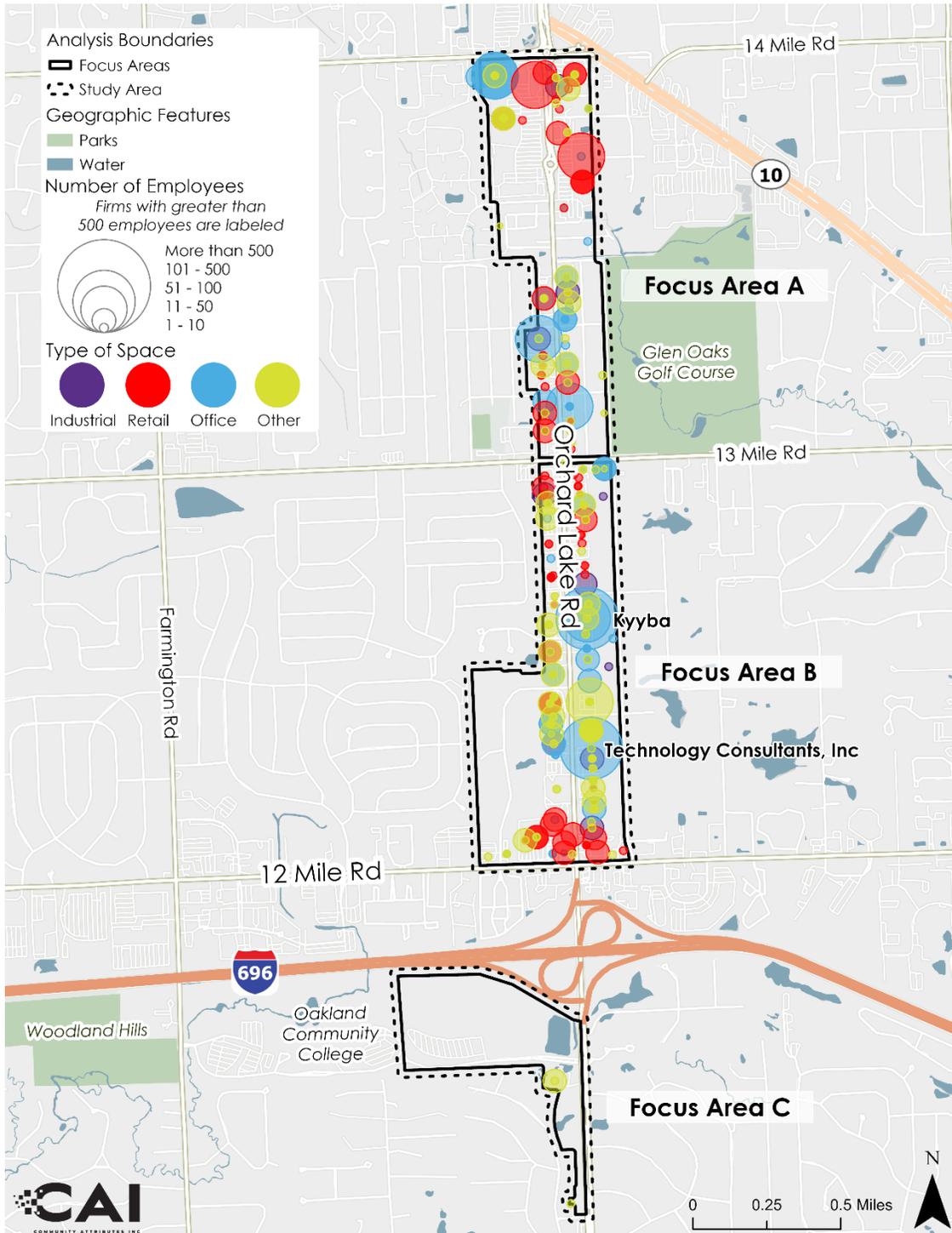
Orchard Lake Corridor Key Tenants

Exhibits A22 and A23 describe businesses within the Orchard Lake Corridor by sector and employment size. The Office sector is the largest in

the Orchard Lake Corridor by employment. Office businesses account for 169 establishments which employ 1,670 people, comprising 39% of total employment in the corridor. The Other category is the largest by number of businesses, representing 182 businesses which provide 1,257 jobs. In the Orchard Lake Corridor, the Other category is made up businesses which fall under NAICS Codes 61-62, 71, 81, 92, and 99. A majority (65%) of employment in the Other category is in Health Care and Social Assistance (NAICS Code 62). The Retail and Industrial sectors are small in comparison, with 112 retail businesses providing 1,178 jobs (27%) and 31 industrial businesses providing 205 jobs (5%).

Focus Area B hosts the highest concentration of businesses and employment, with 306 businesses and 2,452 jobs (57% of total employment). While there is a diverse mix of business types represented in Focus Area B, 28% of employment in Focus Area B is in Health Care and Social Assistance (NAICS Code 62). Focus Area A hosts 185 businesses and 1,802 jobs (42%). Of these, 24% fall under NAICS code 45, or Retail Trade. Finally, Focus Area C contains only 3 businesses, providing 56 jobs (1%). This includes the Michigan School of Psychology, but not the main campus, which falls outside the boundary and reports 250 employees. All businesses in Focus Area C fall into the Other category, with the most employment attributed to businesses in NAICS Code industry sector 61, or Educational Services.

Exhibit A22. Orchard Lake Corridor Employers by Number of Employees and Space Type Map, 2024



Source: Esri Business Analyst, 2024; CAI, 2025.

Exhibit A23. Orchard Lake Corridor Employers by Number of Employees and Space Type Table, 2024

Business Sector	Businesses	Employment	Share
Industrial	31	205	5%
Retail	112	1,178	27%
Office	169	1,670	39%
Other	182	1,257	29%
Grand Total	494	4,310	100%
Focus Area A	185	1,802	42%
Focus Area B	306	2,452	57%
Focus Area C	3	56	1%

Source: Esri Business Analyst, 2024; CAI, 2025.

Focus Area A

Focus Area A of the Orchard Lake Corridor is bounded to the North by W 14 Mile Rd and to the South by W 13 Mile Rd. Parcels included in the focus area include those both East and West of Orchard Lake Rd (**Exhibit A24**).

The northern part of the focus area is a hub for regional-serving retail that will soon be anchored by a Meijer. Other tenants of the destination retail center to the north, including Hunter’s Square Retail Center and Orchard-14 Retail Center, are an Office Depot, Marshall’s, HomeGoods, Aldi, Burlington Coat Factory, TJ Maxx, ULTA Beauty, Bath and Body Works, Buffalo Wild Wings, and others. Across 14 Mile Road to the north (just outside of the focus area boundaries and in West Bloomfield,) other retailers include Whole Foods, Walgreen’s, and Sephora.

In the center of the focus area, there are a mix of uses including some multifamily residential uses (including both apartments and condos), some business/office uses, and some small eateries. On the southern edge of this focus area there is more retail in the form of a community retail strip. This strip is home to a local grocer, Advance Auto Parts, Ace Hardware, a nail salon, some local cafes and restaurants, a cellular repair shop and other local businesses.

Exhibit A24. Orchard Lake Focus Area A Map



Source: Oakland County Open Data Portal, 2024; Google Maps, 2024; CAI, 2025.

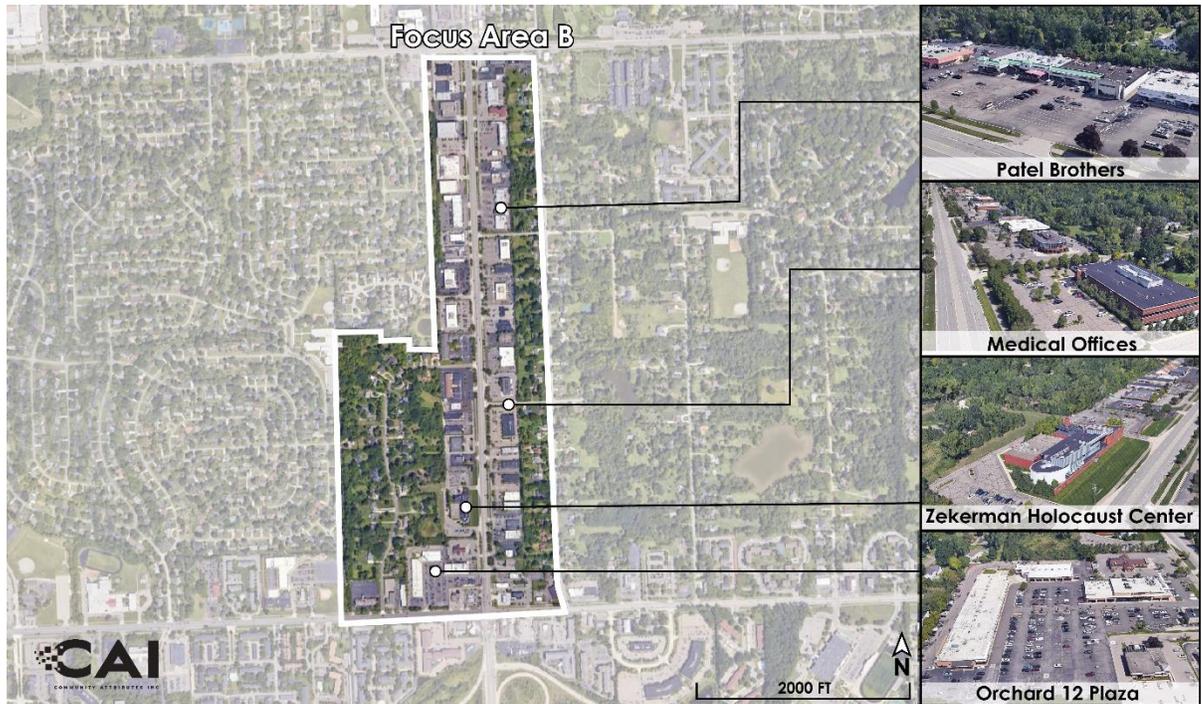
Focus Area B

Focus Area B of the Orchard Lake Corridor is bounded to the North by W 13 Mile Rd and to the South by W 12 Mile Rd. Parcels within the focus area include those both East and West of Orchard Lake Rd (**Exhibit A25**).

The northern half of this focus area hosts small retail uses and local businesses with a strong ethnic food and beverage cluster. Cuisines represented include Indian, Pakistani, Syrian, Georgian, Chinese, and other Middle Eastern and Southeast Asian cuisines. Both restaurants and grocery stores exist in this area, with a Patel Brother's serving as an anchor. The Orchard 12 Plaza Retail Center in the south also hosts a diverse array of restaurants and cafes including Hong Hua Fine Chinese Dining, Craft Breww City, and a Starbucks.

Outside of this retail center, the southern half of the study area hosts the Zekelman Holocaust Center and a variety of low-density office properties, many with health care tenants. Some examples of office tenants in this area include Trinity Health Medical Group, Michigan Women's Health Institute, dental offices, a medical billing office, banks, and law firms.

Exhibit A25. Orchard Lake Focus Area B Map



Source: Oakland County Open Data Portal, 2024; Google Maps, 2024; CAI, 2025.

Focus Area C

Focus Area C of the Orchard Lake Corridor is bounded to the North by I-696 and by Altadena Rd to the South. Parcels included in this focus area are East of Orchard Lake Drive (**Exhibit A26**).

Focus Area C includes some property of the Oakland Community College campus, which has land available for future infill, and a few parcels fronting Orchard Lake Road that are currently available for development. There is little to no commercial development in this Focus Area currently. Many of the parcels surrounding this focus area, including those to the east of Orchard Lake Rd, are filled by single family residential homes and neighborhoods.

Exhibit A26. Orchard Lake Focus Area C Map



Source: Oakland County Open Data Portal, 2024; Google Maps, 2024; CAI, 2025.

Orchard Lake Competitive Assessment

The competitive assessment draws on data analysis, stakeholder engagement, assessment of qualitative data such as case studies, and other information to summarize the strengths, opportunities, and challenges facing the Orchard Lake Road Corridor in Farmington Hills. Findings highlight competitive advantages and identify areas for strategic improvement as Farmington Hills works to realize the vision for the corridor.

The Orchard Lake Corridor benefits from a diverse population and high-performing national retailers. However, the corridor faces challenges due to outdated retail parking standards and suburban design practices that are not conducive to updated retail and amenity offerings.

Strengths

- **A Diverse Population** with residents across a wide range of ages, races, ethnicities, and socioeconomic classes
- **Multicultural Offerings** of ethnic restaurants and grocery stores, particularly in the “International District” or Focus Area B between 13 Mile Road and 12 Mile Road
- **Cultural Institutions** such as the Zekelman Holocaust Center and Oakland Community College
- **Strong Retail Trade Area** with highly trafficked national retailers and strong market performance

Opportunities

- **Streetscaping and Gateway Reclamation** to set the tone for the corridor as a welcoming, walkable destination.
- **Urban Design Improvements** at the gateway, along the corridor
- **Experiential Retail and Hospitality Offerings** that offer all-season recreation options and meet the demand for additional lifestyle amenities
- **Community Food Hub** in Focus Area B that builds on existing assets with food trucks, events and food-focused programming
- **Shopping Center Improvements** such as outdoor dining, access road maintenance and pedestrian access infrastructure
- **New In-Demand Uses** such as all-season recreation destinations, experiential dining, and lifestyle amenities
- **Enhanced Public Realm Amenities** such as pocket parks and public art

Challenges

- **Large Footprint Retail stigma and outdated parking standards** may hinder the attraction of new retailers, particularly those interested in pedestrian-friendly environments
- **Existing Infrastructure** that is difficult to reformat to meet the City's stated livability and accessibility goals
- **Poorly Maintained Marginal Access Roads** with mixed ownership and a lack of coordinated design standards to enforce improvements
- **Aging Buildings** that no longer serve area demands and require reconstruction or redevelopment to fit current needs

Orchard Lake Road Corridor Opportunities

This section provides a focused analysis of the Orchard Lake Road Corridor, highlighting a range of strategic opportunities to support its transformation into a cohesive, people-oriented commercial destination. These opportunities are built around key commercial nodes as well as targeted redevelopment, adaptive reuse, and new infill that aligns with the corridor’s vision. Each opportunity is further explored by focus area.

Focus Area A

Focus Area A within the Orchard Lake Road Corridor, which is bounded by W 14 Mile Road to the north and W 13 Mile Road to the south, includes a mix of residential and commercial uses. Major retail anchors—such as Hunter’s Square and the Orchard-14 Shopping Center—are located in the northern portion of the area. Due to its geographic length, the focus area is shown in two parts (**Exhibits A27 and A28**). The southern portion features older retail strips and community-supportive services, along with shallow, small lots, some of which include single family residential uses.

Exhibit A27. Orchard Lake Road Corridor Focus Area A (North) Boundaries, Farmington Hills



Source(s): CAI, 2025.

Exhibit A28. Orchard Lake Road Corridor Focus Area A (South) Boundaries, Farmington Hills



Source(s): CAI, 2025.

The existing built environment of Focus Area A reflects a predominantly car-oriented design. However, community feedback indicates interest in seeing more pedestrian opportunities as well as more active retail and dining options. Enhancing the customer experience through building improvements and strategic infrastructure investments—particularly at key nodes—can help bring new energy and activity to this area. Specific opportunities to improve this focus area include:

- **Promote reinvestment in retail clusters to reinforce Orchard Lake as a vibrant commercial destination,** building on rising demand, high lease rates, and strong market performance.

- **Allow experiential and lifestyle amenity businesses**, with tenant types including Shake Shack, Puttshack, Escape Room, Punchbowl Social, North Italia, Postino, Yardhouse. Survey respondents cite all-season recreation opportunities as an important reason to encourage visits to the corridor.
- **Encourage new dining** in areas identified by market analysis. Market conditions findings determined that:
 - **Quick-service restaurants** are strong performers and offer expansion opportunities. Several growing QSR establishments are highlighted as potential recruits.
 - **Full-service dining and American fare** establishments are in low supply compared to existing restaurant inventory and thus may attract a high amount of visitors.
- **Support shopping center redevelopment** to include architectural improvements, such as courtyards or open-air spaces to dine post-shopping. In-progress developments, such as the Meijer-anchored PUD can be altered to fit the vision and goals for the Orchard Lake Corridor.
- **Advance pedestrian-friendly design improvements at key intersections and commercial nodes** to enhance the corridor’s appeal as a people-oriented environment and support its evolution beyond a car-centric route.
- **Strategize urban design and streetscaping improvements** to reclaim the gateway to the corridor. This can include repurposing excess parking spaces, installing public art or planting more trees. Reinforce the gateway into the corridor with experience-oriented uses, like event venues, destination entertainment, institutions, and open spaces. The current ‘gateway’ to the corridor is depicted in **Exhibit A29** below.

Exhibit A29. Orchard Lake Road Corridor Gateway: the Southwest corner of the 14 Mile Road and Orchard Lake Road intersection



Source: Google, 2024.

Focus Area B

Focus Area B of the Orchard Lake Corridor is bounded to the North by W 13 Mile Road and to the South by W 12 Mile Road. Due to its geographic length, the focus area is shown in two parts (**Exhibits A30 and A31**). The northern part of this focus area is comprised of small food and beverage establishments, including a strong ethnic food and beverage cluster. The Orchard 12 Plaza Retail Center in the south also hosts a diverse array of restaurants and cafes. Outside of this retail center, the southern half of the study area hosts medical offices and the Zekelman Holocaust Center.

Exhibit A30. Orchard Lake Road Corridor Focus Area B (North) Boundaries, Farmington Hills



Source(s): CAI, 2025.

Exhibit A31. Orchard Lake Road Corridor Focus Area B (South) Boundaries, Farmington Hills



Source(s): CAI, 2025.

Focus Area B faces challenges such as a car-centric development pattern, aging and outdated buildings, and a patchwork of small lots and single-family homes that limit redevelopment potential. In addition, the area lacks cohesive design and infrastructure that could better support and showcase its most distinctive asset—a vibrant, food-focused, multi-ethnic cultural node. Targeted improvements can help enhance customer experience, unlock development potential, and elevate the corridor’s unique identity. Specific opportunities to improve this focus area can:

- **Continue food-focused development** by allowing food trucks or carts, recruiting additional restaurants, and developing on-site agriculture and local food production options. Activation through

frequent events and competitions can further highlight the area within the region.

- **Enhance public realm amenities** such as pocket parks and public art near highly trafficked areas, like bus stops or grocery stores.
- **Incorporate pedestrian infrastructure** such as more frequent crosswalks, crosswalk lights, sidewalk shading, and benches. There are no existing crosswalks between 12 Mile and 13 Mile Road, except for at Bristol Lane. Survey respondents also highlight the unsafe elements of large parking lots, wide roads and short pedestrian crossing times as barriers for walkability.
- **Include outdoor dining spaces** in identified high traffic areas, such as the Orchard-12 Shopping Center, which hosts many successful QSR and sit-down restaurants but lacks outdoor spaces. Community spaces are highlighted as a need by pedestrians and automotive owners alike.
- **Encourage curb appeal** in future redevelopment by decreasing setbacks and locating buildings closer to the street. Allocate funds for façade improvements, streetscaping and public amenities.
- **Encourage adaptive reuse of underperforming office spaces** to diversify site uses, particularly in areas with high vacancies and create opportunities for community-serving uses like health care, education, or wellness.
- **Brand and promote the International District.** Assist businesses through façade improvements, collective branding, marketing and social media strategy. Translation and regulatory interpretation services and enhanced accessibility features build on this area’s strength in diversity.

Focus Area C

Focus Area C (**Exhibit A32**) in the Orchard Lake Corridor, between I-696 and Altadena Road includes part of Oakland Community College and several vacant, undeveloped parcels, which are zoned for single-family residential. There is little to no commercial development in the area currently.

Exhibit A32. Orchard Lake Road Corridor Focus Area C Boundaries, Farmington Hills



Source(s): CAI, 2025.

Focus Area C is currently underutilized, despite its strategic location at the intersection of I-696 and Orchard Lake Road. The area lacks significant development yet holds strong potential to become a key node along the corridor. Oakland Community College (OCC), as a major cultural and institutional asset, could be better integrated and supported through placemaking and investment. Specific opportunities to improve this focus area include:

- **Evaluate Oakland Community College** campus needs to support development best suited for the area. Options may include:
 - **Assess Orchard Lake campus student population** housing and commute patterns to determine land use demand.

- **Assemble a large parcel site** and work with developers to create a master-planned, build to suit mixed-use site.
- **Utilize alternative formats**, to encourage non-traditional retail and commercial establishments. Collaboration with Oakland Community College could include small-business incubation programs or partnering with local institutions to create small-format storefronts.
- **Retrofit existing buildings** and focus redevelopment on previously built spaces to preserve wetlands and existing green spaces.
- **Assess suitability of undeveloped acreage** at southern end of the focus area. Potential uses could:
 - **Maintain residential zoning** for available acreage at the south end of the Focus Area, or;
 - **Rezone for mixed use development** with commercial and residential offerings, or;
 - **Acquire and preserve** the undeveloped acreage as green space.

APPENDIX C: CONTEXTUAL SOURCES FOR REFERENCE

Farmington Hills 2024 Master Plan

Vision: “Farmington Hills will be an innovative, attractive, livable, safe, and financially stable community that embraces the diversity of its people and provides housing and economic opportunity for all residents.”

12 Mile Corridor

- 12 Mile Corridor: “The 12 Mile Mixed Use area is today dominated by large office development and is addressed as a Special Planning Area elsewhere in this plan. This classification is intended to encourage the long-term redevelopment and infill development of the area with a greater mix of uses, including retail, restaurants, and personal services, entertainment, attached and multi-family residential (as stand-alone infill development, in the form of office conversions, or as part of mixed-use projects. Building heights may be increased in this area without significant impacts on nearby single-family neighborhoods due to the separation of the area from this development by large roads and freeways, and its relatively low-lying elevation. Large office buildings are expected to remain as major land uses in this area. Development should be planned with connections to neighboring uses in mind and focused on providing walkable environments where the convenience needs of residents and workers can be met without the need to drive for every trip.”
- 12 Mile Corridor: “This presents an opportunity for infill development, and the corridor’s separation from single-family uses allows for greater building height and density for multi-family uses without direct impacts on neighboring homes. With time, this corridor is envisioned to become a vibrant, mixed-use environment, with residential, office, and commercial, and entertainment uses in close proximity and a pedestrian-friendly landscape and streetscape.
- 12 Mile: “Large parking fields can, over time, fill in to provide a variety of uses and shared spaces. Redevelopment in this corridor will be incremental, involving adaptive re-use of some existing buildings (such as offices converted to residential uses), and the replacement of underutilized parking lots with commercial and residential uses. Redevelopment should strive for a neighborhood feel, with shared spaces, high walkability, and a mix of mutually supportive uses.”
- 12 Mile Corridor Recommendations:
 1. Transition from an almost entirely office corridor to a more mixed corridor with multi-family residential and some commercial development.

- Encourage multi-family residential housing as infill and/or redevelopment along the south side of 12 Mile between Farmington and Drake, adjacent to I-696.
 - Attract entertainment and destination businesses where access to the regional transportation network exists.
 - Gradually introduce locally focused convenience commercial uses, residential, and shared spaces (see progression of potential infill development at right in the illustration).
2. Improve connections to this area from the HAWK, Farmington Area Library, and other public facilities for pedestrians and bicyclists.
 3. Explore opportunities for post-incubator locations for new businesses as they grow.
 4. Expand walkability in the corridor.
 5. Improve safety for all modes of travel along 12 Mile Road

Orchard Lake Corridor

- Orchard Lake Corridor: “The Orchard Lake Road corridor between 12 Mile and 13 and a half-mile is one of Farmington Hills’ principal commercial arteries. There is generally good cross connection between sites. This future land use category, which is explored in further detail as a Special Planning Area, speaks primarily to design and providing greater flexibility in the future. The City should consider the adoption of design and/or materials standards for buildings in the corridor, as well as permitting buildings to move closer to the street or, where present, marginal access drives. Multifamily uses may be appropriate at the north end of the corridor and the office-zoned portions of the southern end, either as redevelopment or conversions of existing office buildings.
- Orchard Lake Corridor: “Orchard Lake Road corridor is one of the City’s principal commercial arteries, with a very wide range of commercial uses.”
- Orchard Lake Corridor Recommendations:
 1. Allow reuse and encourage renovation/redevelopment.
 2. Focus on cross-access between businesses to improve travel on Orchard Lake Road, building on the current network that allows cars and people to easily move between sites safely without repeated exits/entrances off Orchard Lake Road.
 3. Develop better design standards, landscaping; consider how landscaping standards might incentivize natural stormwater management.
 4. Provide more flexibility for moving buildings up closer to Orchard Lake Road, with parking behind.

5. Consider residential under the right circumstances – in less commercially intense parts of the corridor; office-to-residential conversions may be appropriate in addition to full redevelopment with multi-family uses.
6. Make this area as friendly to people moving about outside of vehicles as it is to those driving to their destinations. The 8-foot pathway system is mostly complete between 12 Mile Road and 13 Mile Road; this can be used as a springboard for additional pedestrian and bicycle amenities.
7. Use placemaking strategies to create a unique identity for this portion of the Orchard Lake Road corridor. Consider how design standards, landscaping, setbacks, and public art could all be used to unify the area over time.

APPENDIX D: CURRENT CONDITIONS

Introduction

Approach

This analysis integrates both quantitative and qualitative data to assess economic conditions, trade area characteristics, and real estate market performance in the 12 Mile Road and Orchard Lake Road corridors.

Primary Data Sources Include:

- CoStar Market Analytics
- American Community Survey (ACS)
- Placer.ai
- ESRI Business Analyst (BA)
- Bureau of Labor Statistics (BLS)
- Synergos Technologies Inc. (STI) Workplace
- CAI-administered Survey Data

Existing Business Landscape

This section presents data on industries, businesses, and employment within the 12 Mile Road and Orchard Lake Road corridors, highlighting key trends in business activity and workforce patterns.

Corridor Industry

The City of Farmington Hills is home to thousands of businesses with distinctive economic and employment characteristics. To understand the broader business landscape, the North American Industry Classification Systems (NAICS) codes are used to group similar employers. This provides a means to compare the 12 Mile Road and Orchard Lake Road corridors and reveal several trends across business counts, employment, and sales figures. **Exhibit A33** below shows the industry makeup of each major industry cluster.

Exhibit A33. Major Industry Sector Groupings by NAICS Codes

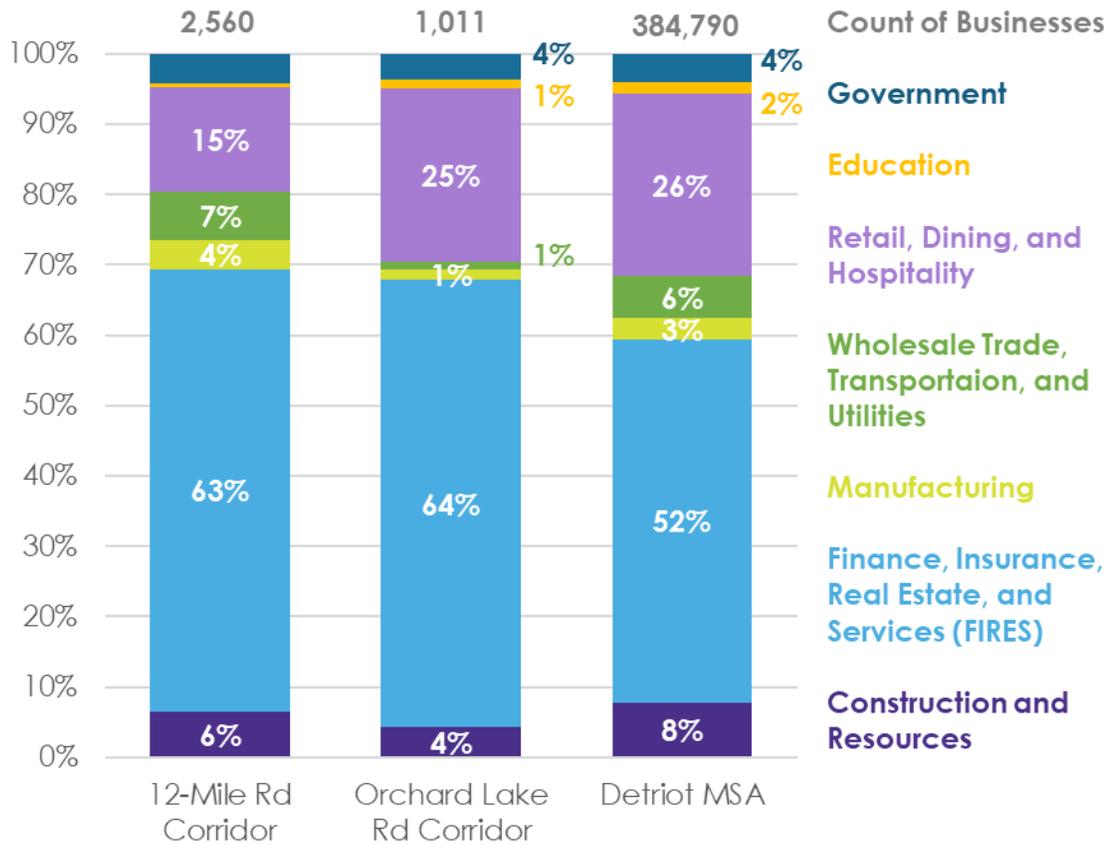
Major Industry Sector	NAICS Codes	Descriptions
Construction and Resources	11	Agriculture, Forestry, Fishing and Hunting
	21	Mining, Quarrying and Oil and Gas Extraction
	23	Construction
Manufacturing	31-33	Manufacturing
Wholesale Trade, Transportation and Utilities (WTU)	22	Utilities
	42	Wholesale Trade
	48-49	Transportation and Warehousing
Finance, Insurance, Real Estate and Services (FIRES)	51	Information
	52	Finance and Insurance
	53	Real Estate and Rental and Leasing
	54	Professional, Scientific, and Technical Services
	55	Management of Companies and Enterprises
	56	Administrative, Support, Waste Management and Remediation Services
	62	Health Care and Social Assistance
Retail, Dining, and Hospitality	81	Other Services (except Public Administration)
	44-45	Retail Trade
	71	Arts, Entertainment, and Recreation
Educational Services	72	Accommodation and Food Services
	61	Educational Services
Government	92	Public Administration
	99	Unclassified

Sources: CAI, 2025.

For both corridors, the number of businesses, employees, and revenue are highest within the Resources, Infrastructure and Enterprise sectors. This sector category captures businesses like agriculture and forestry (Resources) construction firms (Infrastructure), and operational services like finance, telecommunications, and engineering (Enterprise). The largest individual firms by employee count in either corridor are the Nissan Technical Center, Bosch Group, Concentrix, and ATC Drivetrain LLC.

As of 2024, nearly two-thirds of the businesses in each corridor are in the FIRES sector, or Services, more generally (**Exhibit A34**). The Detroit Metropolitan Statistical Area (MSA) has 45% of all businesses in this sector, for a point of comparison. Retail, Dining, and Hospitality also has a notable share in both corridors, composing 15% of all businesses along 12 Mile Road and 25% along Orchard Lake Road. The 12 Mile Road area has roughly 2.5 times more businesses than the Orchard Lake Road Corridor.

Exhibit A34. Count of Businesses by Industry Type, Both Corridors, 2025

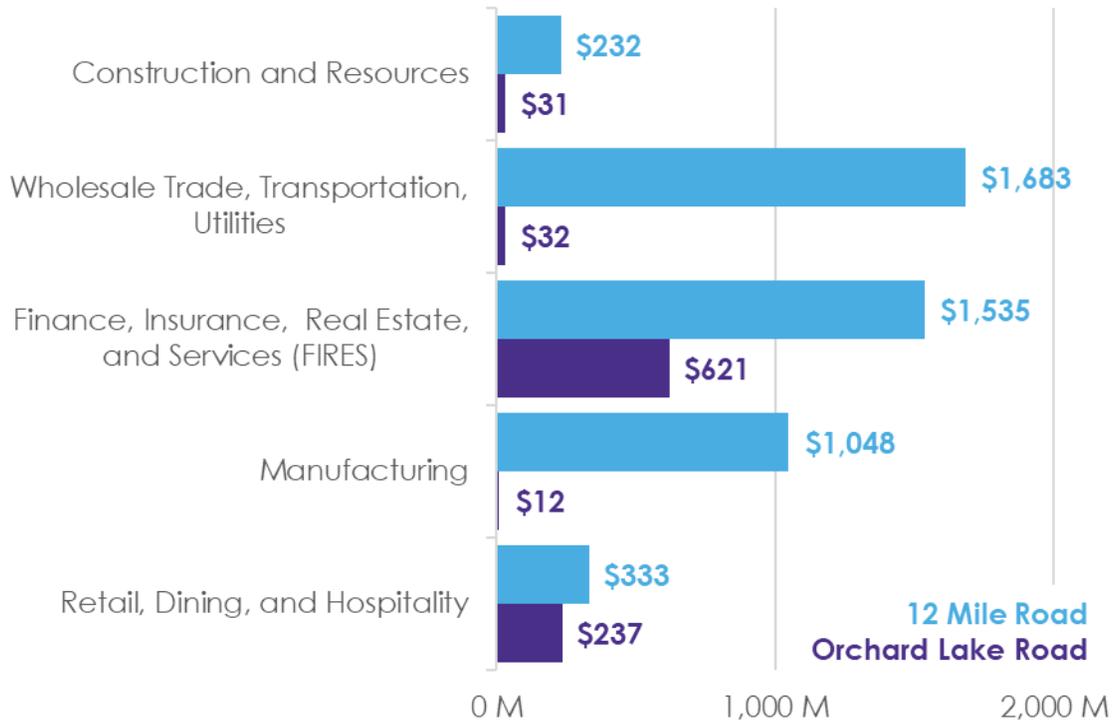


Source: ESRI BA 2025; CAI 2025.

Note: The Detroit-Warren-Dearborn Metropolitan Statistical Area (Detroit MSA) encompasses Lapeer, Livingston, Macomb, Oakland, St. Clair and Wayne counties.

Exhibit A35 shows that the Wholesale Trade, Transportation and Utilities bring in the most revenue at \$1.7 billion annually, followed by FIRES (\$1.5 billion on 12 Mile Road; \$621 Million along Orchard Lake), and Manufacturing (\$1 billion on 12 Mile Road).

Exhibit A35. Annual Revenue by Industry (mils \$), Each Corridor, 2025



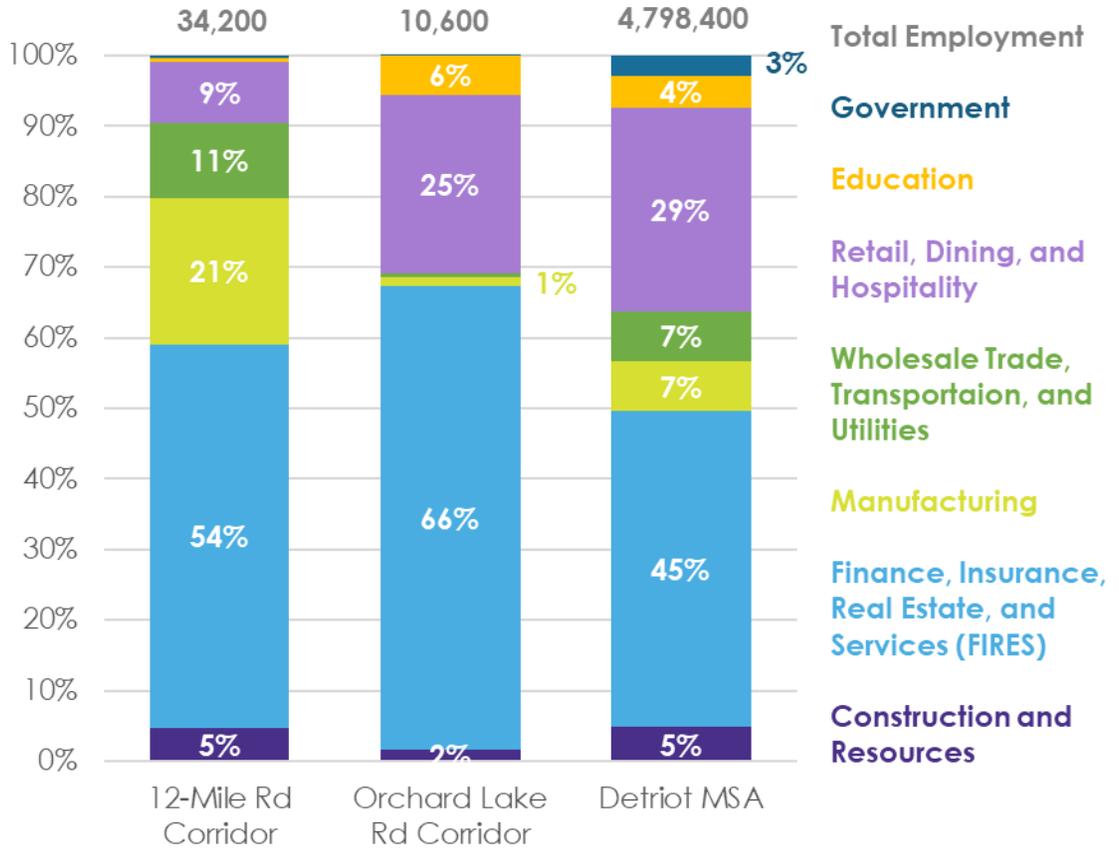
Note: Rounded to the nearest million

Source: ESRI BA 2025; CAI 2025

Corridor Employment

Exhibit A36 shows that the employment shares within the two corridors are similar to the employer shares. The largest sector, Services, or FIRES, provide 54% of the employment base for 12 Mile Road and 66% for Orchard Lake Road. Both are more heavily concentrated than the Detroit MSA in which Services make up 45% of total employment. The 12 Mile Rd Corridor has approximately three times the number of workers as the Orchard Lake Road Corridor.

Exhibit A36. Employment Share by Industry, Orchard Lake and 12 Mile Corridor, 2025



Source: ESRI BA 2025; CAI 2025

Tech Activity Survey

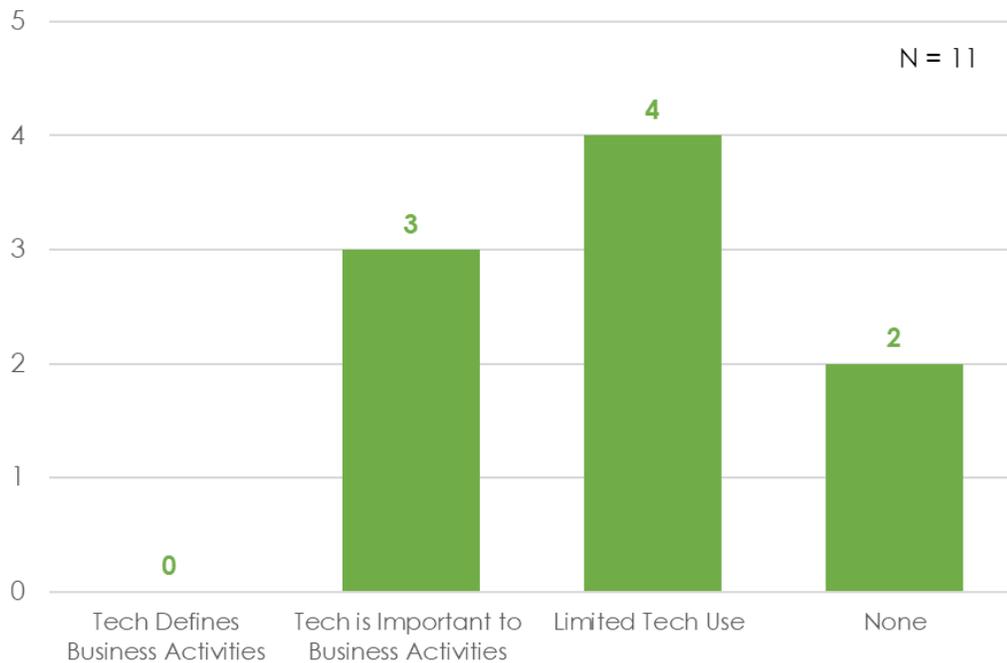
A key research question posed for this study was, “How do technology firms and activities relate to corridor businesses?” To address this and other questions, Community Attributes Inc. (CAI), in coordination with the City of Farmington Hills, administered an online survey of residents, workers, business owners, and property owners in the 12 Mile Rd and Orchard Lake Rd corridors. The survey focused on current market conditions and economic activity within the corridors, as well as community visions for their future.

The survey was open to the public from January 3 to March 12, 2025, and was accessible via both a web link and QR code. It was promoted through a variety of outreach methods, including email blasts, flyers, City communications, and in-person engagement. To support inclusive participation, the survey was available in Spanish, Arabic, Chinese, Hindi, and Japanese.

A total of 998 responses were collected. Respondents included 838 residents, 272 corridor visitors, 74 corridor workers, 66 property owners or managers, and 13 business owners or managers.

When asked about tech-related operations, none of the business survey respondents reported that technology defined their business activity (**Exhibit A37**). Respondents largely described either some or limited technology use in business operations, with two respondents claiming no technology use at all.

Exhibit A37. The Role of Technology in Corridor Businesses by Business Respondent, 12 Mile Rd and Orchard Lake Rd Corridors, 2025



Source: CAI Survey, 2025.

When asked about interest in expanding technology services or operations, most respondents indicated no interest (**Exhibit A38**). Similarly, the vast majority expressed no interest in partnerships or collaborations with technology firms in the corridors. While a few were open to future partnerships, none reported an existing relationship, giving limited evidence of technology spillover within the corridors (**Exhibit A39**).

Exhibit A38. Business Owner Interest in Expanding Tech Operations, 12 Mile Rd and Orchard Lake Rd Corridors, 2025

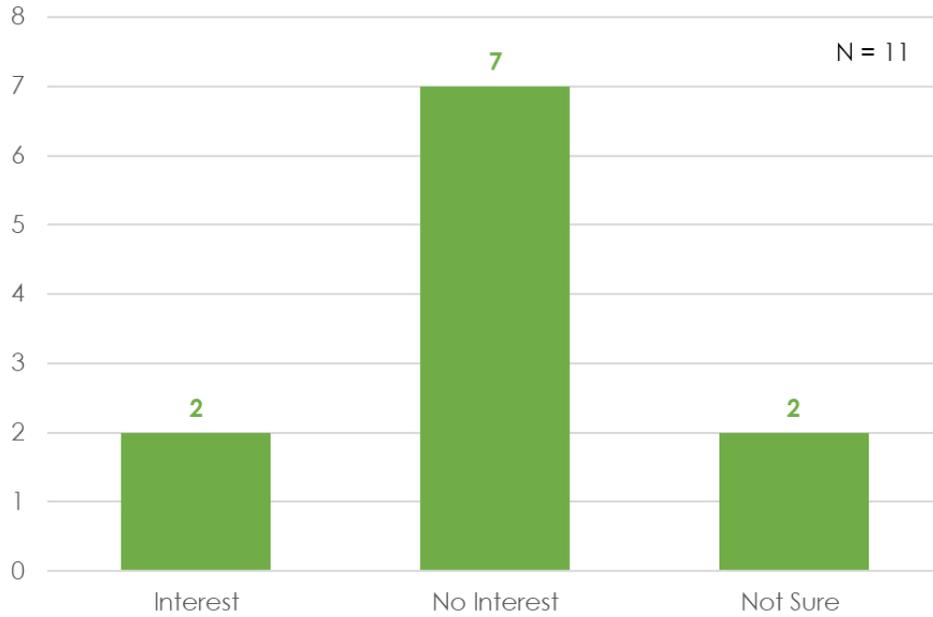
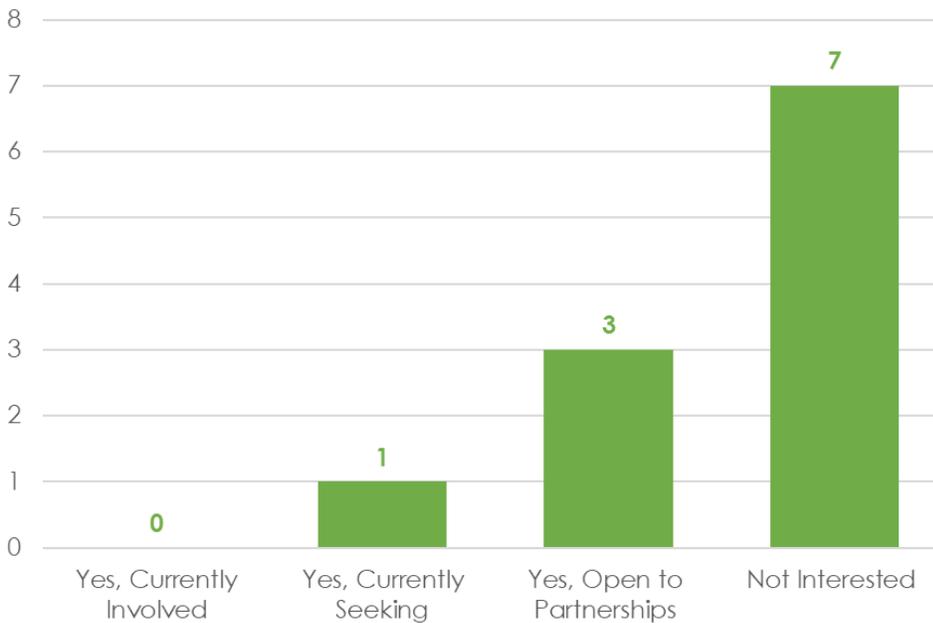


Exhibit A39. Business Owner Openness to Partnerships with Tech Firms in the Corridors, 12 Mile Rd and Orchard Lake Rd Corridors, 2025



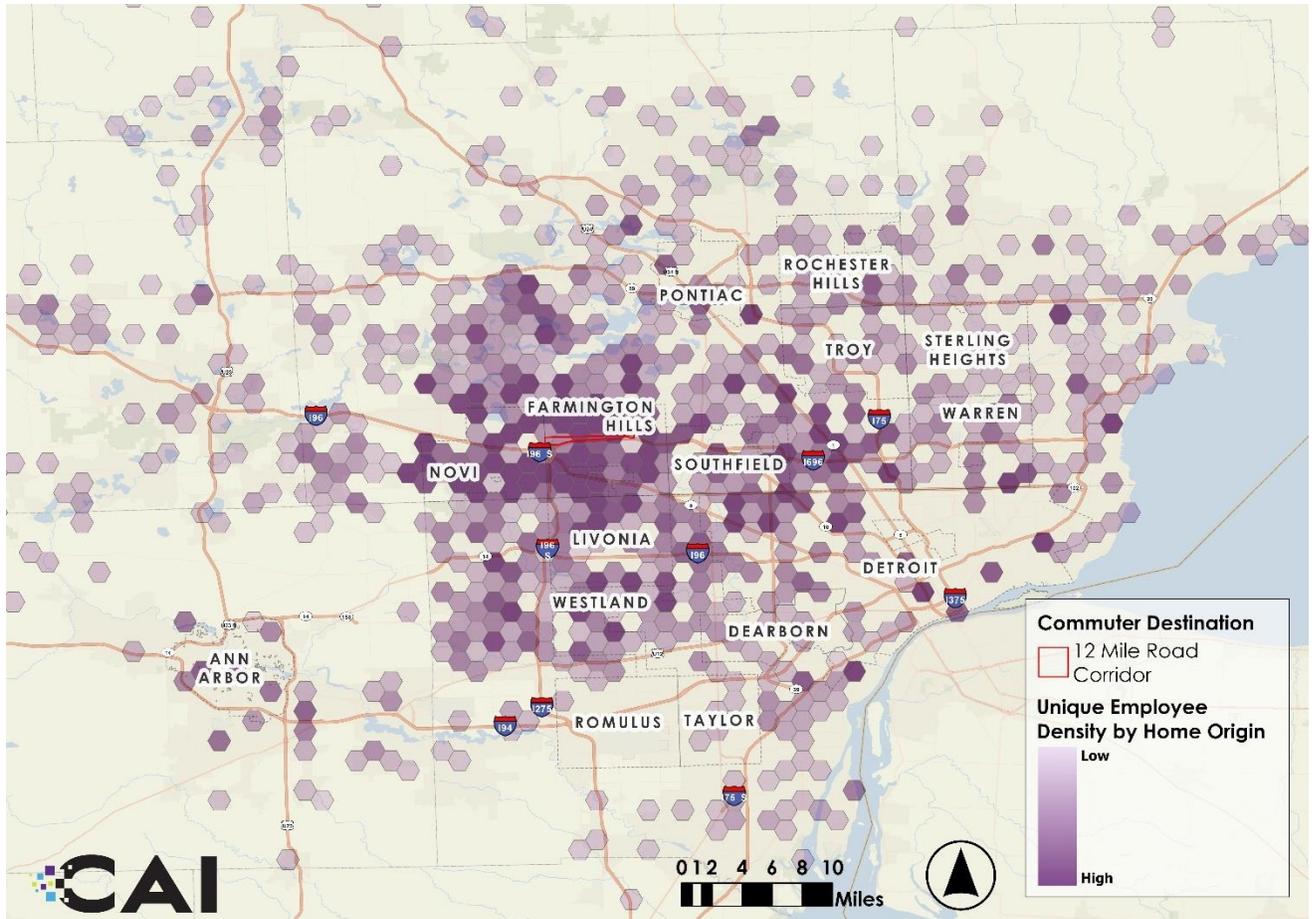
Source: CAI Survey, 2025.

Commute Data

Exhibit A40 shows where employees who work within the 12 Mile Rd corridor live. The 12 Mile Rd Corridor’s employees live throughout the surrounding area, with clusters of higher density primarily within 5-25 miles of the corridor, particularly southeast towards Detroit. Clusters of employees live in Southfield, Westland, Novi, and Farmington, with lower densities farther away from the corridor, particularly on the north or eastern sides of the region.

Exhibit A41 shows the distribution of employees by commute distance. Of the 8,498 unique employees in the 12 Mile Rd corridor, 4% live within a mile of the corridor, while 64% commute between 5 and 25 miles. The remaining 7% of corridor employees commute 25 or more miles, suggesting a smaller group of long-distance commuters. The cumulative share shows that nearly all employees (93%) live within 25 miles of the corridor.

Exhibit A40. Commuteshed Map, Unique Employees Who Commuted into the 12 Mile Rd Corridor for Work, January 1 2024 – December 31, 2024



Sources: Placer.ai, 2024; CAI, 2025.

**Exhibit A41. Unique Employee Commutes by Distance, 12 Mile Rd Corridor,
2024**

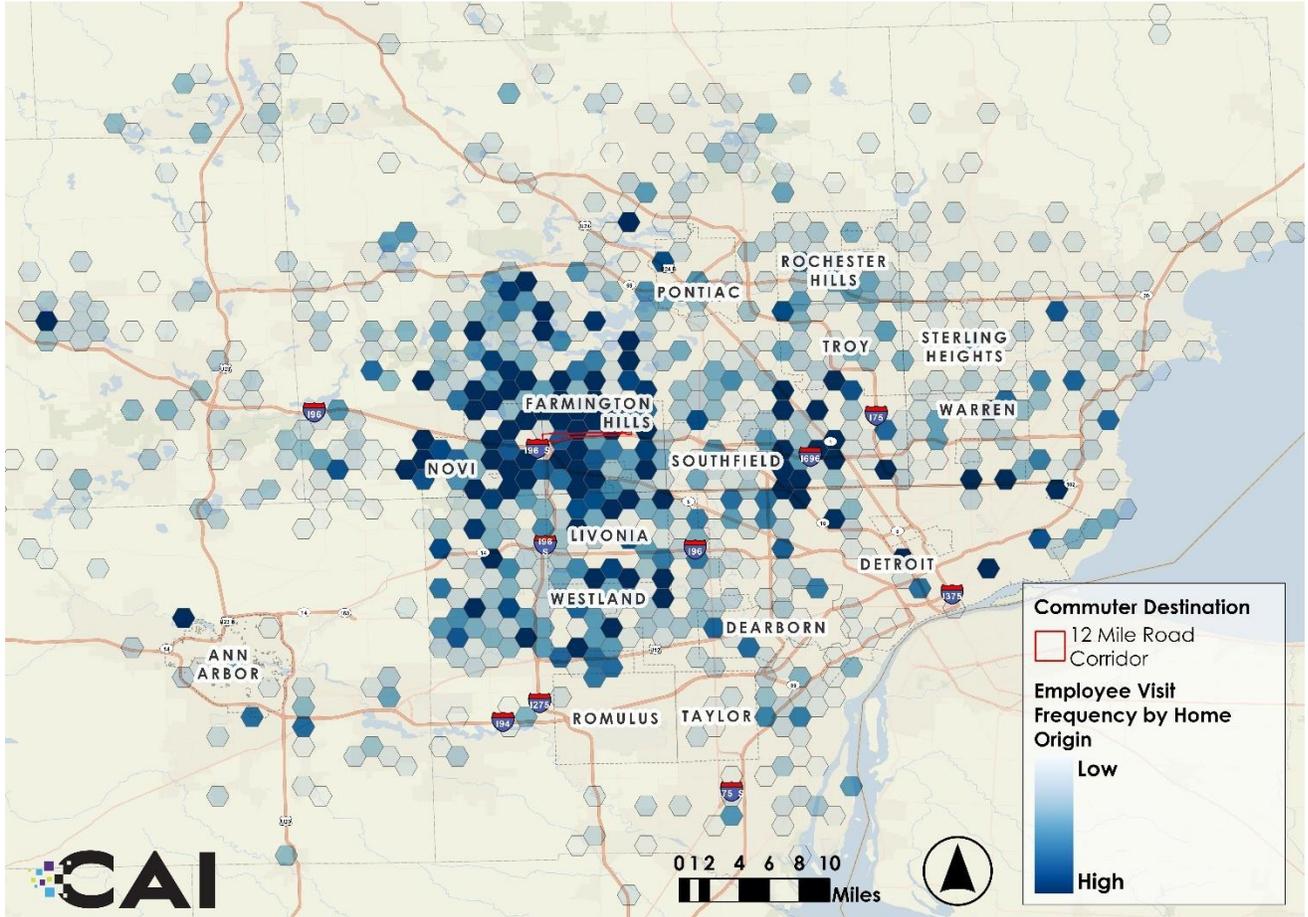
Commute Distance	Employee Count	Share	Cumulative Share
Within 1 Mile	331	4%	4%
1-2 Miles	607	7%	11%
2-5 Miles	1,455	17%	28%
5-10 Miles	2,160	25%	54%
10-25 Miles	3,349	39%	93%
25-50 Miles	596	7%	100%
Total Employees	8,498		

Sources: Placer.ai, 2024; CAI, 2025.

While **Exhibit A40** shows density of employees’ home origins, **Exhibit A42** highlights how often employees travel to the study area. The denser blue cluster indicates more total trips for workers living closer to the study area, and those who live east along Route 102 and south along Interstate 275. Comparison of the two maps shows that the 12 Mile Rd corridor’s employees come from a wide commute area, but the employees who travel in for work the most are those who are nearer to the corridor.

Exhibit A43 shows the total visits, by distance, for 12 Mile Corridor. Of the more than one million total employee visits in 2024, nearly half (45%) come from employees who live 10-25 miles away, while workers living within 2 miles contribute 13% of total visits.

Exhibit A42. Commute Frequency Map, Employee Visits into the 12 Mile Rd Corridor for Work, January 1 2024 – December 31, 2024



Sources: Placer.ai, 2024; CAI, 2025.

Exhibit A43. Total Employee Visits by Distance, 12 Mile Rd Corridor, 2024

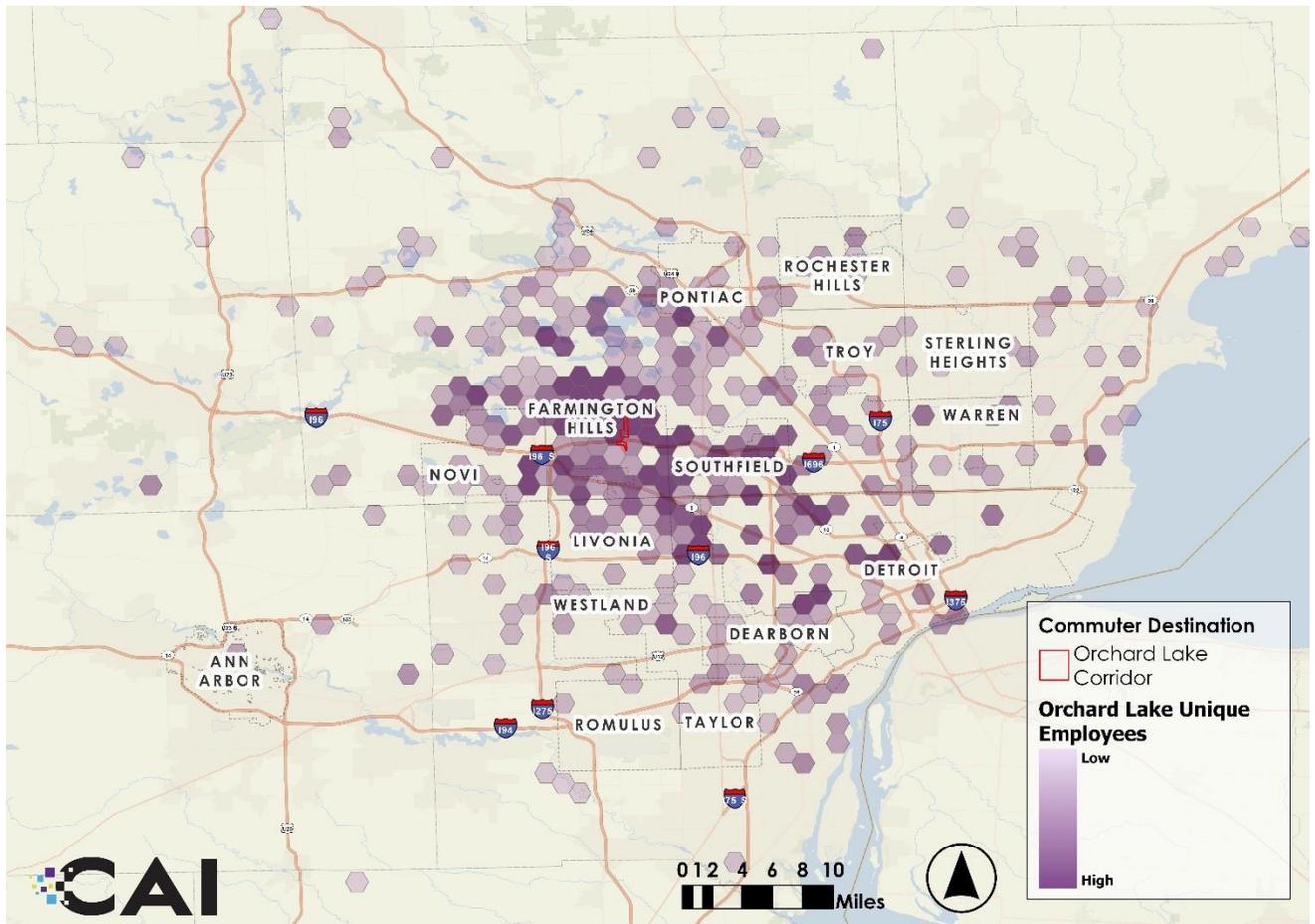
Commute Distance	Visit Count	Share	Cumulative Share
Within 1 Mile	48,750	5%	5%
1-2 Miles	88,450	8%	13%
2-5 Miles	197,400	19%	31%
5-10 Miles	275,000	26%	57%
10-25 Miles	397,600	37%	95%
25-50 Miles	57,750	5%	100%
Total Visits	1,064,950		

Sources: Placer.ai, 2024; CAI, 2025.

Exhibit A44 shows home origins for employees working in the Orchard Lake Corridor. Of the approximately 3,000 unique employees, the majority live near the Orchard Lake Study area and southeast towards Detroit.

Exhibit A45 shows a different distribution of employee commute distances. Here, 14% of employees live within 2 miles of their workplace, with 8% living within 1 mile and 7% within 1–2 miles. The largest groups commute between 2–5 miles (24%), 5–10 miles (30%), and 10–25 miles (30%), indicating a more even spread across these mid-range distances. Almost the entire workforce (99%) lives within 25 miles, with only 1% commuting 25-50 miles.

Exhibit A44. Commuted Map, Unique Employees Who Commuted into the Orchard Lake Rd Corridor for Work, January 1 2024 – December 31, 2024



Sources: *Placer.ai, 2024; CAI, 2025.*

Exhibit A43. Unique Employee Commutes by Distance, Orchard Lake Corridor, 2024

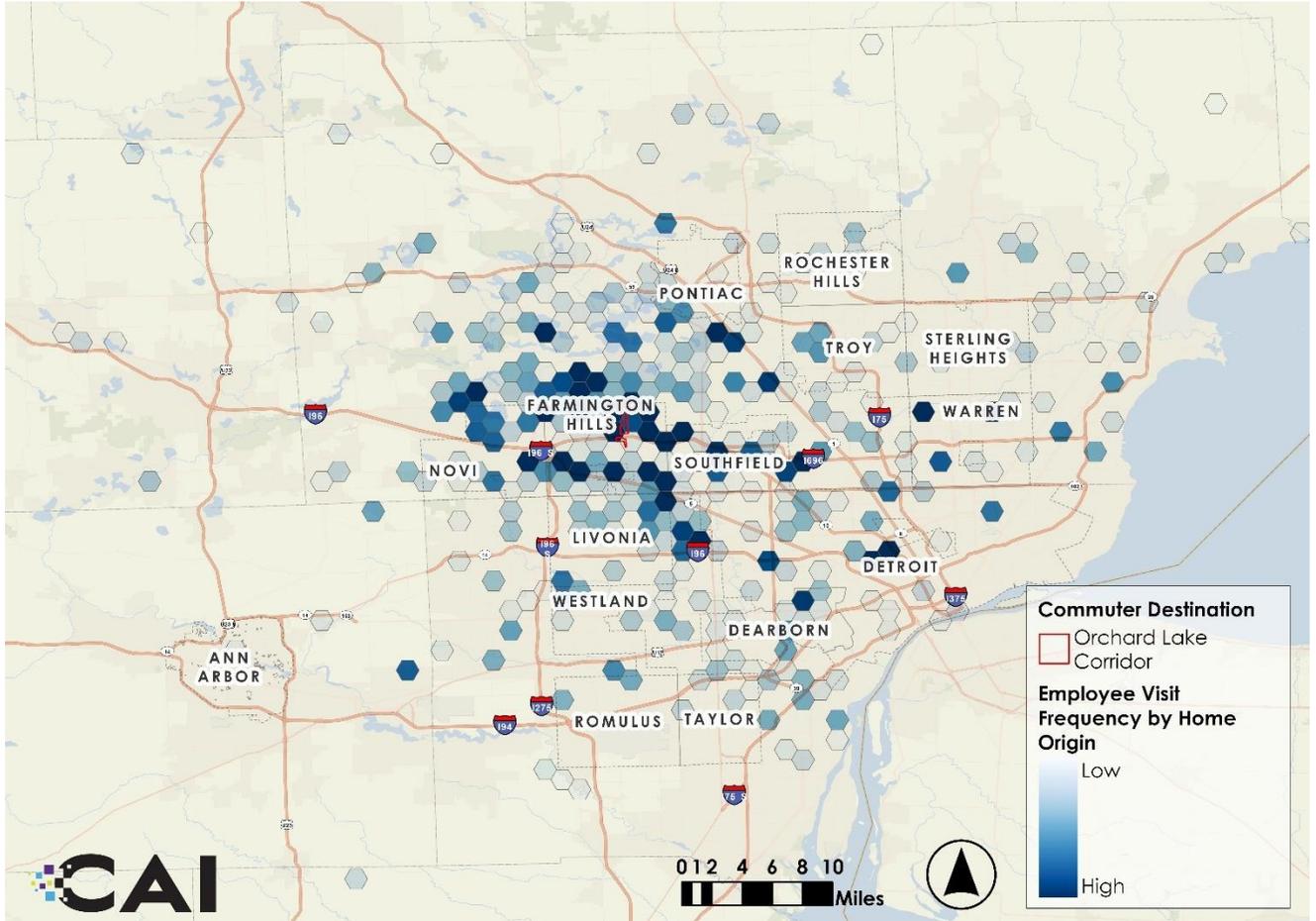
Commute Distance	Employee Count	Share	Cumulative Share
Within 1 Mile	231	8%	8%
1-2 Miles	203	7%	14%
2-5 Miles	733	24%	39%
5-10 Miles	901	30%	69%
10-25 Miles	895	30%	99%
25-50 Miles	40	1%	100%
Total Employees	3,003		

Sources: Placer.ai, 2024; CAI, 2025.

Exhibit A44 shows that more frequent visits happen within a closer proximity to Orchard Lake, but the pattern is generally scattered throughout the area, with less trips happening the further from the study area employees live.

Exhibit A45 highlights how often employees travel to the corridor over the year by the distances they live from work. Of nearly 485,000 total visits, only 9% came from within a mile, while 26% and 28% came from 2-5 miles, and 5-10 miles respectively. More than 80% of local employees commute between 5 and 25 miles, with only 1% of all visits coming from farther than 25 miles.

Exhibit A44. Commute Frequency Map, Employee Visits into the Orchard Lake Rd Corridor for Work, January 1, 2024 – December 31, 2024



Sources: Placer.ai, 2024; CAI, 2025.

Exhibit A45. Total Commute Visits by Distance, Orchard Lake Rd Corridor, 2024

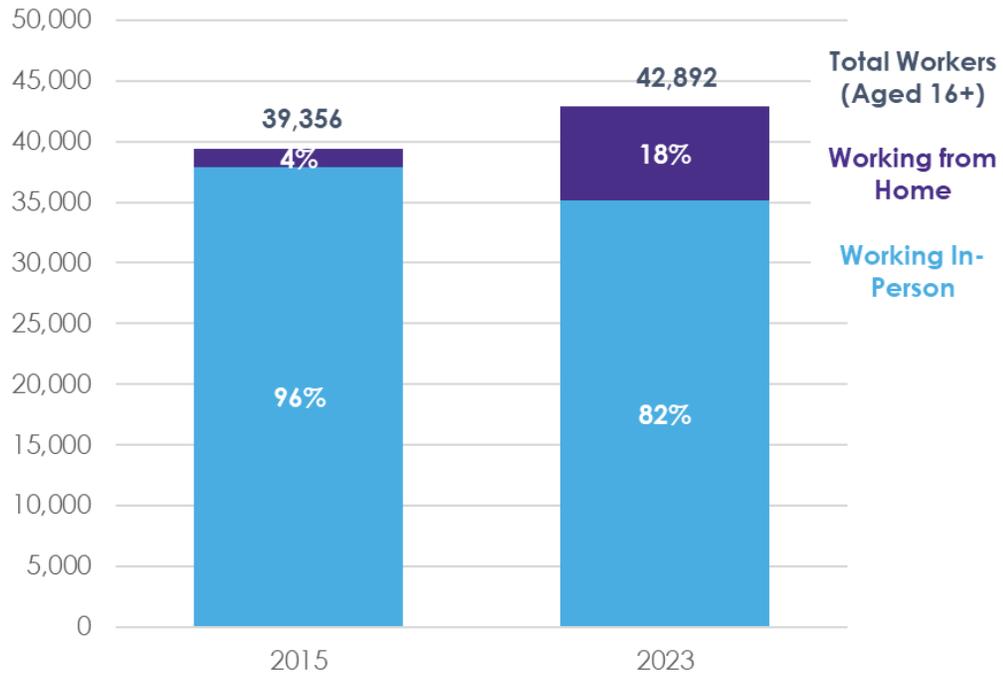
Commute Distance	Visit Count	Share	Cumulative Share
Within 1 Mile	44,450	9%	9%
1-2 Miles	35,250	7%	16%
2-5 Miles	123,950	26%	42%
5-10 Miles	140,600	29%	71%
10-25 Miles	135,650	28%	99%
25-50 Miles	4,500	1%	100%
Total Visits	484,400		

Sources: Placer.ai, 2024; CAI, 2025.

In-person Versus Remote Work

In the City of Farmington Hills, 18% of all workers aged 16 and older worked from home in 2023 (**Exhibit A46**). This is up 14% (or 6,318 workers) from 2015, when only 4% of workers worked from home.

Exhibit A46. Workers by Type, Farmington Hills, 2015 & 2023

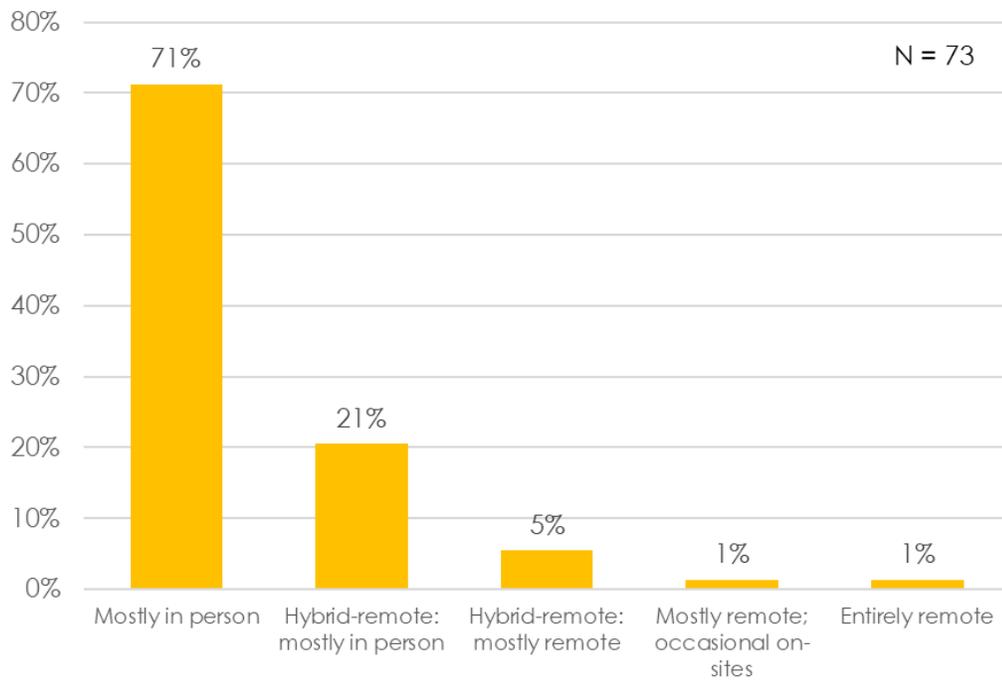


Source: ACS, 2023; CAI 2025.

When asked by survey about work location, 71% of corridor employees reported working mostly in person, while 26% worked in a hybrid format and just 2% worked primarily remotely (**Exhibit A47**). Business owners shared similar responses, indicating that most operations occur in person, with a small share conducted in a hybrid model and none in entirely remote formats (**Exhibit A48**).

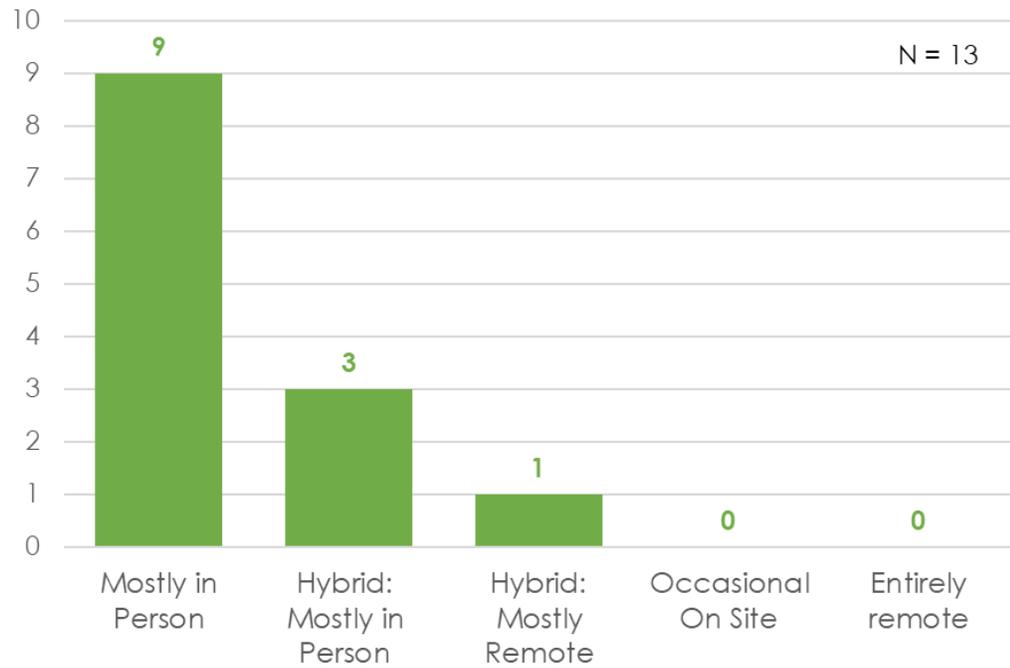
When asked about how work may change in the future, business owners largely describe working trends which continue to favor in person work (**Exhibit A49**).

Exhibit A47. Workers by Self-Identified Type, 12 Mile Rd and Orchard Lake Rd Corridors, 2025



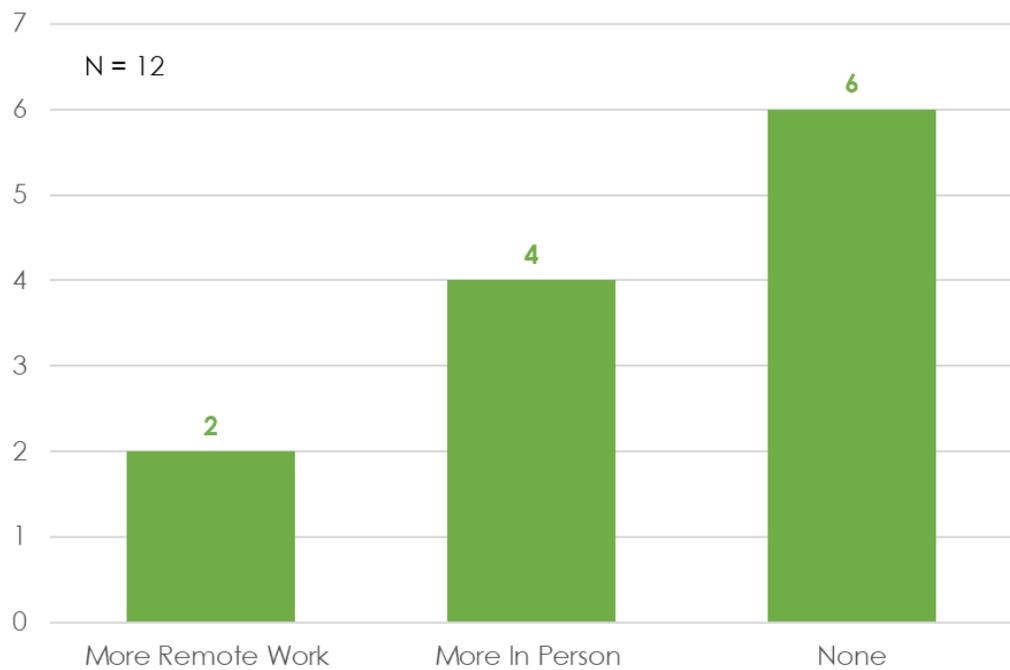
Source: CAI Survey, 2025.

Exhibit A48. Workforce by Business-Owner Identified Type, 12 Mile Rd and Orchard Lake Rd Corridors, 2025



Source: CAI Survey, 2025.

Exhibit A49. Anticipated Changed to Workforce Type in the Next 3-5 Years, Business Owners in the 12 Mile Rd and Orchard Lake Rd Corridors, 2025



Source: CAI Survey, 2025.

Trade Market Snapshot

The trade market snapshot provides an overview of current trade market conditions across the 12 Mile Road and Orchard Lake corridors including trade area demographics.

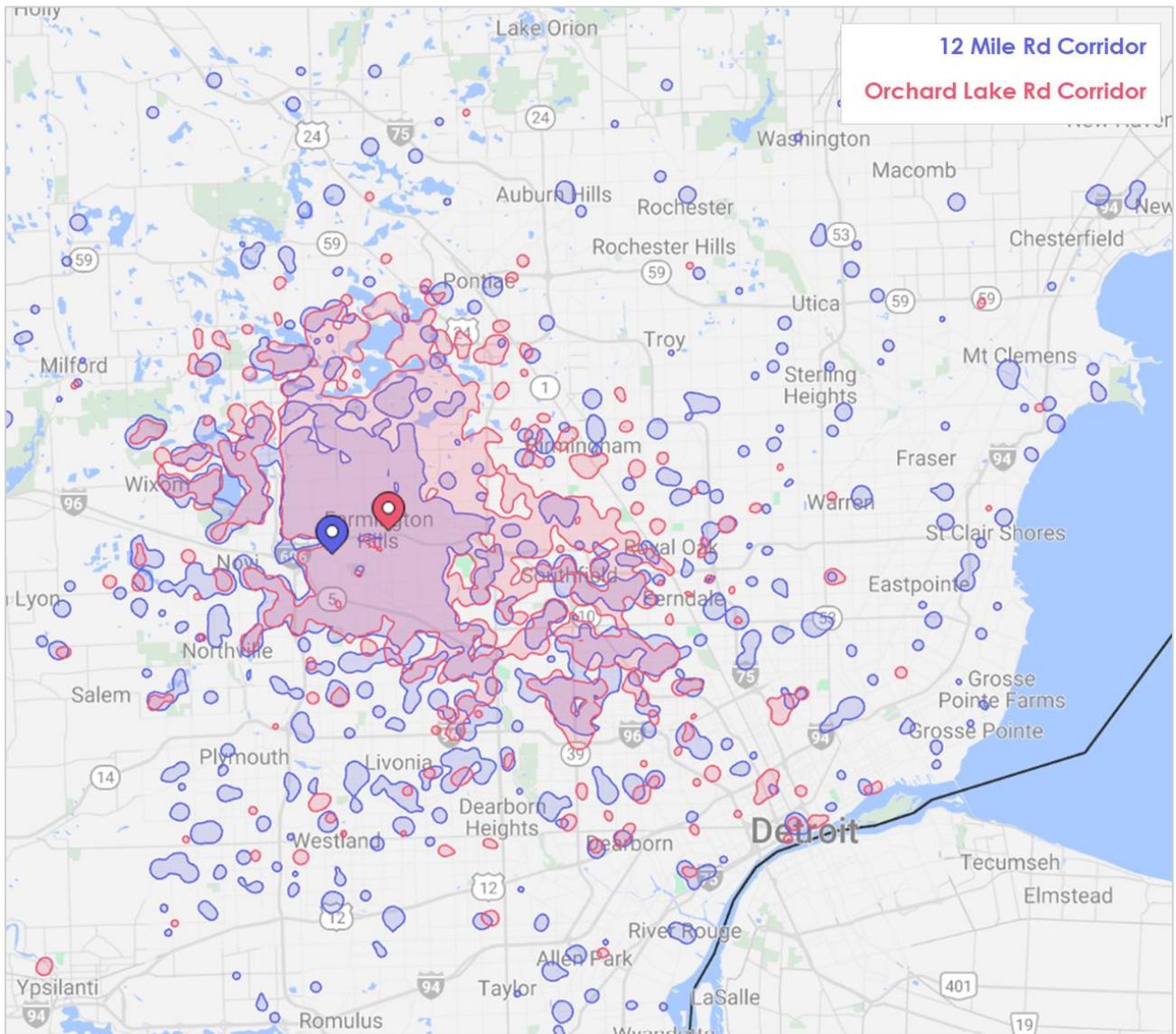
Trade Area and Customers

Exhibit A50 uses anonymized cellphone location data from Placer.ai to identify the market trade areas for the 12 Mile Road and Orchard Lake Road corridors. The trade areas are defined as smallest geographic region that includes the home residences of 70% of all visitors to the corridor over the one-year period (from January 1, 2024 - December 31, 2024). This method effectively excludes outlier trips and captures the core visitor base.

The resulting trade areas, shown in shaded purple (for overlapping regions), red (Orchard Lake Rd Corridor), and blue (12 Mile Rd Corridor), reveal that most visitors originate from the surrounding Detroit suburbs, predictably from communities near Farmington Hills. The densest concentration of visitors comes from neighborhoods immediately adjacent to the corridors, indicating strong local reliance and proximity-based activity patterns.

The substantial overlap between the two corridors' trade areas suggests that many visitors frequent both corridors, pointing to shared audiences and potentially complementary offerings. While most visitors come from nearby areas, the trade areas do extend into the broader Metro Detroit region, indicating that the corridors have a modest regional draw beyond just local neighborhoods.

Exhibit A50. Trade Area by 70% of Visits, 12 Mile Rd and Orchard Lake Rd Corridors, January 1, 2024 – December 31, 2024



Source: Placer.ai, 2025.

Exhibit A51 provides a snapshot of the demographic characteristics of residents within the 12 Mile Road and Orchard Lake Road corridor trade areas, comparing them with the broader population of the City of Farmington Hills. The two corridors draw from large geographic areas with substantial populations—approximately 740,000 and 650,000 residents, respectively—far exceeding the city’s population of 82,500. Households in both trade areas tend to be slightly larger (2.45 and 2.44 people per household) and include a higher share of family households (58.2% and 56.3%) compared to Farmington Hills (2.2 persons; 48.2% family households). The median age in

the trade areas is also younger, around 37 years, versus 47.1 in the city, indicating a younger customer base.

Income and employment data show some variation between the city and the trade areas. Median household income in Farmington Hills is higher at \$90,598, compared to \$73,900 in both corridor trade areas. Additionally, a greater share of households in the corridor trade areas receive SNAP benefits (around 14%) than in Farmington Hills (3.4%), pointing to higher levels of economic need. Employment and age structure are similar across all three geographies, with approximately 60–61% of the population aged 16 and over and reported as employed.

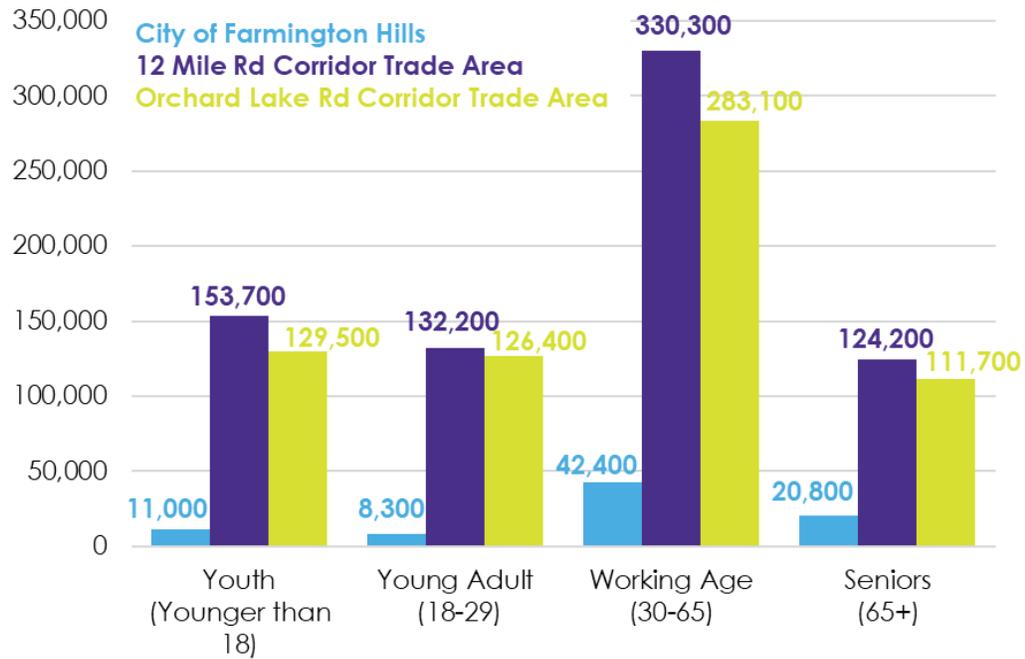
Exhibit A51. Population and Household Demographics Snapshot, City of Farmington Hills, 12 Mile Rd Corridor Potential Trade Area, and Orchard Lake Rd Corridor Potential Trade Area, 2023

Metric	City of Farmington Hills	12 Mile Rd Corridor	Orchard Lake Rd Corridor
Total / Trade Area Population	82,539	740,285	650,643
Median Age	47.1	37.6	37.2
Total Households	37,173	302,086	266,990
Persons per Household	2.2	2.45	2.44
Share of Family Households	48.2%	58.2%	56.3%
Households on SNAP	3.4%	14.2%	13.9%
Median Household Income	\$90,598	\$73,900	\$73,700
Employed	43,419	354,945	311,891
Share of Population 16+	61%	61%	60%

Source: ACS, 2023; Placer.ai, 2025; CAI, 2025.

Exhibit A52 shows the population by age group in 2023 for the City of Farmington Hills and the trade areas of the 12 Mile Road and Orchard Lake Road corridors. The largest age group across all geographies is working-age adults (30–65), totaling 330,300 in the 12 Mile Rd Corridor trade area and 283,100 in the Orchard Lake Rd Corridor trade area, and 42,400 in Farmington Hills. The trade areas show strong representation across all age groups, including sizable youth (under 18), young adult (18–29), and senior (65+) populations. By contrast, Farmington Hills has a higher share of seniors and working-age adults relative to youth and young adults.

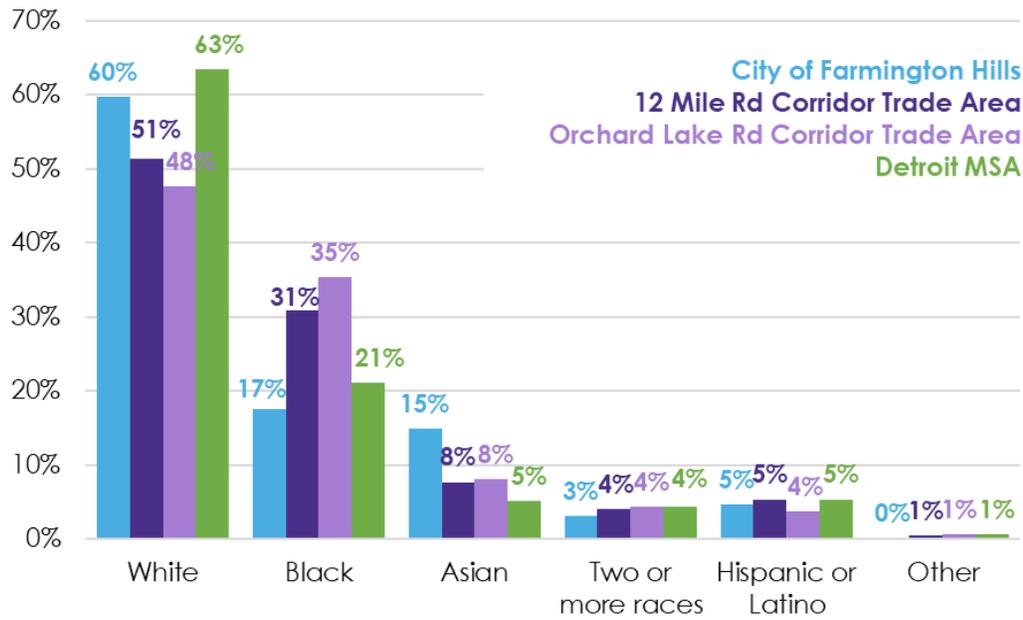
Exhibit A52. Population by Age Group, City of Farmington Hills, 12 Mile Rd Corridor Trade Area, and Orchard Lake Rd Corridor Trade Area, 2023



Source: ACS, 2023; Placer.ai, 2025; CAI, 2025.

Exhibit A53 compares the racial and ethnic composition of the City of Farmington Hills, the 12 Mile Rd and Orchard Lake Rd corridor trade areas, and the Detroit MSA overall. While all regions remain majority White (ranging from 48%-63%) the two corridor trade areas are more racially diverse than the Detroit MSA or the City of Farmington Hills. Black residents make up 31% and 35% of the 12 Mile and Orchard Lake corridor trade areas, respectively—well above both Farmington Hills (17%) and the Detroit MSA (21%). Asian residents make up a meaningful share in Farmington Hills (15%), compared to just 5% regionwide, reflecting the city’s appeal as an entry point for immigrants and upwardly mobile families. Across all four geographies, shares of Hispanic/Latino residents and multiracial individuals remain relatively consistent, ranging from 4–5%.

Exhibit A53. Population by Race and Ethnicity, City of Farmington Hills, 12 Mile Rd Corridor Trade Area, and Orchard Lake Rd Corridor Trade Area, 2023



Source: ACS, 2023; Placer.ai, 2025; CAI, 2025.

Note: “Detroit MSA” refers to the Detroit-Warren-Dearborn Metropolitan Statistical Area which includes 6 counties.

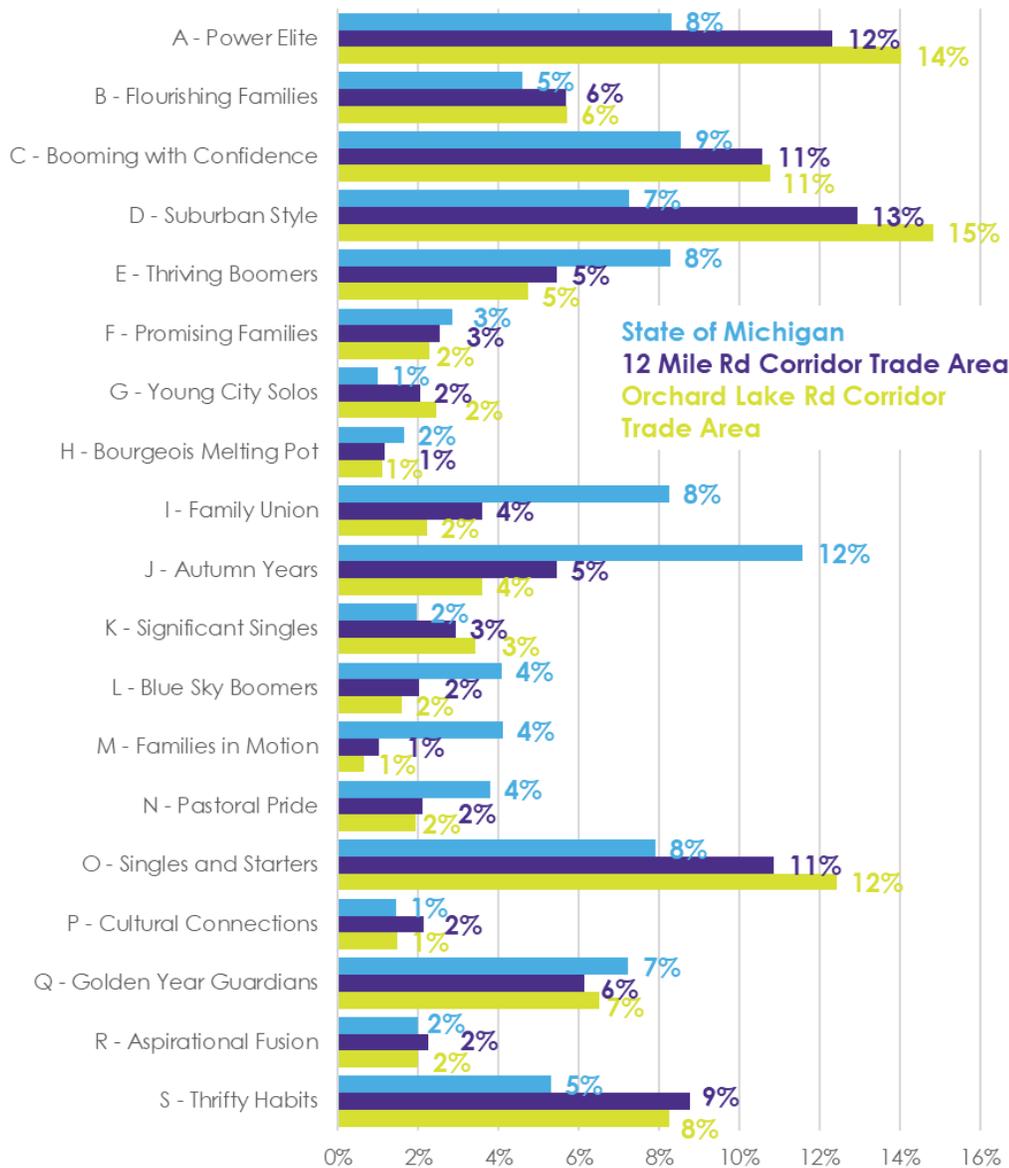
Consumer Behavior and Demand

Exhibit A54 illustrates the distribution of population by Mosaic lifestyle types across the State of Michigan and the trade areas for the 12 Mile Rd and Orchard Lake Rd corridors in 2024. Compared to the state overall, both corridor trade areas are overrepresented in higher-income, suburban, and family-oriented segments. For example, the “Power Elite” (Type A) makes up 12% and 14% of the 12 Mile and Orchard Lake trade areas respectively,

compared to just 8% statewide. Similarly, the “Suburban Style” group (Type D) comprises 13% and 15% of the respective corridor trade areas, nearly double the statewide share (7%). Both areas also have elevated shares of “Booming with Confidence” households (Type C), which tend to reflect financially established, mature families.

In contrast, more urban and economically constrained segments—such as “Family Union” (Type I) and “Autumn Years” (Type J)—are more prevalent statewide than in either corridor area. The local underrepresentation of these groups, along with higher concentrations of affluent and aging suburban segments, suggests that the corridor trade areas serve relatively stable, high-income communities with strong consumer potential. These patterns may also reflect regional dynamics of economic mobility, housing access, and racial diversity, positioning the corridors as solid anchors for both market growth and inclusive prosperity.

Exhibit A54. Population by Mosaic Types, Michigan, 12 Mile Rd Corridor Trade Area and Orchard Lake Rd Trade Area, 2024



Source: Experian Mosaic, 2024; Placer.ai, 2025; CAI, 2025.

To better understand the characteristics of the corridor trade areas, **Exhibit A55** highlights the most common Mosaic segments in the 12 Mile Road and Orchard Lake Road corridors. These lifestyle segments provide a nuanced picture of the people who live in and around the corridors—not just their demographics, but also their behaviors, values, and consumer tendencies. The presence of both affluent and budget-conscious segments within the corridors trade areas suggests that the corridors serve a wide socioeconomic

spectrum, positioning them as key places for both high-end investment and inclusive access to goods and services.

Exhibit A55. Top 5 Mosaic Types by Households, 12 Mile Rd Corridor and Orchard Lake Rd Corridor Trade Areas, 2024

Mosaic Type	Description	Key Features	Proportion of Households
D - Suburban Style	Middle-aged, ethnically-mixed suburban families and couples earning upscale incomes	Comfortable lifestyle Suburban living Politically diverse Family-centric activities Parents Financial investments	14%
A - Power Elite	The wealthiest households in the US, living in the most exclusive neighborhoods, and enjoying all that life has to offer	Wealthy Highly Educated Politically Conservative Well-invested Charitable giving Active and fit	13%
O - Singles and Starters	Young singles starting out and some starter families living a city lifestyle	Rental housing Single adults Politically disengaged Engage via radio Foodies Digitally savvy	12%
C - Booming with Confidence	Prosperous, established couples in their peak earning years living in suburban homes	Highly educated Affluent Upscale housing Savvy investors Tech apprentices Environmental philanthropists	11%
S - Thrifty Habits	Cost-conscious adults living alone in urban areas	Modest spenders Limited budgets Cable TV College sports fans Modest educations Lottery ticket holders	9%

Source: Experian Mosaic, 2024; Placer.ai, 2025; CAI, 2025.

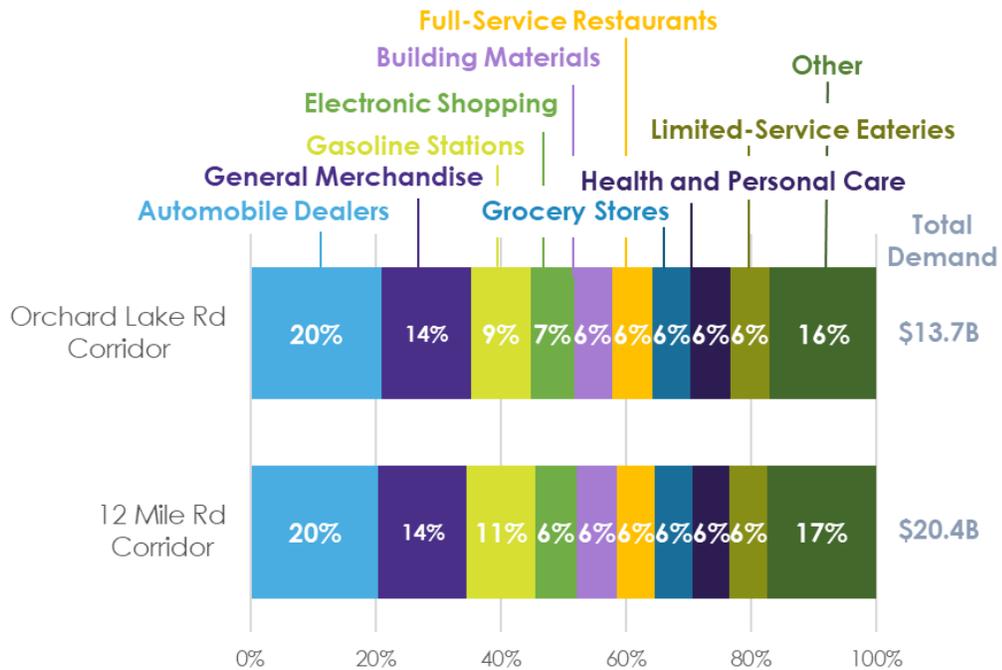
Note: Additional information about each of the Mosaic Types can be found in the Experian Mosaic USA E-Handbook.

Consumer Demand

This section works to understand what draws visitors to the corridors by exploring the preferences and priorities of residents, visitors, workers, and businesses in the 12 Mile Rd and Orchard Lake Rd corridors. Through analysis of data and stakeholder feedback, this section highlights the types of improvements that are expected to increase foot traffic, support tenant attraction, and improve day-to-day experiences of people within the corridors.

Exhibit A56 breaks down consumer demand by retail category for the 12 Mile Rd and Orchard Lake Rd corridors in 2025. Both corridors show nearly identical demand profiles, with total consumer spending potential estimated at approximately \$20.4 billion for the 12 Mile corridor and \$13.7 billion for Orchard Lake. The largest demand category in both areas is automobile dealers, representing 20% of total demand, followed by general merchandise (14%). Together, these two categories account for more than one-third of local retail demand. Other significant categories include gasoline stations, electronic shopping, building materials, full-service and limited-service restaurants, and health and personal care stores, each representing around 6–9% of demand. While the 12 Mile Rd corridor shows slightly higher demand for gasoline stations (11% vs. 9%), the overall pattern suggests diverse retail opportunities in both areas. The “Other” category here represents all other consumer spending sectors, which individually make up 3% or less of the total consumer demand, including Clothing Stores, Automotive Parts, Department Stores, Electronics and Appliance Stores, etc.

Exhibit A56. Consumer Demand, 12 Mile Rd and Orchard Lake Rd Corridor Trade Areas (including Visitors, Employees and Residents), 2025



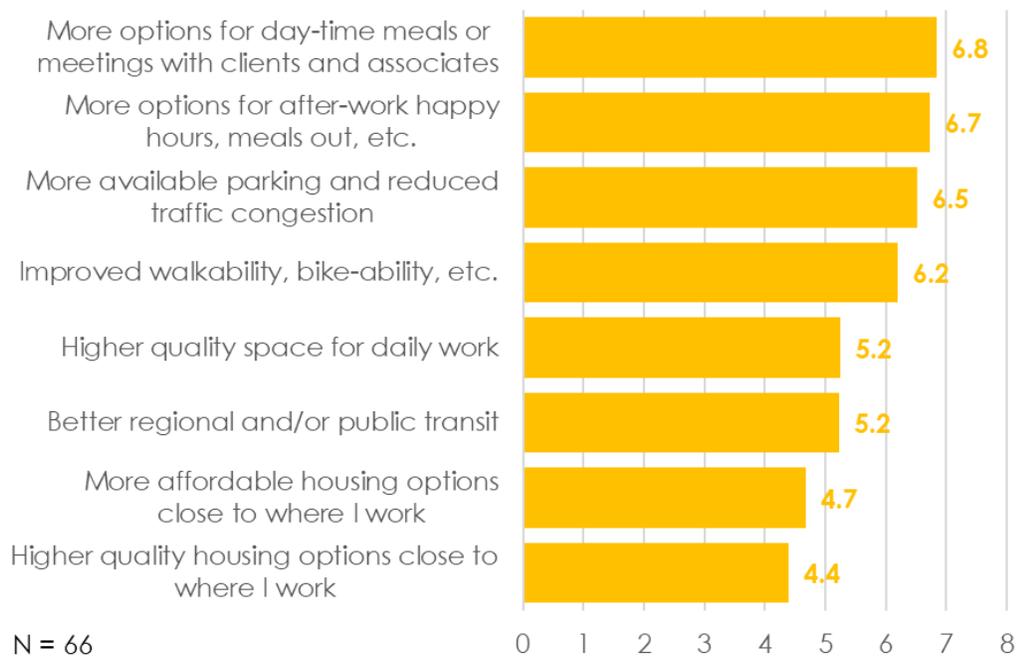
Sources: *placer.ai, 2025; Synergos Technologies Inc. (STI) Workplace, 2024; CAI, 2025.*

Exhibit A57 outlines the most valued improvements for increasing employee satisfaction along the 12 Mile Rd and Orchard Lake Rd corridors, based on survey feedback from employers and workers. The top-rated needs include more options for daytime meals and meetings with clients (6.8), after-work

dining or happy hour destinations (6.7), and more available parking spaces and reduced congestion (6.5). These responses point to a desire for a livelier, more convenient corridor with greater access to food, services, and parking—key features that contribute to both employee productivity and quality of life.

Respondents also emphasized the importance of active transportation and commuting conditions, with improved walkability and bikeability (6.2), better transit options (5.2), and more predictable traffic flow frequently mentioned. Several comments stressed how proximity to home is a major factor in location satisfaction—particularly for employees living in nearby communities like Farmington—and there were repeated calls for greater housing affordability. As one respondent put it, “Affordable housing” and access to restaurants “that aren’t a Coney Island” would go a long way in making the corridor more desirable. Together, the results suggest that thoughtful investment in mobility, placemaking, and food amenities would implicitly improve day-to-day experiences for corridor workers.

Exhibit A57. Most Popular Improvements to Increase Employee Satisfaction of the 12 Mile Rd and Orchard Lake Rd Corridors, 2025

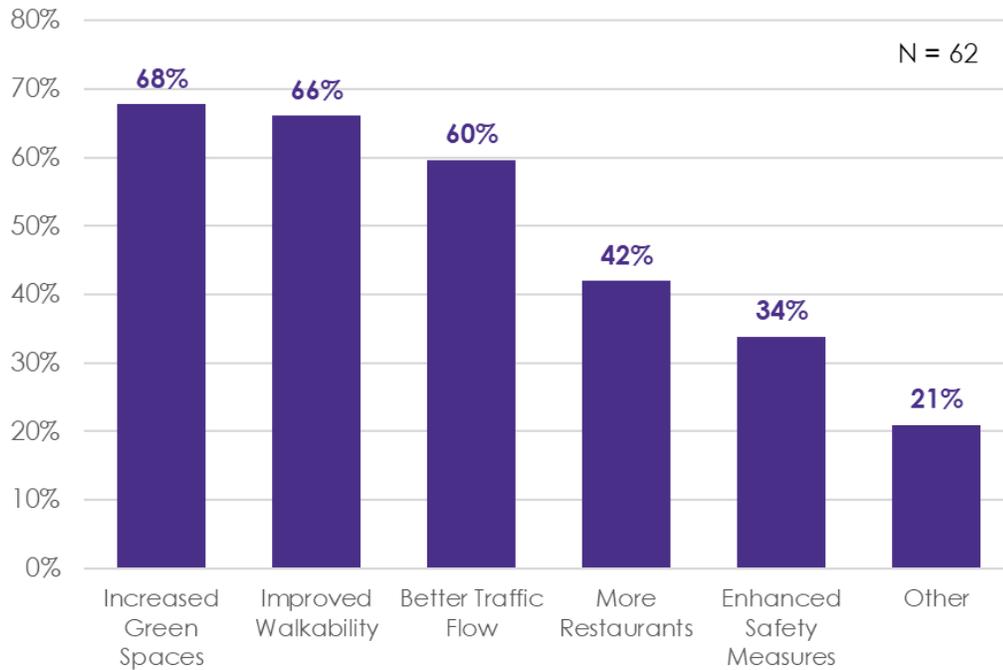


Source: CAI Survey, 2025.

Exhibit A58 highlights the most cited improvements that survey respondents who are property owners within the 12 Mile Rd and Orchard Lake Rd corridors believe would help attract new tenants. Topping the list were increased green spaces (68%), improved walkability (66%), and better

traffic flow (60%)—all indicating a strong desire for a more inviting, accessible, and aesthetically pleasing corridor environment.

Exhibit A58. Most Popular Improvements to Attract more Tenants to the 12 Mile Rd and Orchard Lake Rd Corridors, 2025



Source: CAI Survey, 2025.

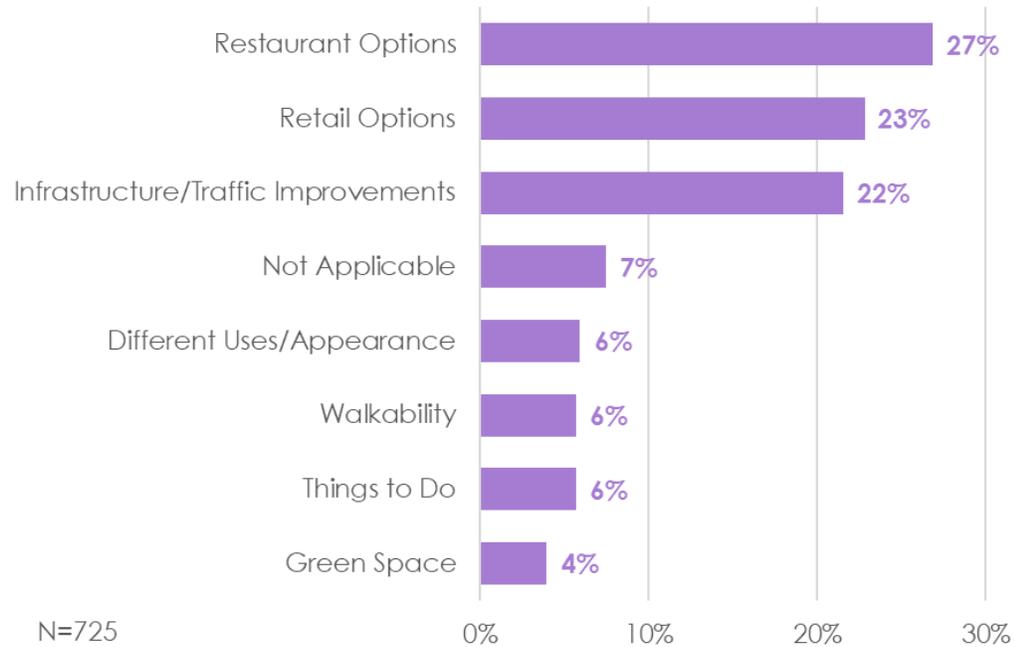
Demand for the 12 Mile Rd Corridor

Survey responses indicate strong interest in improvements that would enhance the 12 Mile Rd Corridor’s appeal as a destination for shopping, dining, and leisure. As shown in **Exhibit A59**, the most cited improvements were related to restaurant options (27%), retail options (23%), and infrastructure or traffic improvements (22%). Respondents expressed a desire for more diverse and higher-quality dining experiences, especially locally owned or boutique-style restaurants rather than additional chain establishments.

Retail and activity-based improvements were also frequently mentioned, including interest in boutique stores, entertainment options like bars and bowling, and places that stay open into the evening. Many respondents emphasized the importance of walkability, safety, and improved aesthetics, such as smoother pavement, consistent lighting, and added greenery. While fewer respondents cited green space, different land uses, or appearance as top priorities, several open-ended comments reflected a clear interest in creating a more vibrant, accessible, and navigable corridor environment that balances vehicular access with pedestrian comfort. The combined input

suggests a market opportunity to position the corridor as a mixed-use destination with an active public realm and a variety of dining and retail choices.

Exhibit A59. Most Popular Improvements to Attract More Visitors to the 12 Mile Rd Corridor, 2025



Source: CAI Survey, 2025.

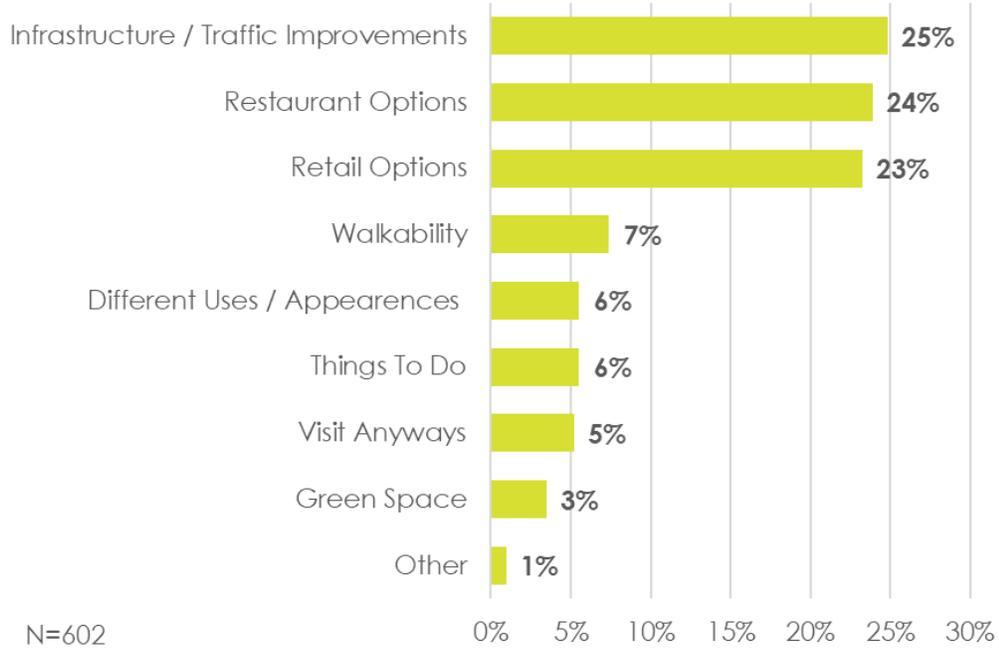
Demand for the Orchard Lake Rd Corridor

Exhibit A60 summarizes the most popular suggestions from survey respondents for improving the Orchard Lake Rd Corridor to attract more visitors. The top three priorities were infrastructure and traffic improvements (25%), expanded restaurant options (24%), and greater retail variety (23%). Respondents expressed a desire for smoother traffic flow, updated building facades, and safer, more inviting pedestrian environments. Several emphasized the importance of enhancing the corridor’s visual appeal and suggested using nearby communities like West Bloomfield as a design benchmark, referencing their tree-lined streets, absence of strip malls, and intentional land use planning.

Beyond retail and infrastructure, residents showed interest in making the corridor more walkable and community-centered—through green space, outdoor dining, refreshed landscaping, and places to gather. Some respondents envisioned “a space to call its center” or “walkable retail blocks” that would encourage lingering rather than just passing through. While a few noted a preference to avoid additional big-box stores or office buildings, there was also a call for more indoor recreational activities that could activate the

corridor year-round. Together, the feedback reflects a shared vision for a more vibrant, accessible, and aesthetically pleasing corridor that serves both practical needs and community life.

Exhibit A601. Most Popular Improvements to Attract More Visitors to the Orchard Lake Rd Corridor, 2025



Source: CAI Survey, 2025.

Real Estate Market Trends

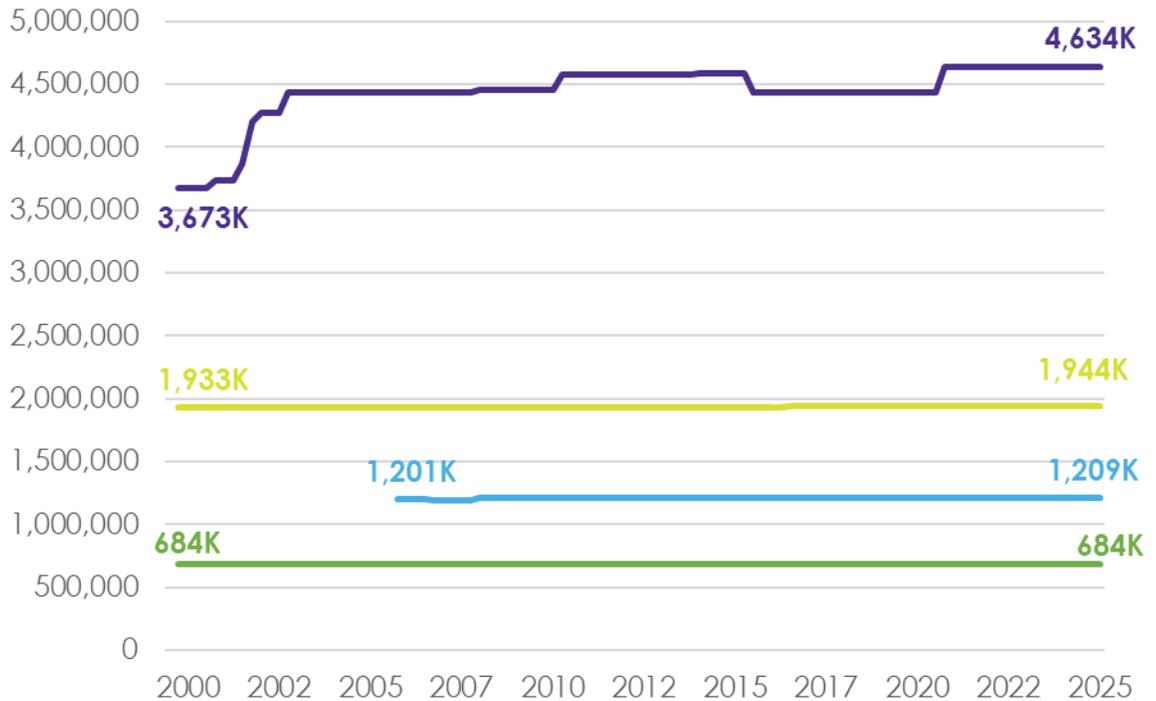
Understanding real estate market trends provides insight into the supply, demand, and evolution of land use types over time. This section will illustrate periods of growth, impacts of discrete market events like the 2008 and Covid-19 recessions, and inform planning for future development along both corridors’ unique land use profiles.

Corridors Overview

Office space represents the largest share of square footage across the 12 Mile Rd and Orchard Lake Rd Corridors. Office is also the sector that experienced the most growth between 2000 and 2025; **Exhibit A61** shows that from 2000-2002, Office square footage rose from approximately 3.6 million to 4.4 million. Other sectors like flex, industrial, and retail have remained relatively stable over the same period. Flex space accounts for the next largest share at 1.94 million square feet, followed by retail at 1.21 million

square feet (primarily concentrated in the Orchard Lake Rd Corridor), and industrial space at 684,000 square feet.

Exhibit A61. Square Footage of Land Use Types, Both Corridors Combined, 2000 - 2025



Source: CoStar, 2025; CAI, 2025.

Exhibit A62 explores how all land use types have developed across both corridors and combined. Given limited year-over-year variation—particularly in industrial and retail segments—minimum and maximum values are presented to illustrate long-term supply stability and highlight key changes where applicable. This snapshot provides context for understanding current space availability and potential development opportunities across land use types for both corridors.

The 12 Mile Road Corridor leads in absolute square footage, accounting for slightly more than 75% of the total area in both corridors. This majority applies to office, flex, and industrial land use types.

The Orchard Lake Road Corridor has less absolute square feet overall but is the clear leader in the retail land use type, maintaining more than 80% of the overall footprint across both corridors. Within the Orchard Lake Road Corridor, the Office and Retail land use types combined are 97% of the total

area. 12 Mile Road’s composition is slightly more balanced but still has roughly 58% of the square footage dedicated to the Office land use type.

Exhibit A62. Square Footage Growth and Summary of Land Use Types, All Areas, 2000 – 2025*

Location	Land Use	Min Year	Max Year	Growth	Share
Both Corridors	Office	3,673K	4,634K	20.7%	54.7%
	Industrial	684K	684K	0%	8.1%
	Flex	1,933K	1,944K	0.6%	22.9%
	Retail	1,201K	1,209K	0.7%	14.3%
Orchard Lake	Office	840K	847K	0.8%	44.0%
	Industrial	45K	45K	0%	2.3%
	Flex	11K	11K	0%	0.6%
	Retail	1,014K	1,022K	0.8%	53.1%
12-Mile	Office	2,833K	3,787K	25.2%	57.9%
	Industrial	639K	639K	0%	9.8%
	Flex	1,922K	1,933K	0.6%	29.5%
	Retail	187K	187K	0%	2.9%

**Note: Max/Min year is used because retail land use data is only available in CoStar as early as 2006. All other land use data spans from 2000 – 2025.
Source: CoStar, 2025; CAI, 2025.*

To identify which buildings have been on the market long-term, CoStar provides the number of days on the market for all buildings that are for sale. For both corridors, there are 16 buildings for sale and of these buildings three (3) have been on the market for more than one year. The three buildings are all located within the 12 Mile Rd corridor and cover office, retail, and flex land use types. The largest is a class A office building, a 4 story structure that has over 100,000 rentable square feet built in 2010. The flex building is a combined office and warehousing space, and the retail building is an older restaurant. **Exhibit A63** calculates averages for selected characteristics of these long-term buildings compared to short-term buildings. While the sample size is small and influenced by the large office buildings, it makes intuitive sense that more expensive newer buildings spend more time on the market since there are fewer clients with the capital to purchase those properties.

Exhibit A63. Long-Term Buildings for Sale Comparison Table, 12 Mile Rd Corridor, 2025

	Long-Term	Short-Term
Average For Sale Price (\$)	\$ 5,823,750	\$ 3,200,462
Average Rentable Building Area (SQFT)	56,556	27,018
Average Year Built	1993	1987

Source: CoStar, 2025; CAI, 2025.

Exhibit A64 summarizes the land use trends for Orchard Lake Rd, 12 Mile Rd, and both corridors combined. Key insights by land use type are listed below.

Office

- Office vacancies are the highest across both corridors followed by flex, retail, and industrial.
- The 12 Mile Rd corridor has seen virtually all the office land use development over the period studied.
- Following the development of more office space, vacancies rose but have subsided over the last 10 years for the 12 Mile Rd corridor. The Orchard Lake Rd corridor has seen office vacancies rise by 5.5% over the last ten years.
- Office lease rates have remained somewhat stagnant over the last 10 years, decreasing slightly in the 12 Mile Rd corridor and rising very slightly in the Orchard Lake Rd corridor.
- Overall, given the decrease in vacancies and slight increases in lease rates, office square footage shouldn't be a development priority as it is the greatest land use type and has the greatest vacancy.

Industrial and Flex

- Industrial and flex land use types are the second and third most common land uses in the 12 Mile Rd corridor and a very minimal part of the Orchard Lake Rd corridor.
- The vacancies for industrial land use types are the lowest of any land use type. More investment in this land use type is in progress according to CoStar, which should help alleviate supply constraints. Lease rate data is scarce for this land use type, but data from 2014-2024 show that the average lease rate has decreased. This signal is in opposition to the low vacancy rate.
- Flex land use is similar to office but overall has rising vacancy rates and lease rates.

Retail

- Retail is a land use type that has a solid presence in both corridors but is dominant in the Orchard Lake Rd corridor, making up more than half of the square footage.
- Retail has seen the greatest nominal gains in lease rate growth and has a lower if slightly rising vacancy rate compared to office and flex land use types. This demonstrates that demand is strong.
- Retail has the highest lease rate of any land use type in the study area at \$22.71 per square foot.

Exhibit A64. Land Use Trends Summary, Both Corridors, 2000-2025

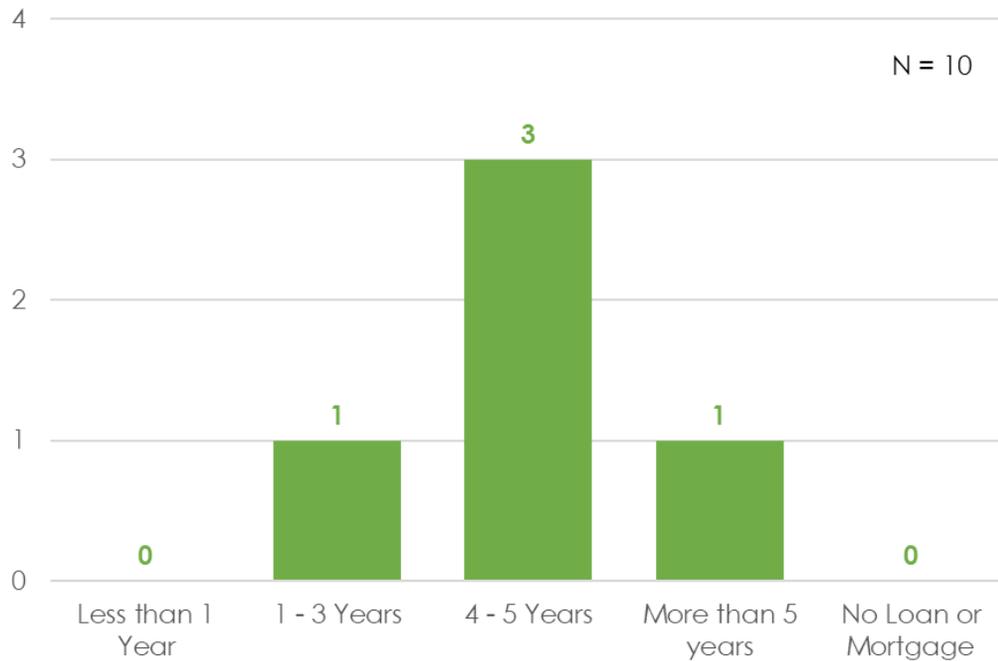
Location	Land Use	Current Vacancy*	Average Vacancy	2015-2025 Vacancy Growth	Current Lease Rate*	Average Lease Rate	2015-2025 Lease Rate Growth (\$)
Both Corridors	Office	16.8%	16.8%	-5.9%	\$ 17.85	\$ 18.36	\$ 0.53
	Industrial	0.4%	1.4%	-2.0%	\$ 6.00	\$ 7.00	\$ (1.38)
	Flex	12.4%	8.6%	4.6%	\$ 11.52	\$ 10.40	\$ 2.97
	Retail	8.2%	7.4%	0.4%	\$ 22.71	\$ 19.25	\$ 6.44
Orchard Lake Rd Corridor	Office	14.2%	11.8%	5.5%	\$ 15.46	\$ 16.89	\$ 0.51
	Industrial	0%	-	-	-	-	-
	Flex	100%	-	-	-	-	-
12 Mile Rd Corridor	Retail	9.3%	8.0%	1.8%	\$ 22.71	\$ 19.09	\$ 7.05
	Office	17.6%	17.4%	-8.3%	\$ 18.02	\$ 18.45	\$ (0.06)
	Industrial	0.4%	1.5%	-2.2%	\$ 6.00	\$ 7.00	\$ (1.38)
	Flex	11.8%	8.5%	4.2%	\$ 11.52	\$ 10.40	\$ 2.97
	Retail	1.8%	4.2%	-8%	\$ 22.00	\$ 19.88	\$ 4.00

*Values capture data from 2000-2025 with the following exceptions: Industrial lease rates are from 2006-2021, and retail data spans from 2006-2024.

Source: CoStar, 2025; CAI, 2025.

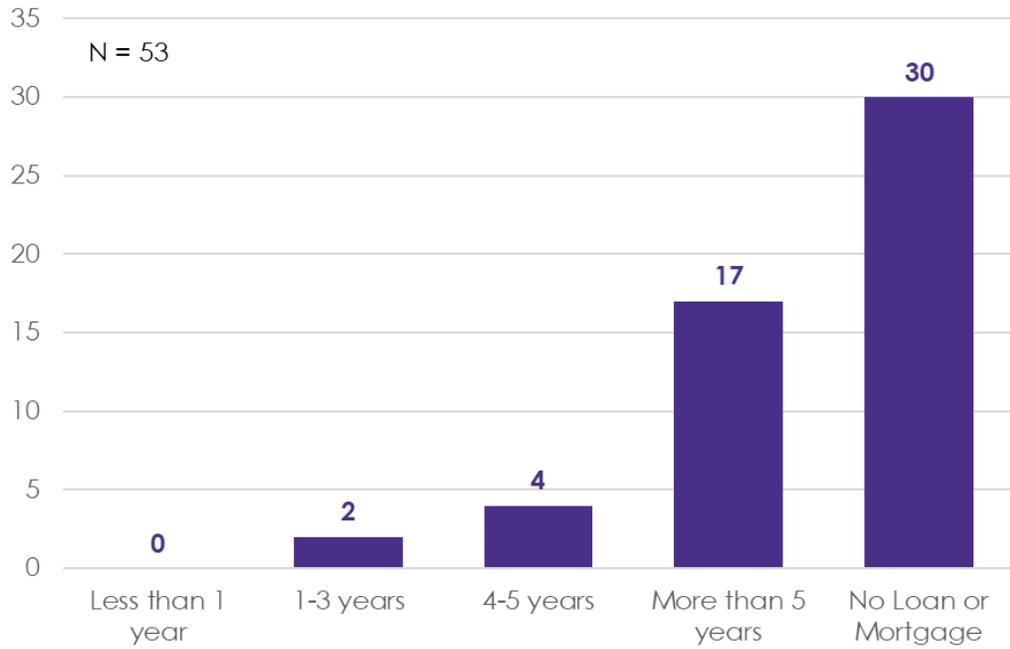
Exhibits A65 and A66 explore commercial loan and mortgage maturity timelines for business owners and property owners. The first exhibit samples 10 business owners and the second exhibit samples 53 property owners. Two distinct profiles emerge where business owners are more likely to have time to maturity on their loans, whereas the larger sample of property owners, over 57%, indicate they have no loan or mortgage. These fully paid off assets may have greater operational and pricing flexibility since they do not need to meet a debt service. Loans approaching maturity or with more than 4 years still need to service debt and might be more aggressive in keeping and acquiring tenants.

Exhibit A65. Commercial Property Loan or Mortgage Maturity Timeline, 12 Mile Rd and Orchard Lake Rd Corridor Business Respondents, 2025



Source: CAI Survey, 2025.

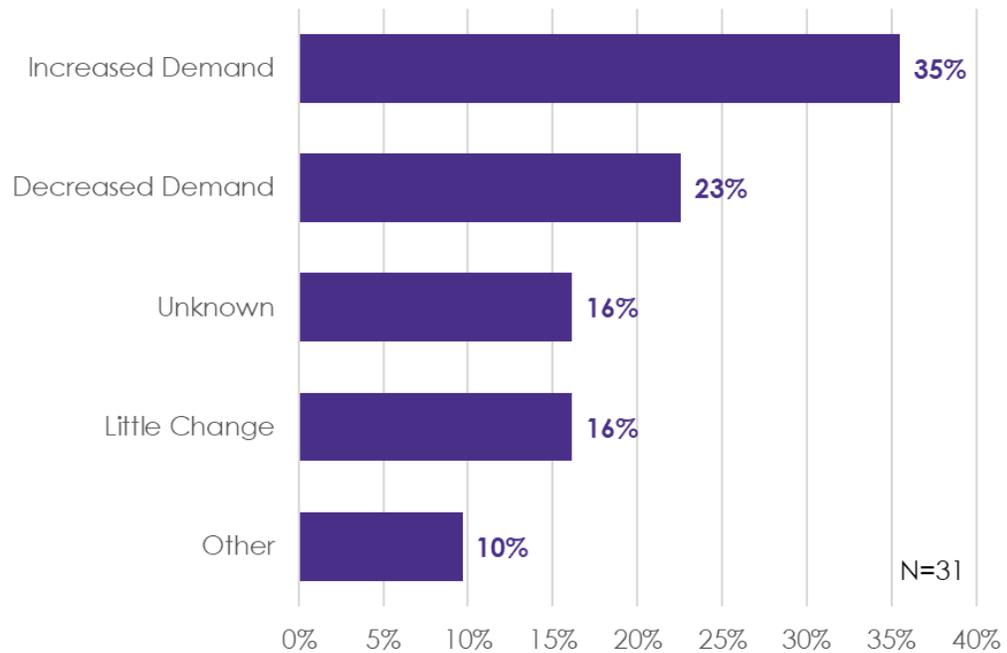
Exhibit A66. Commercial Property Loan or Mortgage Maturity Timeline, 12 Mile Rd and Orchard Lake Rd Corridor Property Owner Respondents, 2025



Source: CAI Survey, 2025.

Exhibit A67 illustrates the answer to a survey question that asks property owners to estimate tenant demand for both corridors in the next 3 to 5 years. 35% of respondents anticipate increased demand while 23% believe demand will decrease. The other respondents indicate they expect little change or don't know where demand will go. In summary, there are mixed opinions from the property owner base with cautious optimism towards increasing demand.

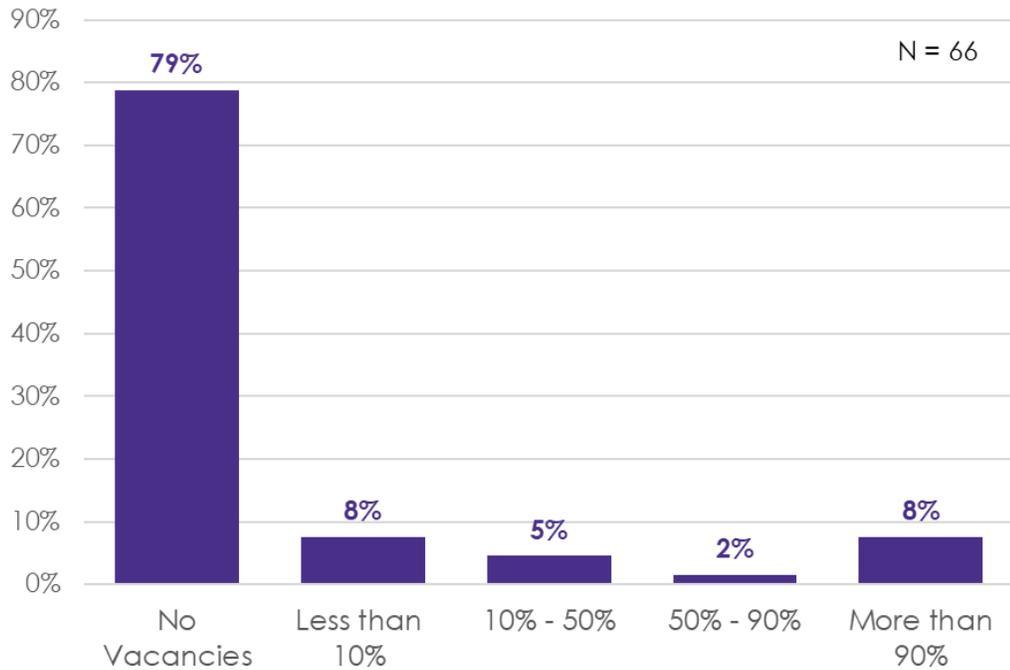
Exhibit A67. Anticipated Changes in Tenant Demand Over the Next Five (5) Years, 12 Mile Rd and Orchard Lake Rd Corridor Property Owner Respondents, 2025



Source: CAI Survey, 2025.

In addition to market data from CoStar, the survey also samples property owners and managers who reported their current vacancy rates (**Exhibit A68**). Almost 90% of respondents indicated that there is no vacancy or less than 10% vacancy in their spaces. This indicates that most property owners/managers are in a healthy position with respect to occupancy. However, paying close attention to buildings with persistent vacancies will be important for understanding what factors are driving vacancies and what can be done to increase occupancy.

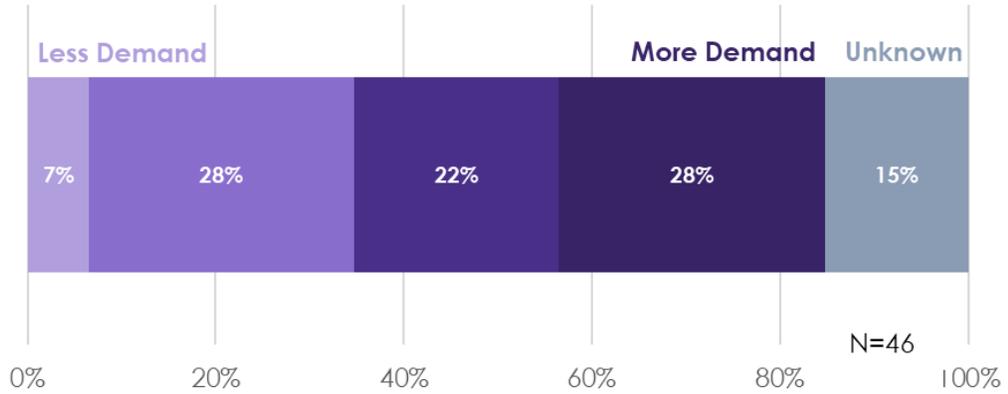
Exhibit A682. Estimated Vacancies, 12 Mile Rd and Orchard Lake Rd Corridor Property Owner Respondents, 2025



Source: CAI Survey, 2025.

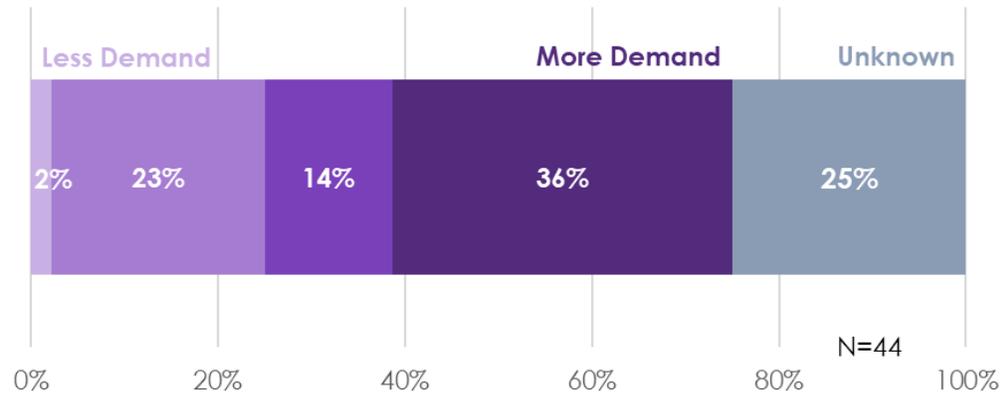
Survey sentiments on real estate demand and challenges to filling vacancies are measured in **Exhibits A69 – A71**. When respondents were asked their perceptions of demand for each corridor, roughly 50% of respondents for both corridors believe there is more demand, but Orchard Lake Rd respondents answer more affirmatively. The remainder of the respondents answered “Unknown” or suggested there is less demand for the corridors. Nearly all development has occurred within the 12 Mile Rd corridor over the past few decades, so it makes sense that there is perceived demand in the Orchard Lake Rd corridor, even though current vacancies are higher than their historical averages. These may be abated by building more or redeveloping a different mix of building types.

Exhibit A69. Perceived Demand for Space in the 12 Mile Rd Corridor, Property Owner Respondents, 2025



Source: CAI Survey, 2025.

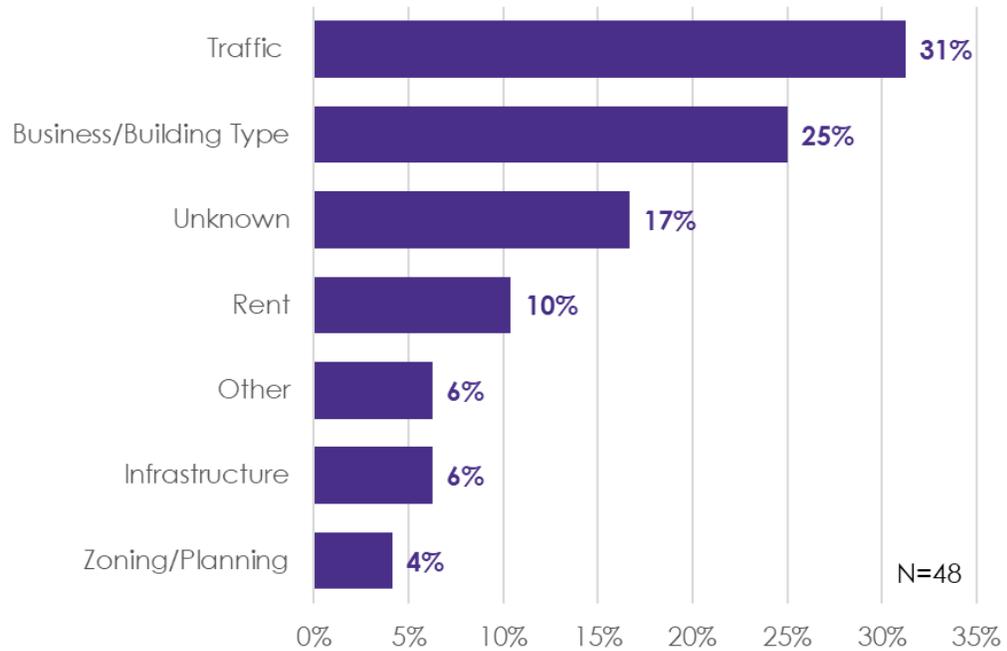
Exhibit A70. Perceived Demand for Space in the Orchard Lake Rd Corridor, Property Owner Respondents, 2025



Source: CAI Survey, 2025.

Exhibit A71 samples respondents on reasons why vacancies may be hard to fill in both corridors. The most common reasons by a combined 51% are traffic and business/building type. Traffic should be endemic to all buildings within the corridor, but this may be an issue if there are other areas outside of Farmington Hills gaining tenants with less congestion. Business/Building Type and Rent are the second and third.

Exhibit A71. Challenges in Filling Vacancies in the 12 Mile and Orchard Lake Rd Corridors, Property Owner Respondents, 2025



Source: CAI Survey, 2025.

12 Mile Road Corridor

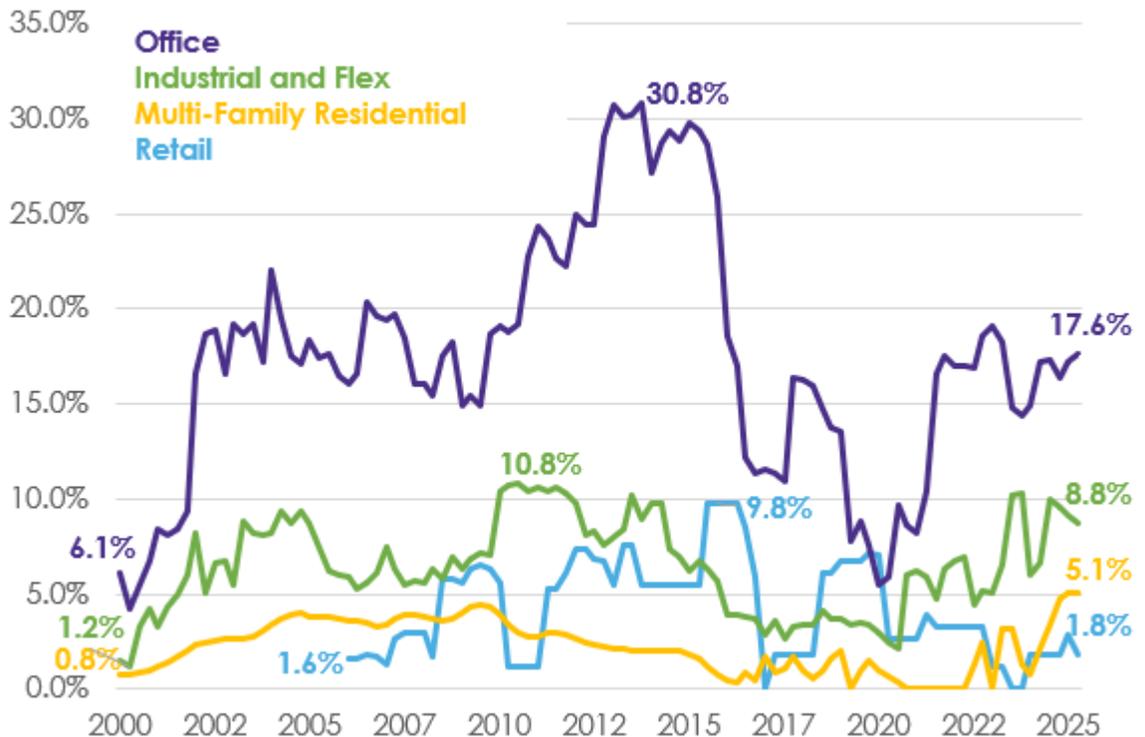
The section below details how lease rates and vacancies have changed over time and what implications there are for planning and developing the 12 Mile Road Corridor in the future. **Exhibit A72** provides a visual of vacancy rate trends across four major land use categories—Office, Retail, Multi-Family Residential and Industrial & Flex for the 12 Mile Road corridor. Vacancy trends from 2000 to 2025 varied across commercial sectors in the 12 Mile Rd Corridor. Office space, which represents the largest share of inventory, experienced the greatest fluctuations in vacancy, ranging from approximately 4% to 30.8%, as new space was added and market demand shifted. Prior to 2008, the elevated office vacancy levels in the 12 Mile corridor can in part be attributed to the new supply of office space built between 2000-2003. From 2008-2016 office vacancies are further exacerbated by the Great Recession, driving to the highest level of any land use type. The next 4 years from 2016-2020 show a sharp recovery in office vacancies, suggesting that demand was catching up with supply until the Covid-19 Recession of 2020. Following 2020, office vacancy rose to 17.6% and as of 2025, these levels remain elevated.

Industrial and flex properties have maintained relatively low to moderate vacancies, but they are not immune to the economic shocks that drove other land use vacancies higher. Flex and industrial space, the second largest sectors by square footage, maintained relatively steady vacancy levels, generally ranging between 1.2% and 10.8% over the period.

Multi-Family Residential has been the most stable land-use category over most of the 25-year period, but vacancies have risen to their highest levels in recent years at 5.1% in 2025.

Retail vacancies from 2006-2025 fluctuated between 1.6% and 9.8%. The Great Recession affected consumer spending as well as employment, causing retail vacancies to remain elevated for two years following 2008 before peaking at 9.8% in 2016. Presently, the retail land use type has surpassed multi-family residential and achieved the lowest vacancy level of all the land use types in 2025 at 1.8%. These patterns are further explored below (**Exhibits A43-A52**) with discrete charts for each land use category.

Exhibit A72. Vacancy Rate by Land Use Type, 12 Mile Rd Corridor, 2000-2025

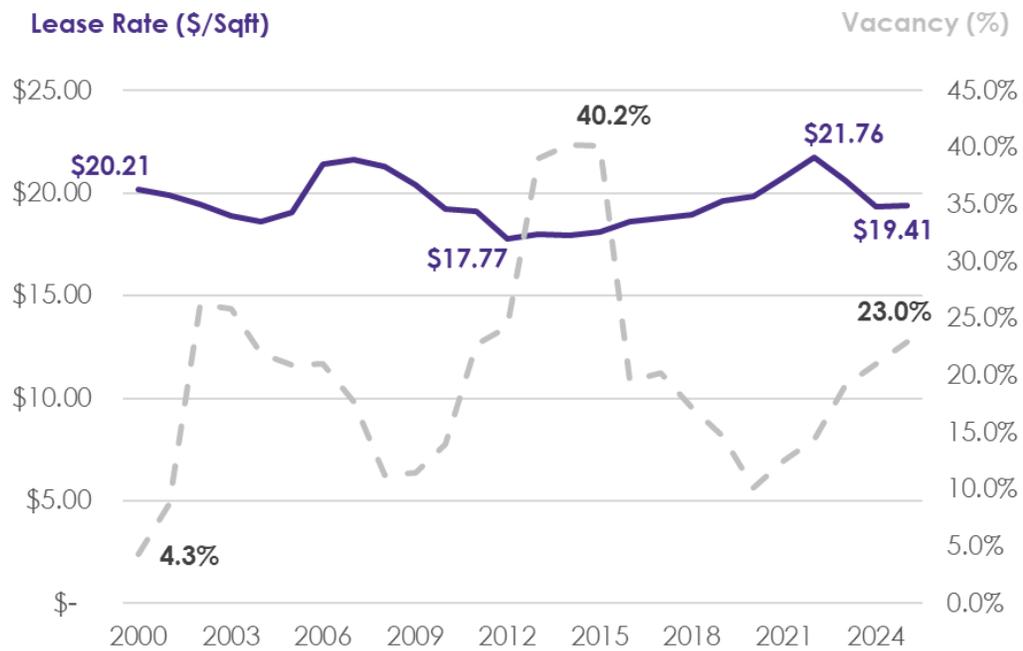


Source: CoStar, 2025; CAI, 2025.

Exhibits A73-A75 further illustrate how office space has developed by breaking out class A, B, and C office space. Class A represents the highest quality, Class B is in the middle, and Class C is typically the most basic kind

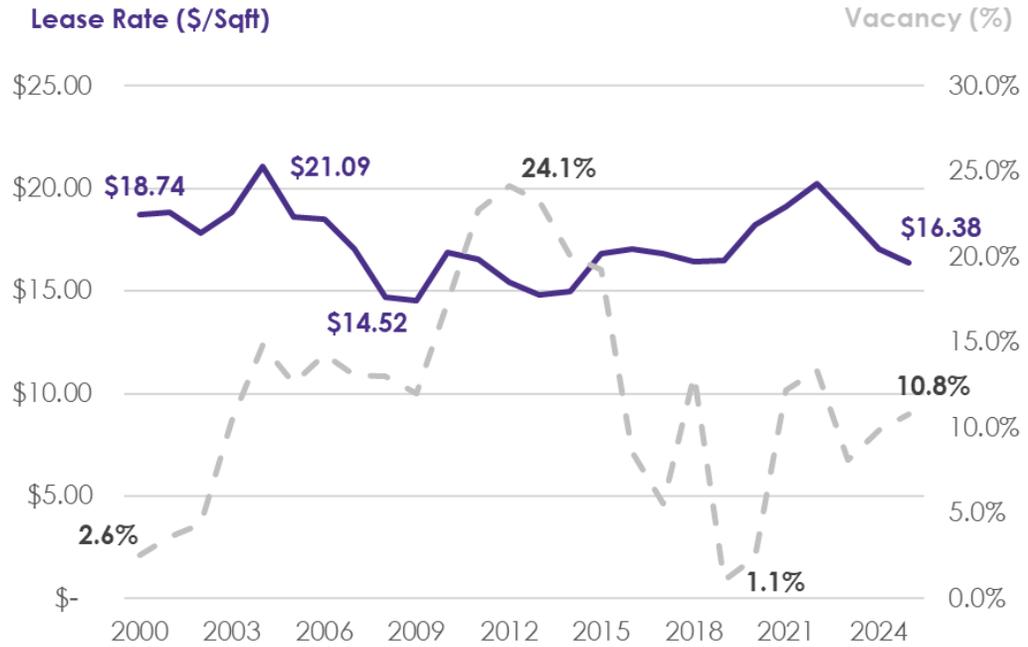
of real estate. While office vacancies have been volatile in the 12 Mile Rd Corridor since 2000, lease rates have remained relatively steady. Office lease rates across all 3 classes have not varied more than \$6 from the lowest troughs to the highest peaks during the 25 years observed. Vacancy rates begin at low levels for all classes but increase drastically for some throughout the period observed. Class A buildings reach the highest vacancy level at 40.2% during the early 2010's before falling to 10% by 2020, then back to 23% in the present day. In sharp contrast class C office building's largest vacancy spike is 16.3% in the very early 2010's. Since then, vacancy levels have fallen below 10% consistently except briefly during the Covid-19 period. Class B office vacancies more closely resemble class A buildings in overall pattern, but do not reach the same dramatic peaks. Notably, vacancies have seen their lowest troughs in the class B category, suggesting there is strong demand or sparse availability of this mid-market type of real estate.

Exhibit A73. Class A Office Lease Value and Vacancy Rate, 12 Mile Rd Corridor, 2000-2025



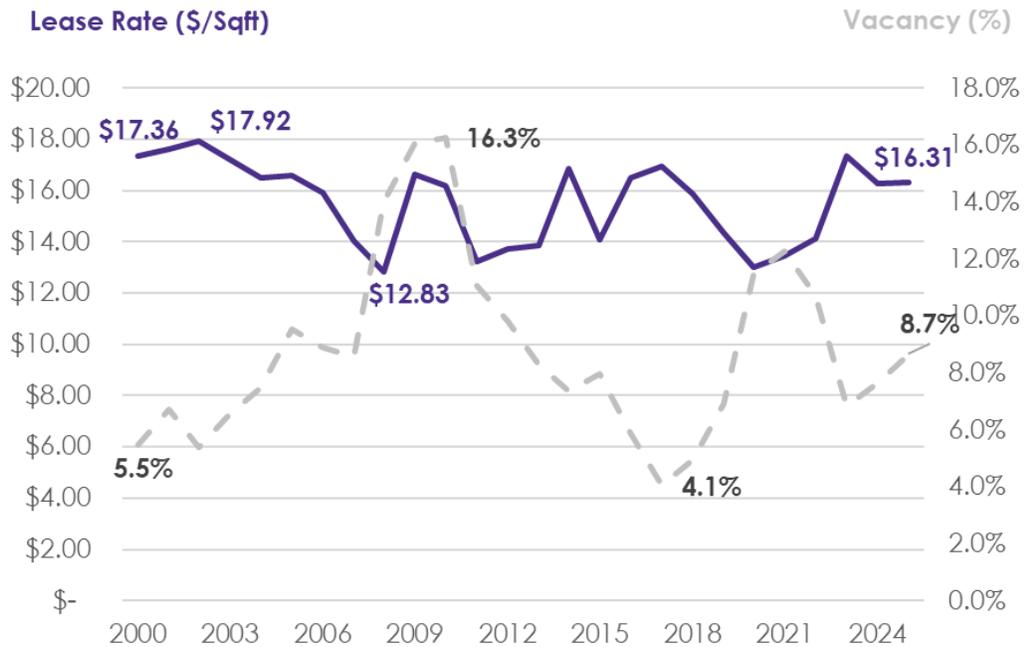
Source: CoStar, 2025; CAI, 2025.

**Exhibit A74. Class B Office Lease Value and Vacancy Rate,
12 Mile Rd Corridor, 2000-2025**



Source: CoStar, 2025; CAI, 2025.

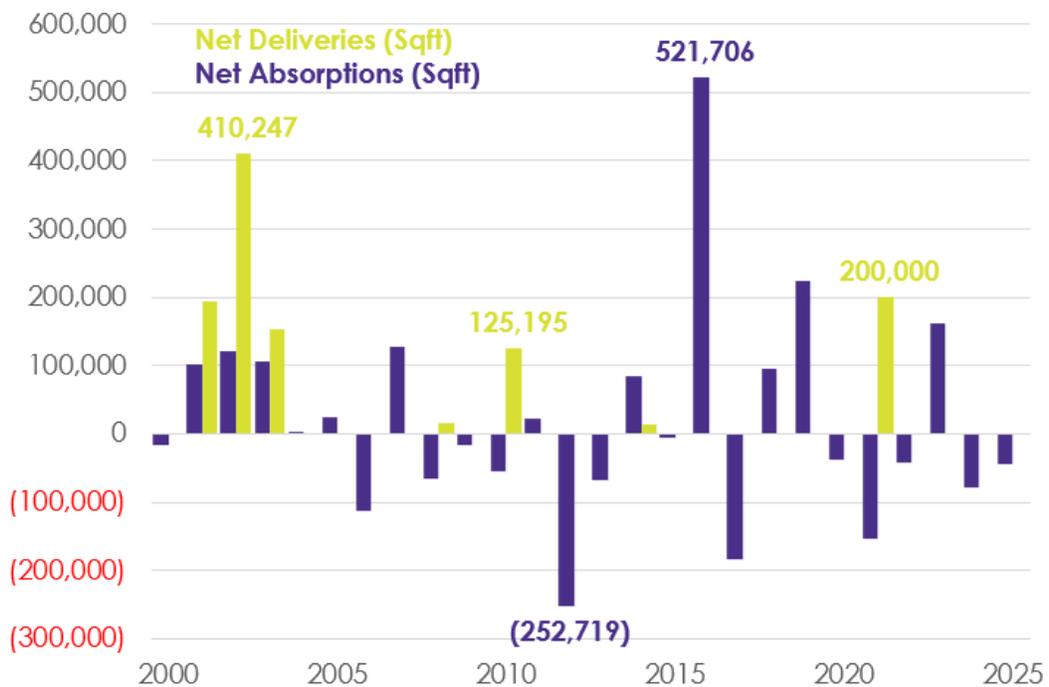
**Exhibit A75. Class C Office Lease Value and Vacancy Rate,
12 Mile Rd Corridor, 2000-2025**



Source: CoStar, 2025; CAI, 2025.

Exhibit A76 explores office absorptions and deliveries by square foot in the 12 Mile Road corridor from 2000-2025. Positive absorptions represent real estate leaving the market while negative absorptions represent real estate entering the market. Vacancy rates capture the long-run averages of this activity, but observing discrete absorptions through time can illustrate when transactions occurred for certain geographies. Deliveries capture new real estate being built which increases the total building supply. A few significant deliveries occur before 2002, with the largest increasing office square footage by 410,247. The following 10 years show stability in absorptions and deliveries with another major delivery occurring in 2010 adding 125,195 square feet. From 2010-2015 there are primarily negative absorptions. The 2015-2025 period has seen larger positive and negative absorptions and less deliveries compared to the previous 10 years, with the largest positive absorption occurring in 2016 at 521,706 square feet.

**Exhibit A76. Net Office Absorption and Deliveries,
12 Mile Rd Corridor, 2000-2025**

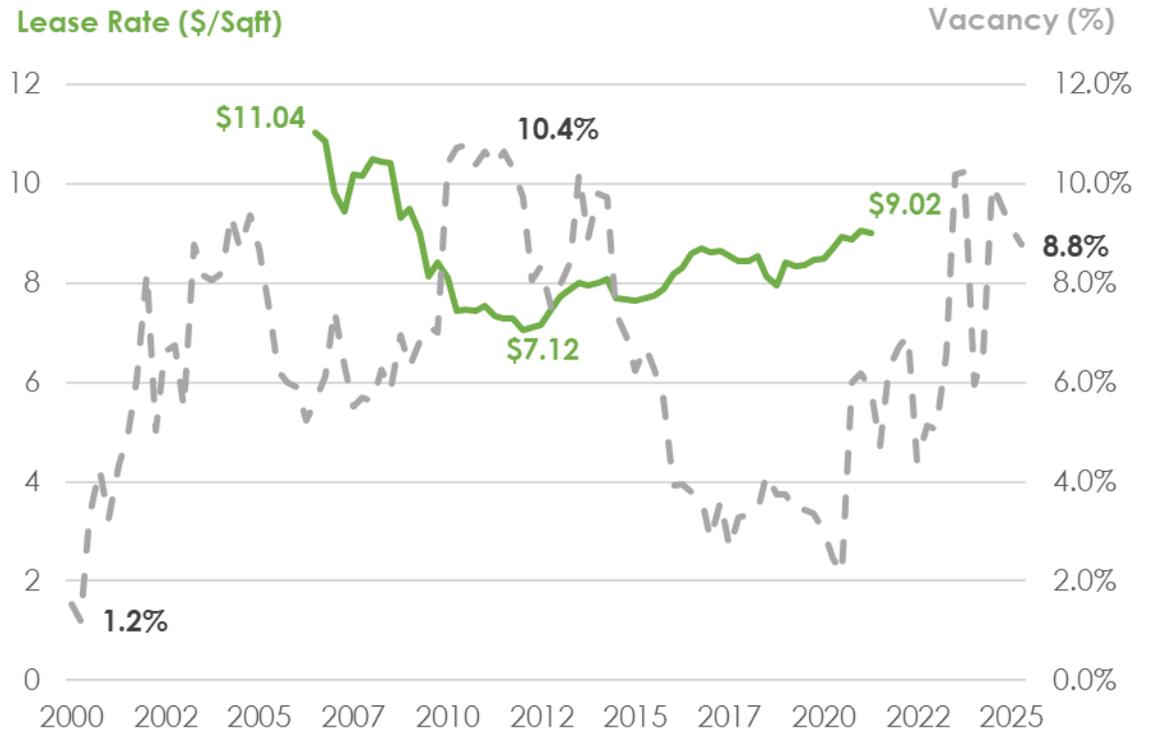


Source: CoStar, 2025; CAI, 2025.

The industrial and flex categories are the second and third most abundant land uses in the 12 Mile Rd Corridor. While vacancies fluctuate from 1.2%-10.4% from 2000-2025, lease rates decreased somewhat, from \$11.04 in 2006 to \$9.02 in 2021 (**Exhibit A77**). Vacancies saw their lowest percentage at 1.2% in the year 2000. More recently, vacancies rose to a peak of 8.8% in

2025 and remain high as of 2025. The higher post-Covid vacancy rate indicates there is capacity to accommodate another industrial or flex tenant in the 12 Mile Rd corridor.

Exhibit A77. Industrial and Flex Lease Value and Vacancy Rate, 12 Mile Rd Corridor, 2000-2025

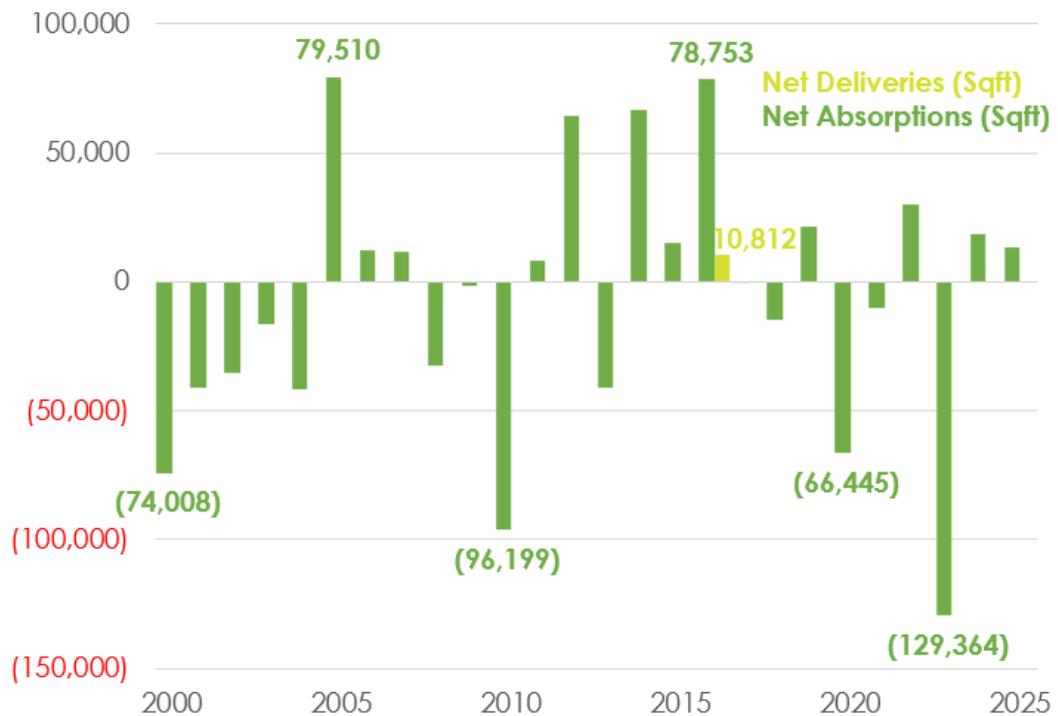


Note: Combined lease and vacancy rates are calculated as the weighted average of flex and industrial rates, based on their respective square footage.

Source: CoStar, 2025; CAI, 2025.

Exhibit A78 tracks the absorptions of industrial and flex land use in the 12 Mile Rd Corridor, with one delivery highlighted in late 2016 for 10,812 additional square feet from the flex category. From 2000-2010 there is a slight skew towards negative absorptions. From 2010-2020 there are primarily positive absorptions, and a small increase in supply from a 10,000 square foot delivery. From 2020-2025 there was more negative absorption activity, with the largest negative absorption seen during the period at nearly 130,000 square feet. This most recent 5-year period illustrates a general growth in vacancies and the opportunity for a larger tenant to move in to cover the large negative absorptions.

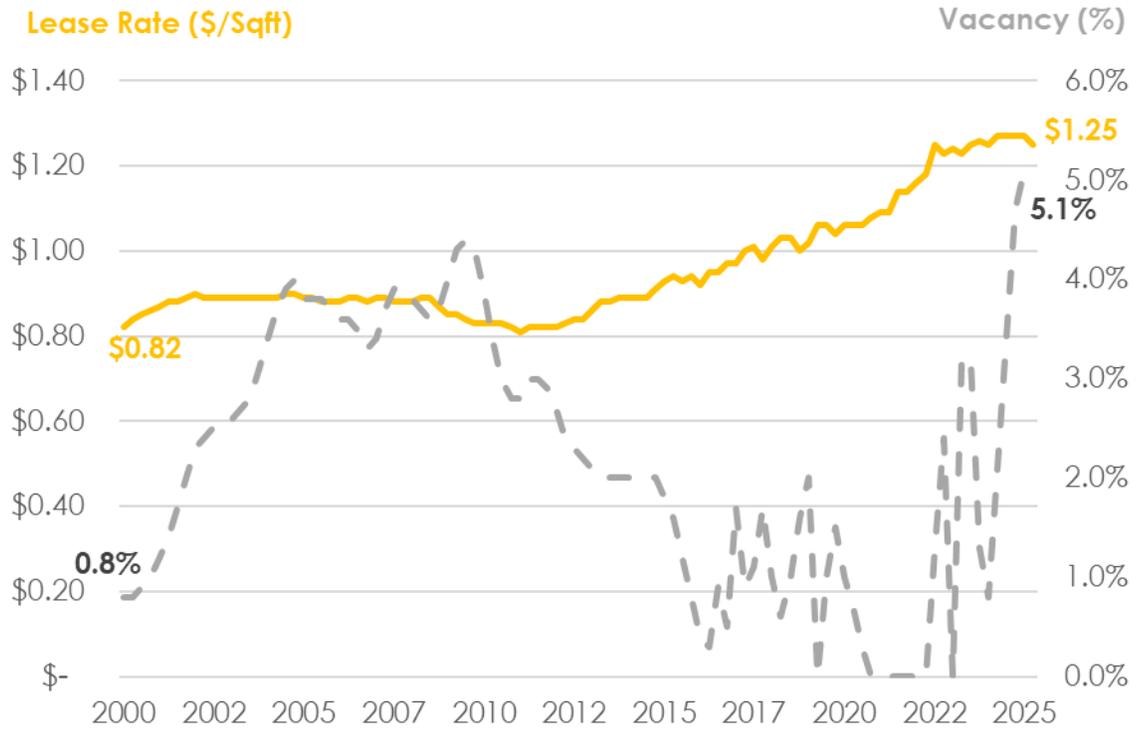
Exhibit A78. Net Industrial and Flex Absorption and Deliveries, 12 Mile Rd Corridor, 2000-2025



Source: CoStar, 2025; CAI, 2025.

Residential lease values and vacancies display the most stable patterns in the 12 Mile Rd corridor for the period studied (**Exhibit A79**). Lease rates remained somewhat stagnant from 2000-2012 but have been steadily increasing to their peak of \$1.25 per square foot in 2025. Vacancy rates started at 0.8% in the year 2000 and fluctuated under 5% until 2025, when vacancies reached 5.1%. Residential vacancies were the lowest just before and after the Covid-19 pandemic. The steady low vacancy range over the period suggests demand is at a healthy level, but the recent volatility will be a factor to keep an eye on if vacancy does not return to a low level.

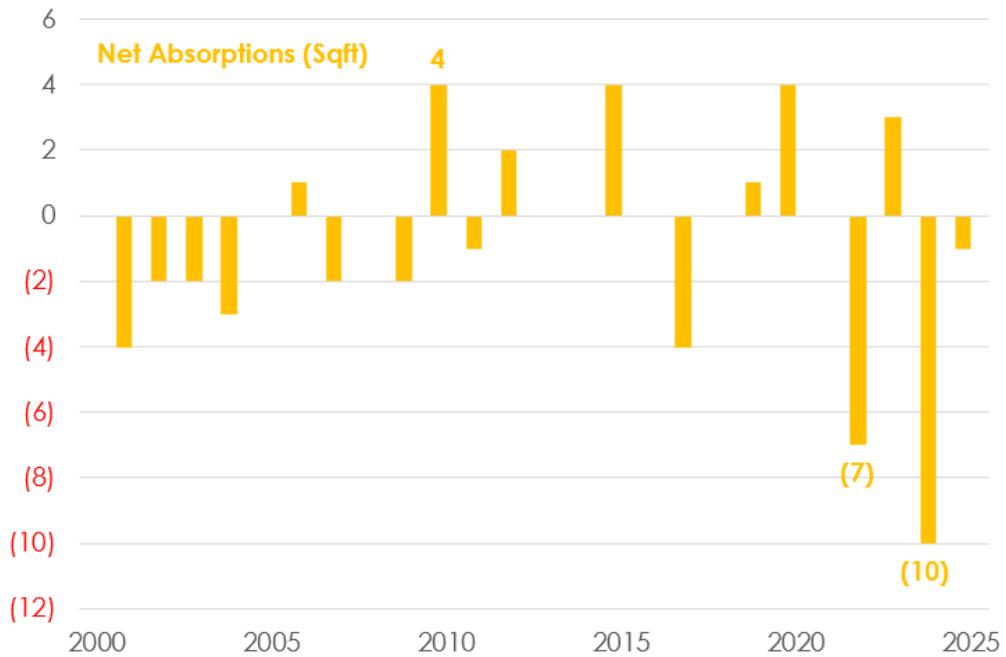
**Exhibit A79. Residential Lease Value and Vacancy Rate,
12 Mile Rd Corridor, 2000-2025**



Source: CoStar, 2025; CAI, 2025.

Exhibit A80 shows how absorptions have changed from 2000-2025 measured by residential units. Because there are no deliveries during this period, this chart tracks the vacancies observed in the previous exhibit. Notable absorptions occurred near 2023 with many units entering and leaving the market in a short period. During this period shifts of seven and ten units can be observed, which illustrates the lower residential presence in the 12 Mile Rd corridor.

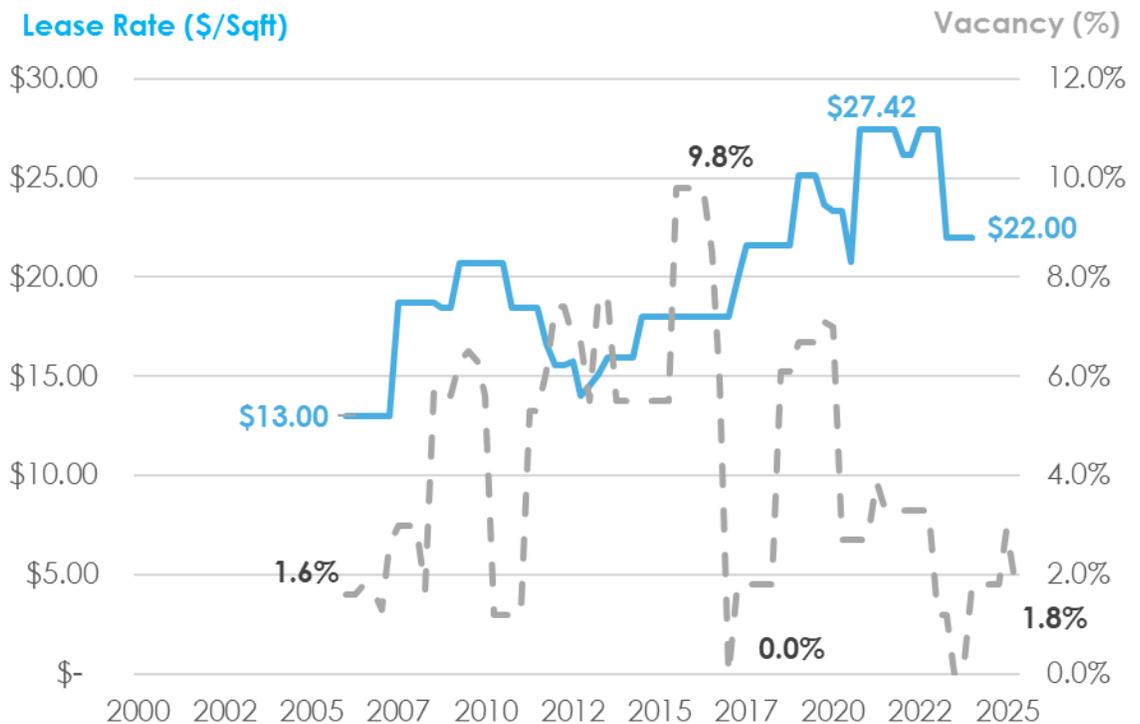
**Exhibit A80. Net Residential Absorption and Deliveries,
12 Mile Rd Corridor, 2000-2025**



Source: CoStar, 2025; CAI, 2025.

In the 12 Mile Rd Corridor, retail lease rates have increased steadily since 2006 while the vacancy rate has fluctuated from nearly 0% to 10% (**Exhibit A81**). The starting lease rate for retail space was \$13 per square foot in 2006, and in the mid 2010's the lease rate hovered at or below \$18 per square foot. The early 2020's shows a sharp increase in the lease rate (reaching \$27.42 per square foot) before leveling out at \$22 per square foot as of 2025. The starting vacancy percentage was 1.6% in 2006 and settles around 6% until 2020 except for sharp single year swings between 9.8% and near 0%. The last 5 years have seen relatively lower retail vacancy rates below 4%. The growth in lease rates and the fact that vacancy rates do not remain elevated for long periods suggest that supply and demand are at healthy levels.

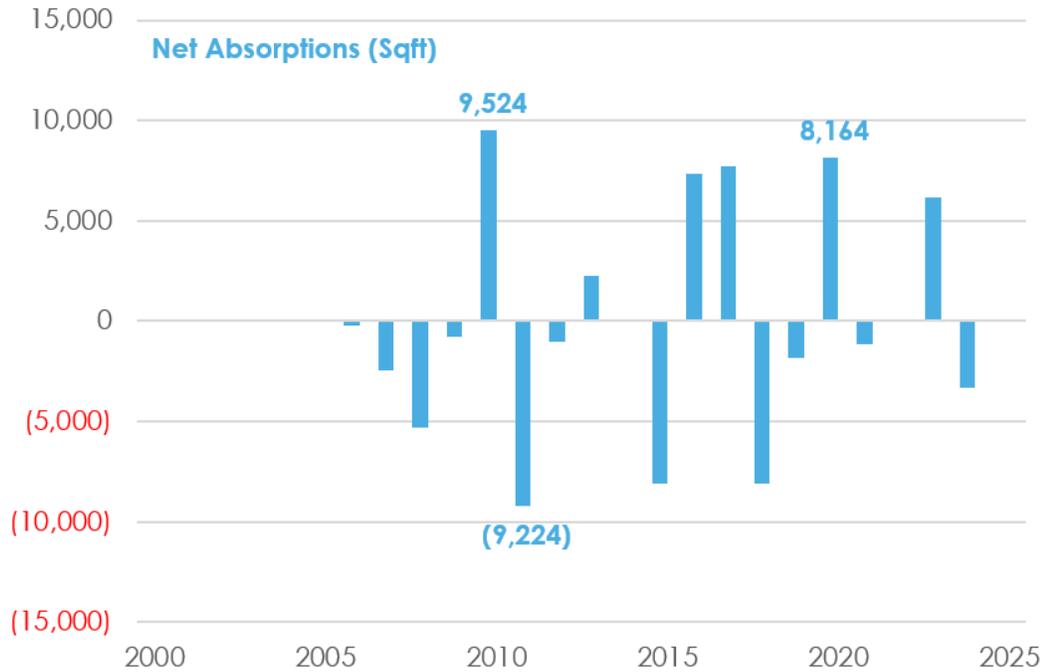
Exhibit A81. Retail Lease Value and Vacancy Rate, 12 Mile Rd Corridor, 2006-2025



Source: CoStar, 2025; CAI, 2025.

Since 2006, there have been no deliveries of retail square footage in the 12 Mile Rd Corridor (**Exhibit A82**). This shows that the corridor has maintained the same 187,000 square feet of retail space from 2006-2025. Notably, there are four large negative and three large positive absorptions from 2008 to 2018. Each transaction pertains to roughly 8,000 square feet per occurrence, except for one large positive absorption in 2016 measuring 11,016 square feet.

**Exhibit A821. Net Retail Absorption and Deliveries,
12 Mile Rd Corridor, 2006-2025**



Source: CoStar, 2025; CAI, 2025.

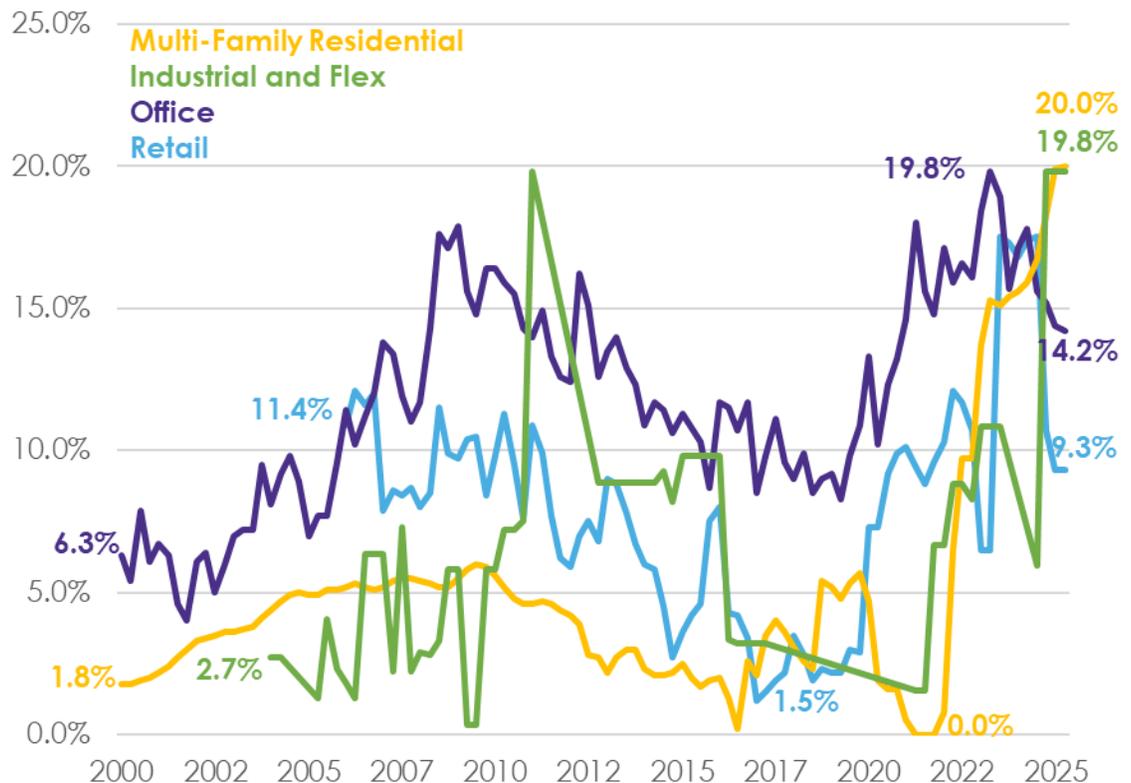
Orchard Lake Road Corridor

Retail and office land use dominate the Orchard Lake Rd Corridor. Since there is notably less flex and industrial land use in the Orchard Lake Rd corridor, there are larger relative changes in vacancies and lease rates observed. The section below details how lease rates and vacancies have changed over time and what implications there are for planning and developing the Orchard Lake Rd Corridor in the future. **Exhibit A83** provides a visual of vacancy rate trends across four major land use categories—office, retail, multi-family residential and industrial & flex for the Orchard Lake Rd corridor.

The office vacancy in the Orchard Lake Rd corridor shows moderate volatility, with persistent vacancy percentages between 10% and 20% over the last 15 years. Retail vacancy rates are observed from 2006 to 2025, and they display the same pattern of volatility as office vacancy rates, but to a lesser degree than the 12 Mile Rd corridor. The 2008 and 2020 economic shocks are visible in office vacancies, but only the Covid-19 effects are seen in retail’s line. Presently, retail has the lowest vacancy rate of all the land-use types, indicating a relatively healthier occupancy level. Multi-family residential vacancies have remained stable compared to commercial property types, bounded between five and nearly zero percent. However, the most

striking increase also belongs to this category, spiking to 20% vacancy in 2025. There are no additional deliveries in the multi-family residential category, so this shift could represent emerging challenges in the rental housing market. Industrial and flex properties display the most erratic vacancy patterns, with intermittent data from 2005 to 2025. The recent surge to nearly 20% vacancy in 2025 mirrors the trend seen in multi-family residential, suggesting broader economic shifts in the corridor's real estate market.

Exhibit A83. Vacancy Rate by Land Use Type, Orchard Lake Rd Corridor, 2000-2025

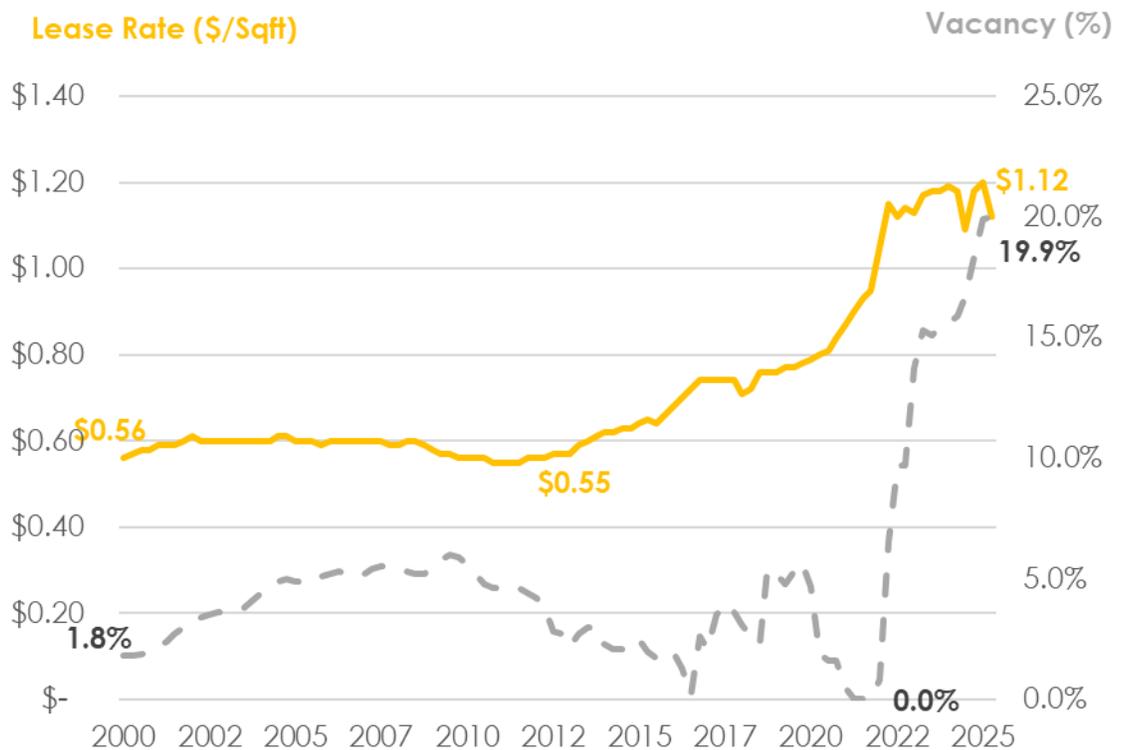


Source: CoStar, 2025; CAI, 2025.

The lease rate for residential properties in Orchard Lake Road remain steady around \$0.60 per square feet until 2015 when prices begin to rise slowly to \$0.75 in 2017 (**Exhibit A84**). From 2020 forward the lease rate increases dramatically to \$1.12 per square foot and has remained at this elevated level from 2022-2025. Residential vacancy rates follow a slightly different pattern. Vacancies begin low at 1.8%, then rise to 5.8% in 2008 before coming back down to nearly 1% in 2017. From 2017 forward the vacancies increase slightly, then substantially to 20% in 2025. **Exhibit A85** shows that these elevated vacancies and lease rates are coming from the demand-side since the supply of residential units has remained the same. No deliveries are

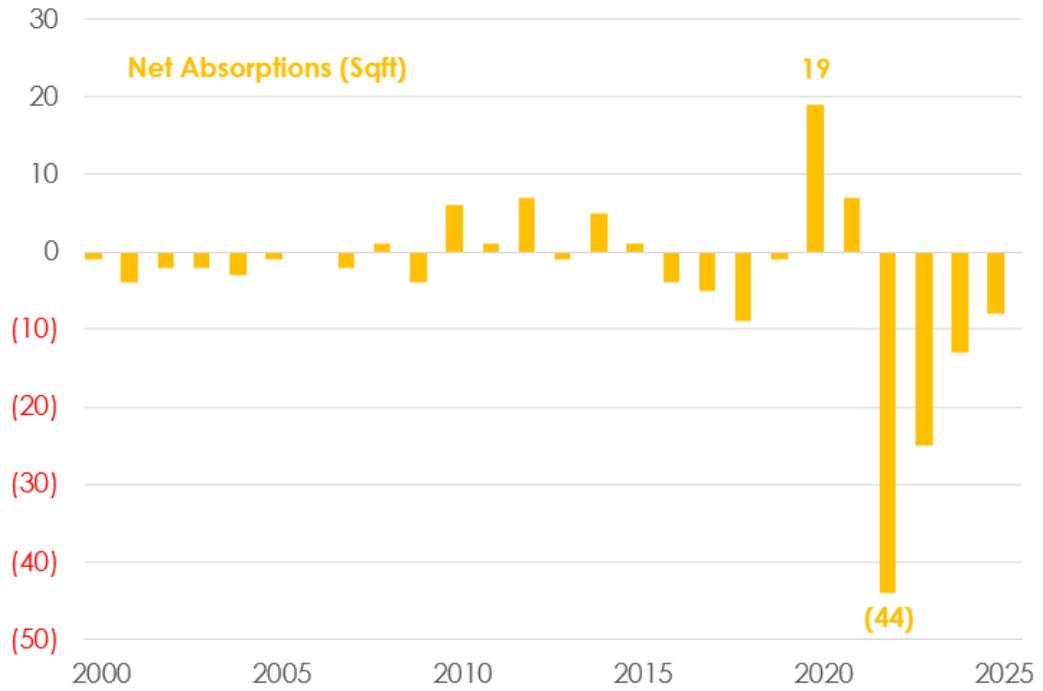
observed from 2000-2025, and a series of small negative absorptions are seen from 2000-2009. Primarily small positive absorptions occur in the years that follow from 2009-2021 with large negative absorption spikes seen in 2016 and 2018. The last 4 years in the chart demonstrate the clearest pattern of consistent negative absorptions, seeing the largest decline of the period at 44 units in 2022. This streak of negative absorptions in recent years provides more details behind the rising vacancy rate observed in the previous chart.

Exhibit A84. Residential Lease Value and Vacancy Rate, Orchard Lake Rd Corridor, 2000-2025



Source: CoStar, 2025; CAI, 2025.

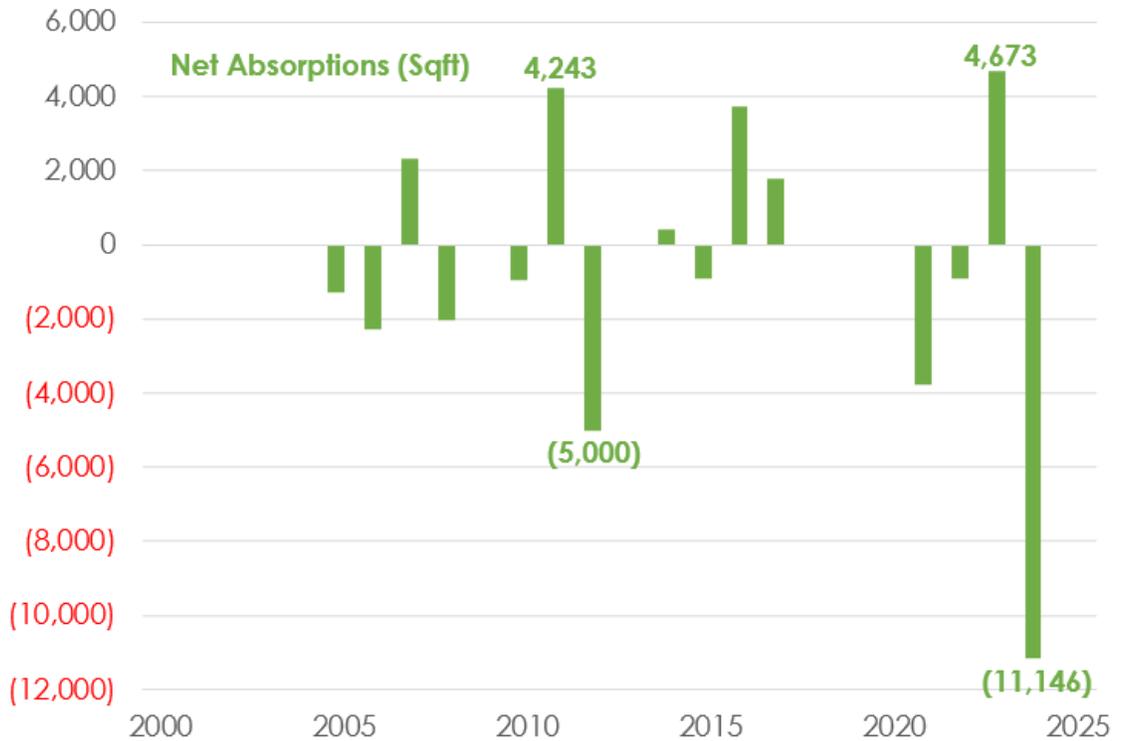
Exhibit A85. Net Residential Absorption and Deliveries, Orchard Lake Rd Corridor, 2000-2025



Source: CoStar, 2025; CAI, 2025.

Industrial and flex absorptions and deliveries reflect the small number of these property types in the Orchard Lake Rd area (**Exhibit A86**). Considering the small number of properties, the large symmetrical absorptions can be attributed to single buildings entering and leaving the market. The first half of the chart shows sparse but equally positive and negative absorptions. The second half of the chart is sparser than the first period and shows small positive absorptions initially before skewing primarily negative from 2021-2025.

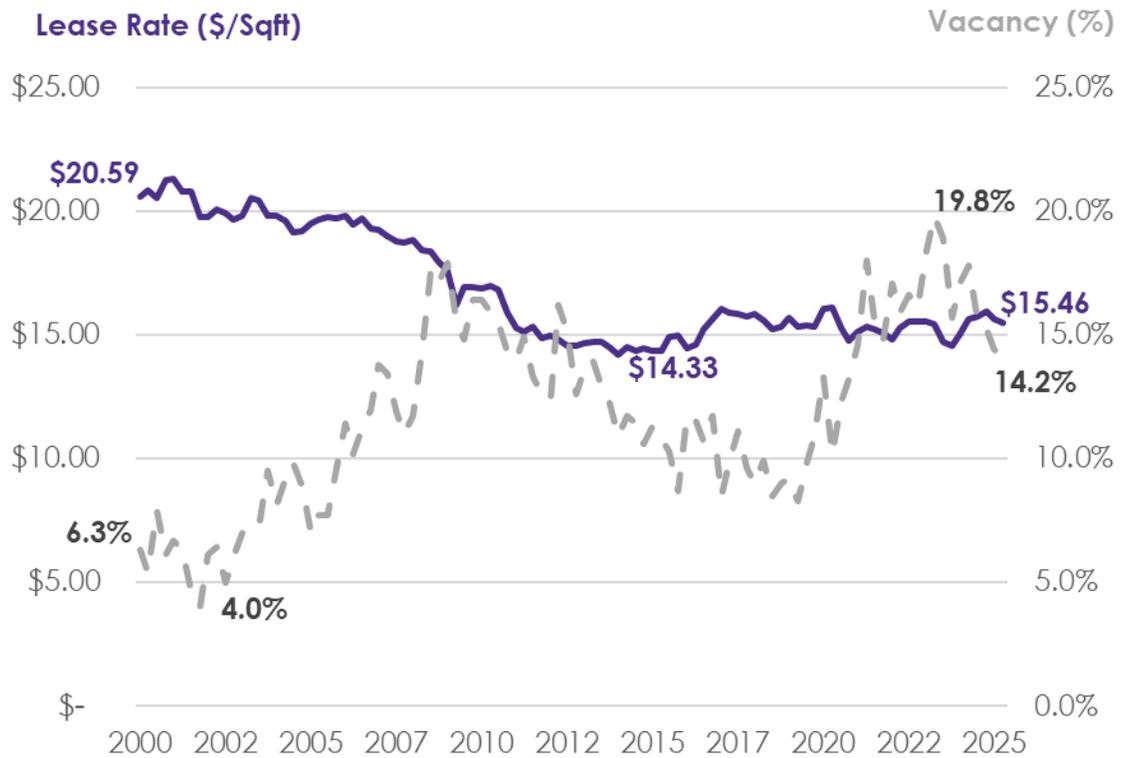
Exhibit A86. Net Industrial and Flex Absorption and Deliveries, Orchard Lake Rd Corridor, 2000-2025



Source: CoStar, 2025; CAI, 2025.

Office lease rates have experienced a slow and steady decline from 2000 to 2012 (**Exhibit A87**). During this period vacancies have also risen from their low of 6.3% in 2000 to 17.6% in 2009. From the early 2010's the lease rate has remained steady, rising slightly to \$15.46 per square foot as of 2025. Vacancies have fluctuated during this period from lows of 8.5% to 19.8% in 2023. Within this corridor office lease rates and vacancy rates are slightly lower than the 12 Mile Rd corridor, which holds most of the office and flex space.

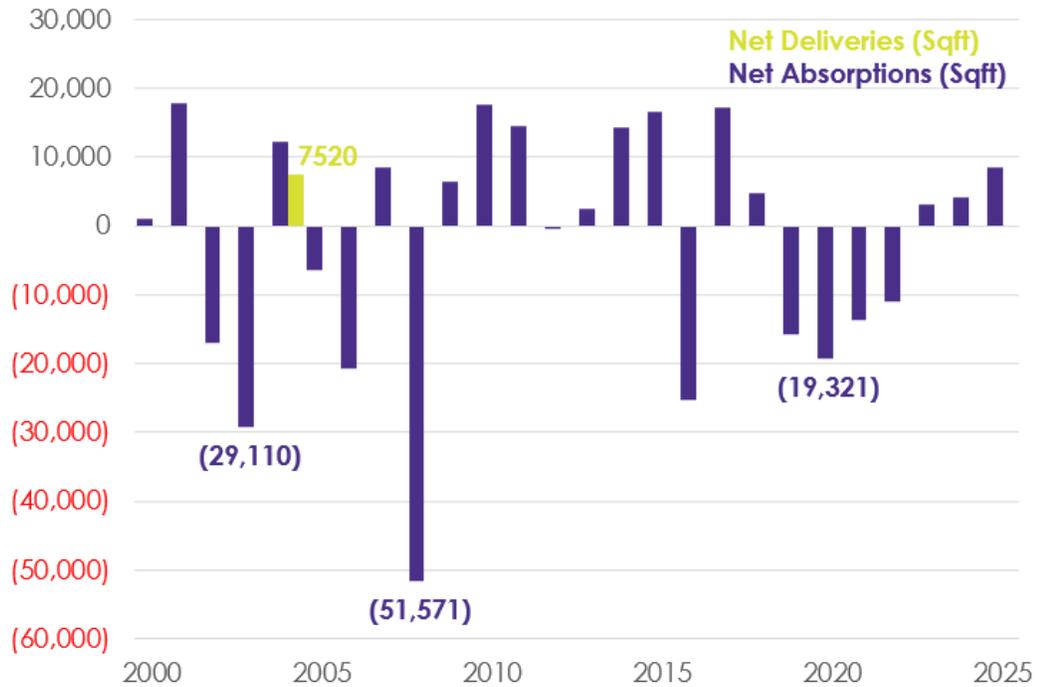
Exhibit A87. Office Lease Value and Vacancy Rate, Orchard Lake Rd Corridor, 2000-2025



Source: CoStar, 2025; CAI, 2025.

Exhibit A88 shows that there have been several positive and negative absorption activities throughout the 2000-2025 period. 2000-2008 is characterized by substantial negative absorptions with one delivery of 7,520 square feet in 2004. Following the largest negative absorption in the chart at 51,000, the 2007-2018 period sees many positive absorptions. 2018-2025 sees mostly negative absorptions but this trend has reversed in the most recent two years.

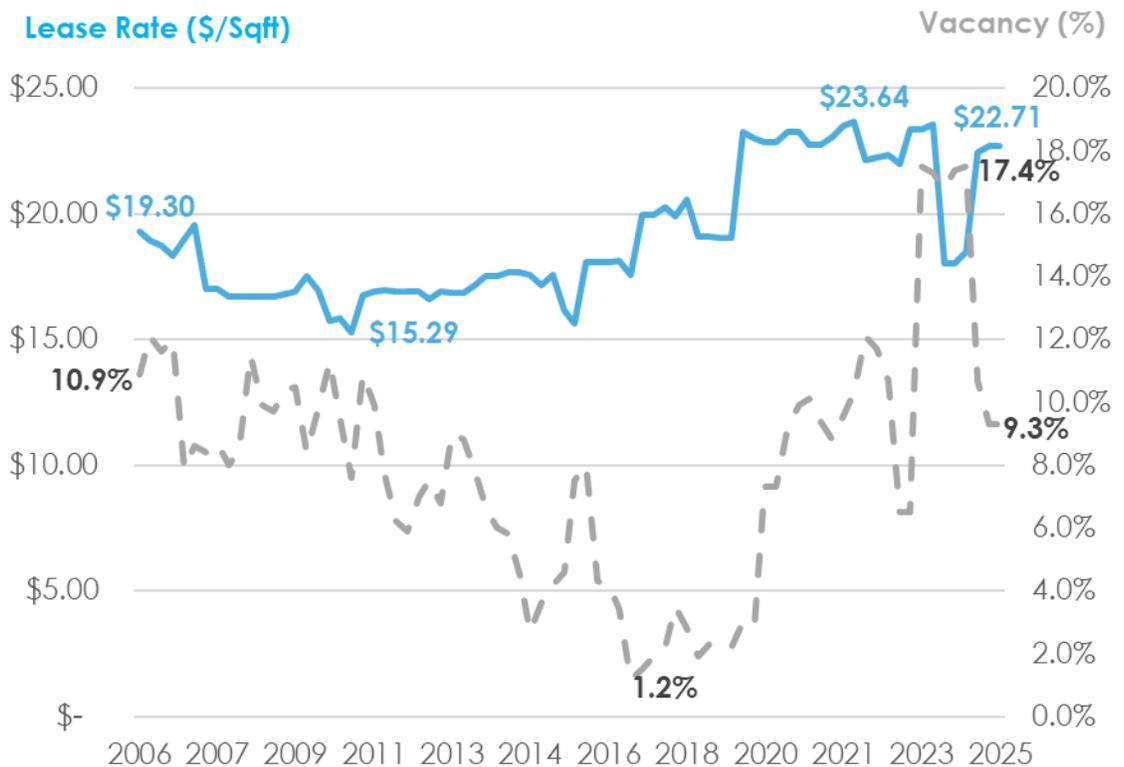
**Exhibit A88. Net Office Absorption and Deliveries,
Orchard Lake Rd Corridor, 2000-2025**



Source: CoStar, 2025; CAI, 2025.

Retail lease rates began at \$19.30 per square foot in 2006 before lowering and remaining stagnant throughout the 2010s (**Exhibit A89**). However, a notable upward trend began in 2019, peaking at \$23.27 per square foot by 2024. This trend could be driven by post-pandemic retail demand or inflation-driven rent growth. Vacancy rates show a trend from 10.9% down to 1.2% in 2019 before the COVID-19 pandemic reversed this trend. In 2025, the vacancy rate returned to 9.3%. The trends in this chart are consistent with supply and demand: as vacancy rates decrease, the lease rates generally increase. Like Orchard Lake Rd, vacancy spikes following the Covid-19 recession do not last long, indicating that supply and demand are at healthy levels.

Exhibit A89. Net Retail Lease Value and Vacancy Rate, Orchard Lake Rd Corridor, 2000-2025

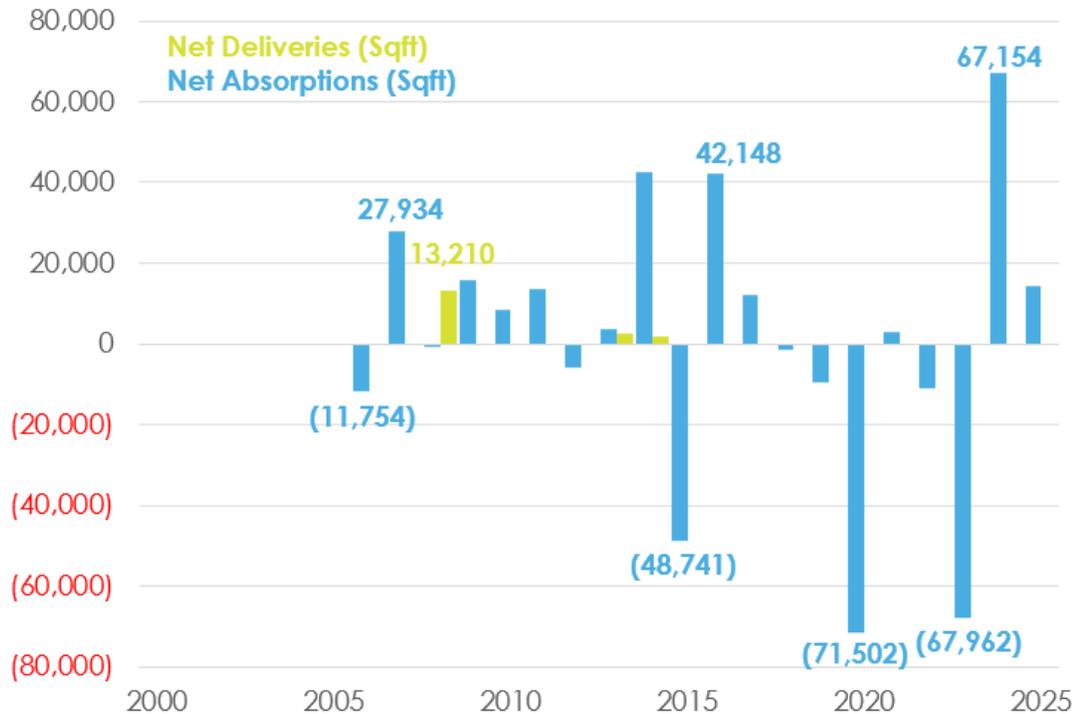


Source: CoStar, 2025; CAI, 2025.

Retail absorptions have been net neutral over the 2006-2025 period, but there are streaks of positive and negative absorptions in between (**Exhibit A90**). The first 10 years saw primarily positive absorptions, one delivery of 13,210 square feet in 2008, and two very small deliveries between 2012 and 2014. The last 10 years have seen primarily negative absorptions, especially

following the Covid-19 Recession years. This trend has been reversing in the past two years as only positive absorptions have occurred since then.

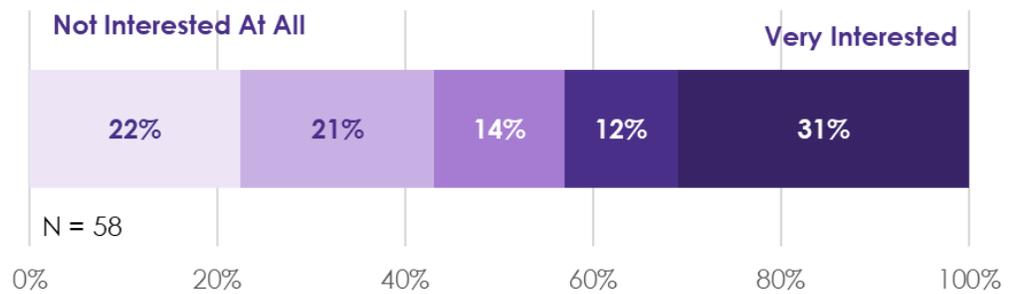
**Exhibit A90. Retail Absorption and Deliveries,
Orchard Lake Rd Corridor, 2000-2025**



Source: CoStar, 2025; CAI, 2025.

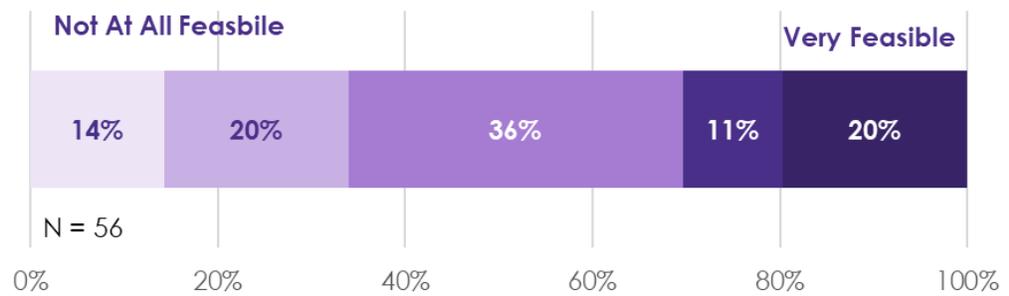
Given the exploration of commercial land use types thus far, **Exhibits A91 – A93** examine property owner sentiments and feasibility of converting commercial properties to residential. Survey responses revealed a divided but notable interest in repurposing commercial space. Nearly one-third of respondents (31%) expressed strong interest in converting commercial properties to residential uses, while 43% expressed little or no interest. The remaining 26% fell in the middle of the scale, indicating mild to moderate consideration. This range suggests that while the idea of conversion is gaining traction, it is not universally embraced. The second exhibit has similar positive and negative sentiments, but a general uncertainty surrounds the feasibility of conversion with most respondents (36%) falling in the middle of the range. This highlights the gap between conceptual interest and perceived implementation challenges. Property owners may benefit from clear updated information on the requirements of building residential properties compared to commercial properties.

Exhibit A913. Rate your level of interest in the possibility of converting commercial properties in either corridor to residential uses:



Source: CAI Survey, 2025.

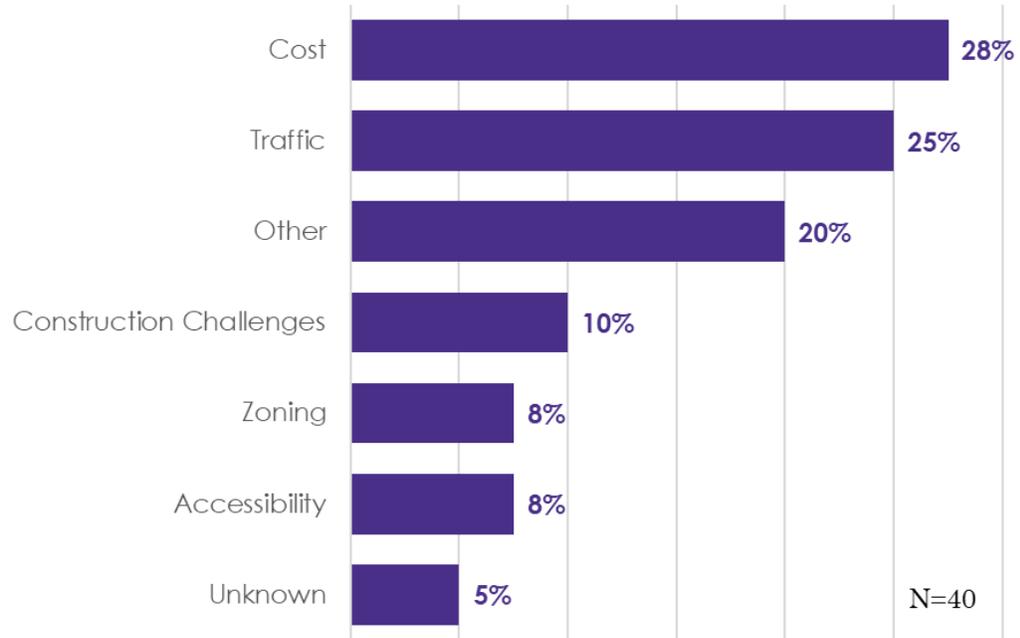
Exhibit A924. Rate your perception of the feasibility of converting commercial properties in either corridor to residential uses:



Source: CAI Survey, 2025.

Exhibit A93 further explores property owners’ uncertainty by measuring the most anticipated challenges with commercial to residential conversion. Property owners are primarily concerned with the financial implications and the impact on local traffic when considering converting commercial to residential properties. This captures just over 50% of the property owners surveyed. These issues are followed by a range of other construction-related, regulatory (zoning), and accessibility challenges with the conversion process.

Exhibit A935. What challenges do you anticipate in this type of conversion?

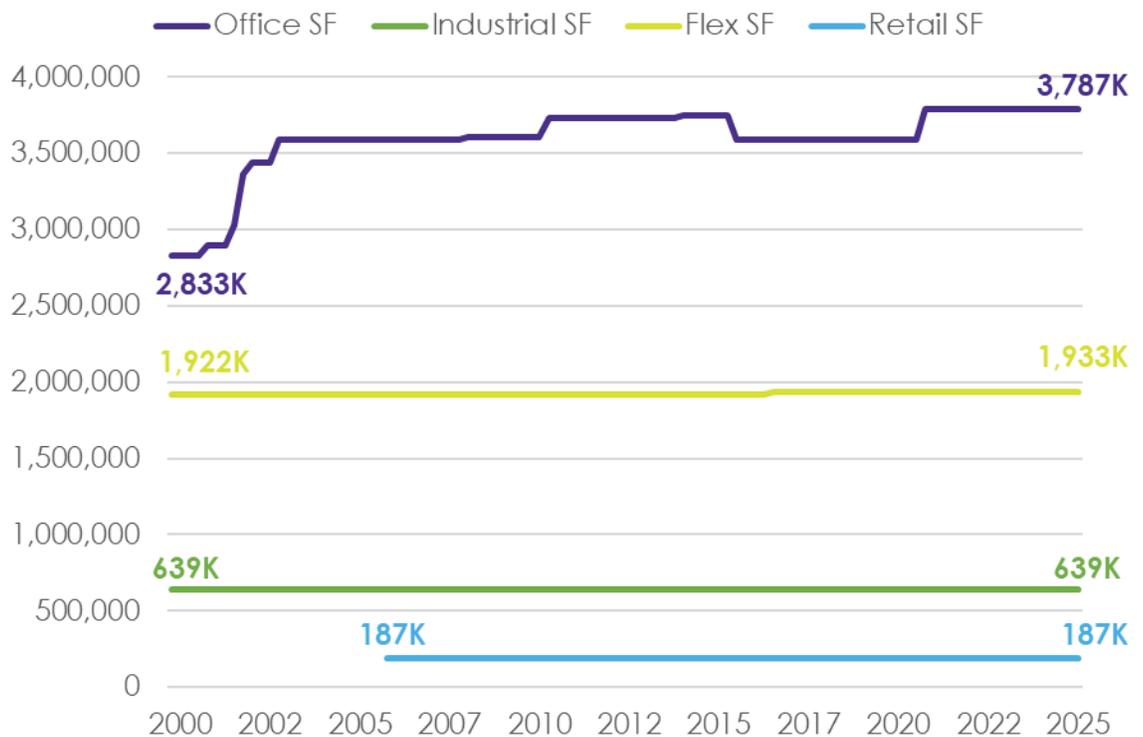


Source: CAI Survey, 2025.

APPENDIX E: REAL ESTATE MARKET TRENDS

Exhibit A94 shows that most of the growth in office square footage occurred in the 12 Mile Road corridor. During this time the corridor grew from 49 to 56 office buildings and added 757,000 square feet. In 2025, the 12 Mile Road area maintains 59 office buildings and the last office building constructed in 2021 added an additional 200,000 square feet. Flex is the next largest land use category, covering just under 2 million square feet for the period studied. Industrial lands cover 639,000 square feet for the whole period, while retail square feet are the smallest footprint from 2006-2025 at 187,000 square feet.

**Exhibit A94. Square Footage of Land Use Types,
12 Mile Rd Corridor, 2000-2025**



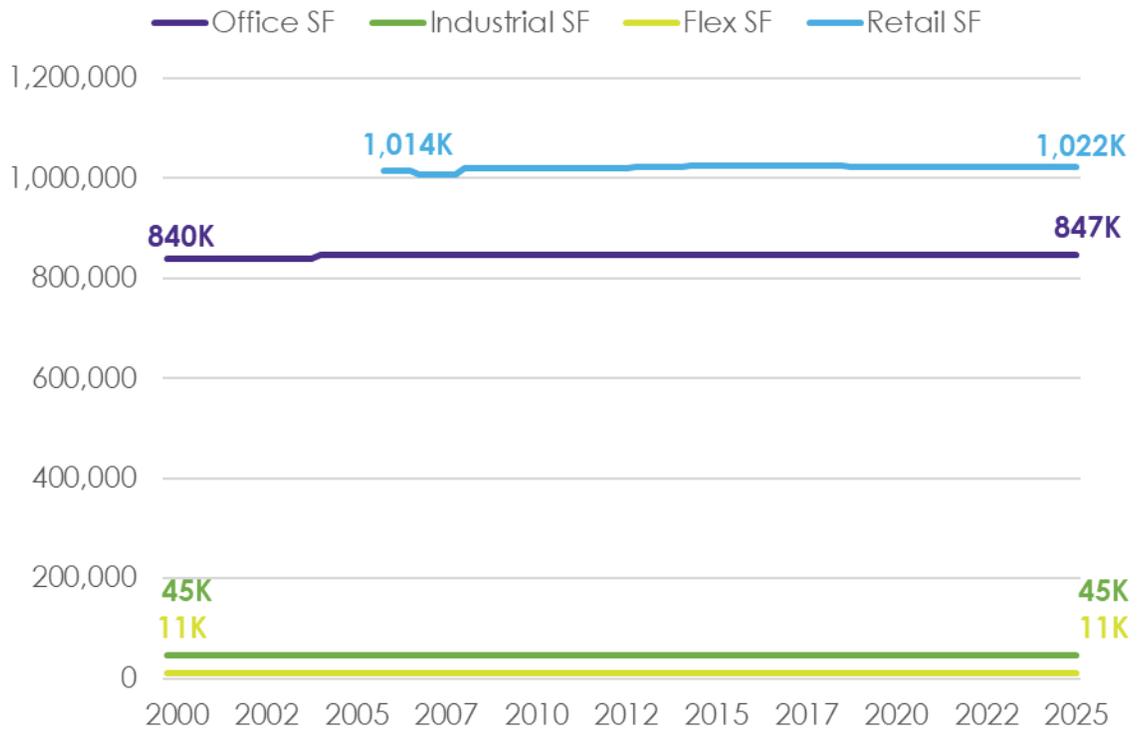
Source: CoStar, 2025; CAI, 2025.

Exhibit A95 covers the land use type changes from 2000-2025 in the Orchard Lake Road corridor. Retail is the largest land use category maintaining just over 1 million square feet of space. Office space is the next largest category at 847,000 square feet, while industrial in flex space combines roughly 57,000 square feet.

Compared to 12 Mile Road, the Orchard Lake Road corridor is smaller and is largely made up of retail and office land uses while 12 Mile Road's two

largest land use categories are office and flex. Both areas have distinct top two categories that make up most of the space. However, as the combined land use chart illustrates, each category has a presence in the combined area.

**Exhibit A95. Square Footage of Land Use Types,
Orchard Lake Rd Corridor, 2000-2025**



Source: CoStar, 2025; CAI, 2025.

APPENDIX F: ZONING ASSESSMENT

Background and Purpose

This Zoning Assessment evaluates the existing zoning regulations and code designations that shape development along the 12 Mile Road and Orchard Lake Road corridors in Farmington Hills. Zoning plays a central role in guiding land use, determining allowable development, regulating building form, and influencing the mix of activities within these corridors. In doing so, zoning supports community goals by promoting compatible land uses, ensuring building and safety standards, encouraging investment, and protecting environmental resources.

The zoning assessment supports the Corridors Market Study, identifying how current zoning either enables or constrains desired development patterns, business growth, and reinvestment opportunities. Understanding the regulatory context provides important insight into both current market dynamics and the potential for future redevelopment along each corridor.

Farmington Hills maintains a total of 31 zoning designations citywide, of which 11 are currently applied within the 12 Mile Road corridor and 14 within the Orchard Lake Road corridor. The 12 Mile Road corridor is presently undergoing a zoning code update intended to modernize regulations, broaden development opportunities, and attract new investment. In contrast, zoning along Orchard Lake Road reflects an older regulatory framework that dates to the corridor's early residential development pattern. Portions of Orchard Lake Road's existing zoning have not kept pace with evolving market conditions, limiting its redevelopment potential.

This document reviews the zoning districts applied within both corridors, summarizes key regulatory provisions, and evaluates their implications for investment, redevelopment, and corridor vitality. The assessment draws on the City of Farmington Hills Zoning Ordinance, recently adopted amendments, and supplemental policy documents provided by the City, including the proposed zoning updates for the 12 Mile Rd Corridor, currently in review by City Council.

Organization of this Assessment

The remainder of this Assessment is organized as follows:

12 Mile Rd Corridor Zoning:

- **Current Zoning:** An assessment of current zoning, including zoning districts, permitted uses, parking and site standards.

- **Proposed Changes:** An overview of proposed changes to the zoning code.
- **Implications for Redevelopment:** Analysis of how current zoning inhibits proposed vision and goals for the 12 Mile Rd Corridor.

Orchard Lake Rd Corridor Zoning

- **Current Zoning:** An assessment of current zoning, including zoning districts, permitted uses, parking and site standards.
- **Implications for Redevelopment:** Analysis of how current zoning inhibits proposed vision and goals for the Orchard Lake Road Corridor.

Permitted Uses:

- Permitted Uses, Residential Zoning Districts
- Permitted Uses, Commercial Zoning Districts
- Permitted Uses, Industrial Zoning Districts

12 Mile Rd Corridor Zoning

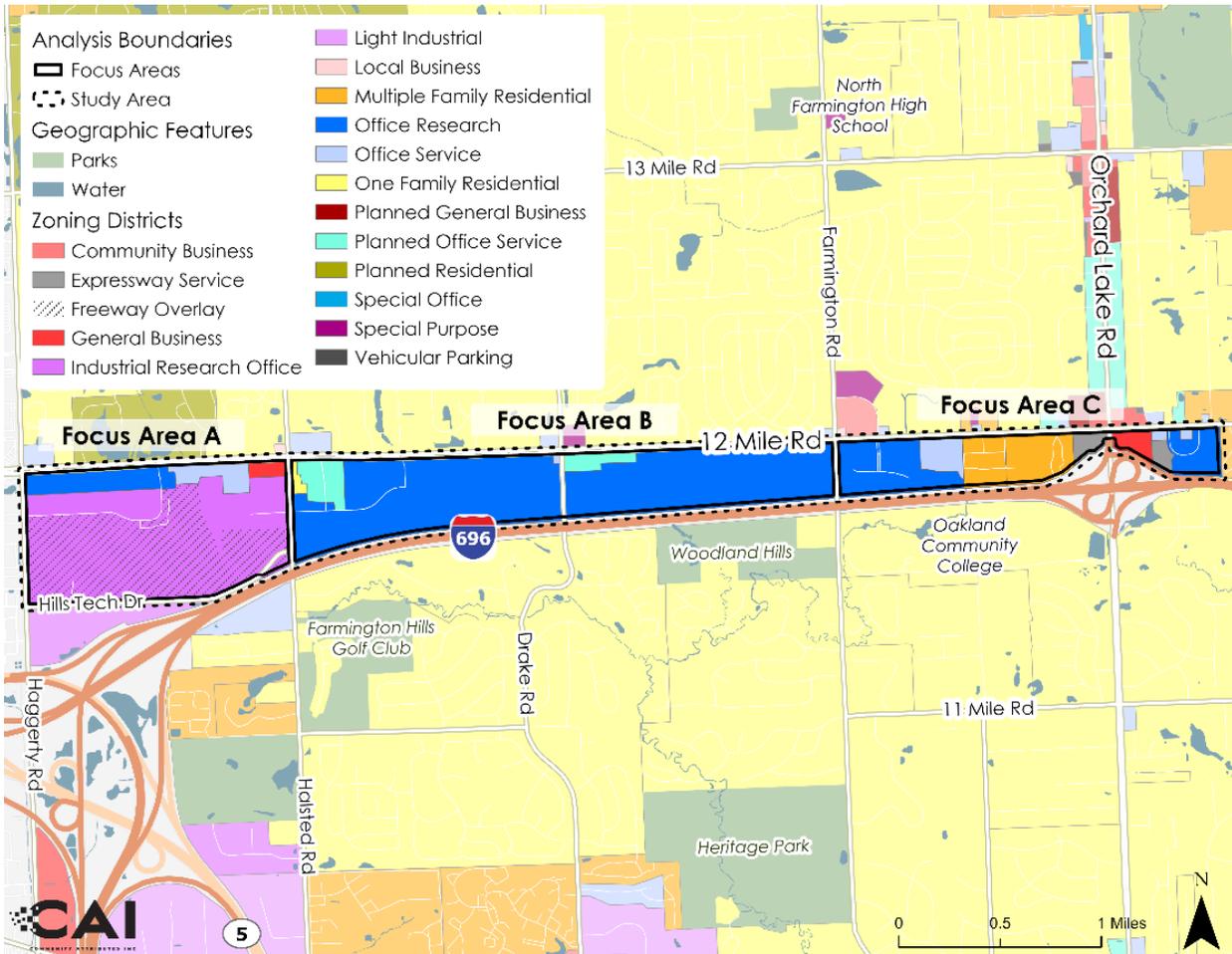
Current Zoning

The 12 Mile Rd Corridor currently encompasses 10 zoning districts with the largest being Office Research (OS-4), which is primarily concentrated in Focus Area B (given in dark blue in **Exhibit A96** below). The Office Research district is designed to provide space for large offices near major highways and roads. Recent amendments have expanded the intent and allowed uses for the Office Research district to allow mixed-use and general business establishments. This district makes up 51% of the corridor’s overall land area (**Exhibit A97**).

The second largest district in the 12 Mile Rd Corridor is the Industrial Research Office (IRO), located largely within Focus Area A. This district is characterized by large footprint buildings with research and industrial uses. This zone makes up 31% of the corridor’s land area, while being subject to the Freeway Overlay restrictions. This overlay allows increased building height and flexible building locations, but requires facilities meet greater environmental building standards and stormwater practices.

The remaining districts within the 12 Mile Rd Corridor generally allow business and office, commercial, and multi-family residential uses, including zones such as General Business District (B-3), Office Service District (OS-1) and Multiple Family Residential (RC-2).

Exhibit A96. Zoning District Map, 12 Mile Rd Corridor, 2025



Source: City of Farmington Hills, 2024; CAI, 2025

Exhibit A97. Land Area by Zoning District, 12 Mile Rd Corridor, 2025

Zoning District	Code	Total Acres	Share
Office Research	OS-4	402	51%
Industrial Research Office	IRO	247	31%
Multiple Family Residential	RC-2	28	4%
Multiple Family Residential	RC-3	19	2%
Office Service	OS-1	33	4%
Planned Office Service	OS-2	28	4%
General Business	B-3	16	2%
Expressway Service	ES	12	2%
One Family Residential	RA-1	4	0%
Planned Residential District	RP-1	0.3	0%
Grand Total		789	100%

Source: City of Farmington Hills, 2024; CAI, 2025

Farmington Hills' zoning code specifies principal permitted uses, accessory uses and special use designations for uses within each zoning district. Principal uses (P) are defined as the "main use to which the premises are devoted and the main purpose for which the premises exist."¹ Secondary uses (2) are allowed uses which are accessory to and located in the same building as a principal permitted use.¹ Similarly, accessory uses (A) are defined as "means a use which is clearly incidental to, customarily found in connection with and, unless otherwise specified, located on the same zoning lot as the principal use to which it is related."⁴ Special land uses (S) are uses which require special consideration whose "unique characteristics make it impractical to include them with a specific district classification."⁴ **Exhibit A98** Exhibit details the principal, accessory and special uses for the zoning districts present in the 12 Mile Rd Corridor.

The zoning districts in the 12 Mile Rd Corridor collectively allow office, industrial, research, and some residential uses and services. The allowed uses within each zoning district are highly prescriptive, which has led to siloed blocks of separated uses. This is demonstrated in the Industrial Research district (IRO) which allows for industrial, research and laboratory-based uses, but does not allow for retail and restaurant uses. The result is a homogenous zone with little walkability or connectivity. This district's location, removed from the noise and traffic of 12 Mile may be conducive for more integrated uses. Connectivity through allowance of sidewalks, trails, restaurants or consumer-facing businesses may facilitate greater commercial vitality in this district.

Multiple-Family Residential, (RC-2 and RC-3), located within Focus Area C, is also prescriptive in the allowed uses for this district. Only dwelling units and direct accessory uses such as pools and leasing offices are allowed in this district. Given the high number of units present, neighborhood level amenities such as coffee shops, corner stores or small restaurants would likely be supported if the zoning allowed for it.

The largest zoning district in the 12 Mile Rd Corridor is the Office Research Zoning District (OS-4). This district is primarily composed of offices, banks and medical establishments. Proposed amendments to the zoning code would expand the allowed uses to include commercial and mixed-use establishments, but these have not yet been adopted.

¹ Farmington Hills, Michigan Zoning Code, 2024

Exhibit A98. Permitted Uses by Zone District, 12 Mile Rd Corridor, 2025

USE	District						
	RC-2	RC-3	OS-1	OS-2	OS-4	B-3	IRO
Residential Uses							
Residential Services (municipal, library, parks, elementary)	P	P					
Multiple Family Dwellings	P	P					
Two-family dwellings	P	P					
Commercial Uses							
Banks, offices and similar uses				P	P	P	P
Colleges or Higher Education	S	S				P	P
Medical offices (may include clinics, laboratories, hospitals)				P	P	P	P
Motels or hotels						P	P
Restaurants							P
Retail (including automobile services, personal service establishments)					S		P
Stand-alone parking structures						P	P
Industrial and Other Uses							
Research, testing, design, technical training, experimental product development						S	
Laboratories - medical, experimental or film							P
Electric vehicle infrastructure	A	A	A	A	A	A	A
Research, design or development in connection with IRO district							P
Package and Assembly							P
Industrial uses							P

Source: City of Farmington Hills, 2024; CAI, 2025

*Note: Application of permitted uses vary, please refer to Appendix A for full list of approved uses.

Commercial development standards control much of what the built environment within the 12 Mile Rd Corridor looks like. Existing standards require large front yards for commercial development in the corridor, with setbacks varying from 40-120 ft and front yard open space requirements varying from 10%-50%, depending on the district. Rear yards also have substantial setbacks, ranging from 20-40 ft.

Maximum building height for commercial development within the 12 Mile Rd Corridor can vary from 34 ft (but limited to 2 stories) to 65 ft (which could allow up to 6 stories). The most widespread zone, OS-4 allows the higher end of this range and also allows an additional exception of up to 80 ft if the building is within 400 ft of the I-696 right-of-way.

These commercial and office zones do not have a minimum lot size.

Exhibit A99. Commercial Dimension Standards by Zone District, 12 Mile Rd Corridor, 2025

	OS-1	OS-2	OS-4	IRO	B-3	ES
Minimum Setbacks						
Front Yard	40 ft	120 ft	50 ft*	50 ft	25 ft	75 ft
Rear Yard	20 ft	20 ft	40 ft	40 ft	20 ft	20 ft
Side Yard	10 ft	10 ft	0 ft	30 ft	10 ft	20 ft
Residential Street	20 ft	20 ft	20 ft	40 ft	20 ft	20 ft
Side Street	25 ft	25 ft	0-15 ft	40 ft	25 ft	75 ft
Building Height						
Maximum Height	34 ft	34 ft	65 ft*	50 ft	50 ft	50 ft
Maximum Stories	2	2		3	3	3
Front Yard Open Space	50%	10%	50%	50%	50%	20%

Source: City of Farmington Hills, 2024; CAI, 2025

Note*: Front Yard setbacks in OS-4 allows for 15 ft on thoroughfares other than 12 Mile, and 0-10 ft setbacks on local streets

Note 2*: Maximum Height for OS-4 buildings up 80 ft if within 400 ft of I-696 right-of-way

Only about 5% of the area within the 12 Mile Rd Corridor is zoned for residential uses, and much of that space is zoned RC-2, or multiple family. For residential developments, large front and back yards are also required with the front yard setback varying from 40-50 ft and the rear yard setback at 35 ft. Residential building heights are limited to 30 ft, a height which is generally designed to allow 2 stories or 3 in very tight circumstances. Residential development also must consider additional standards including lot size, lot coverage, and floor area. The minimum lot area ranges from 23,400 square feet for Multi-Family Residential (RC-2) to 29,700 square feet for One-Family (RA-1A) and Planned One-Family Residential (RP-1). Maximum lot coverage is limited to 35% for all three districts. Within RC-2, the multiple family residential district, the floor area of a residential building is limited to 650 square feet on the ground floor and 1,250 square feet total. These floor area limits make it challenging to build most types of multiple family residential development, allowing only small-scale residential buildings which are similar to single-family homes, such as duplexes or cottage housing.

Exhibit A100. Residential Dimension Standards by Zone District, 12 Mile Rd Corridor, 2025

	RA-1A	RC-2, RC-3	RP-1	OS-4
Minimum Lot Size				
Area	29,700 sq ft	8,000 sq ft	29,700 sq ft	
Avg/Subdivision	33,000 sq ft		33,000 sq ft	
Width	140 ft	80 ft	140 ft	
Maximum Lot Coverage	35%	35%	35%	
Minimum Setbacks				
Front Yard	50 ft	50 ft	50 ft	0-50 ft
Rear Yard	35ft	20 ft	35 ft	10-40 ft
Side Yard	15 ft	20 ft	15 ft	0 ft
Side Yard Total	30 ft	40 ft	30 ft	30 ft
Maximum Building Height	30 ft	30 ft	30 ft	65 ft
Minimum Floor Area				
Total Per Unit		600 sq ft		
Ground Floor/Unit		300 sq ft		

Source: City of Farmington Hills, 2024; CAI, 2025

Note: All dimensions except for building height refer to minimum standards

The parking standards by zoning district for the 12 Mile Rd Corridor are given in **Exhibit A101**. The current parking standards reflect traditional suburban parking practices, emphasizing higher minimums intended to ensure that sufficient parking is available on-site to meet peak demand and minimize potential impacts on adjacent properties and streets. Many of the standards require multiple spaces per unit or intensive square footage-based ratios, particularly for uses that typically generate frequent or high turnover, such as restaurants, medical offices, and certain retail formats. For residential uses, parking minimums generally require two or more spaces per unit, even for smaller multi-family units, reflecting a design assumption of multiple vehicles per household.

Compared to contemporary best practices, these parking minimums are on the higher end. In many communities, especially those seeking to encourage infill development, housing diversity, mixed-use projects, and walkability, parking requirements are being reduced or eliminated to support more flexible site design and lower development costs. Excessive parking minimums can act as a barrier to redevelopment, particularly on smaller or constrained sites where land area is limited and can contribute to an oversupply of parking that reduces land utilization efficiency and drives up project costs.

**Exhibit A101. Residential and Commercial Parking Standards by Zone
District, 12 Mile Rd Corridor, 2025**

Use	Minimum Number of Parking Spaces
Residential	
One and Two Family Res	2 for each dwelling unit
Multi-Family Res	
3 Rooms or Less	2 for each dwelling unit
4+ Rooms	2.5 for each dwelling unit
Institutions	
Places of Worship	1 for each 3 fixed seats; 1 for every 6 feet of pews; OR 1 for every 30 square feet of floor area
Nursery School/Day Cares	1 for each employee and 1 for every 10 students
Private Recreation (golf, swimming, etc)	1 for every 3 holes,
Business and Commercial	
Retail or Service Establishment	1 for every 175 of sq ft
Planned Commerical or Shopping	
<15,000	1 for every 150 sq ft
15,001 - 100,000	1 for every 175 sq ft
> 100,000	1 for every 200 sq ft
Beauty Parlor/Barbershop	3 spaces for first 2 chairs, 1.5 for every additional
Gas Station	1 space plus 1 for each employee
Fast Food Restaurants	1 for every 30 sq ft
Motel/Hotel	1 for each occupancy plus 1 for each employee
Auto Repair	3 for each auto service stall
Indoor Fitness	1 for every 120 sq ft of gross leasable area
Banks	1 for every 175 sq ft
Business Offices	
First 15,000 sq ft	1 for every 220 sq ft
>15,000 sq ft	1 for every 250 sq ft
Medical Offices	
First 5,000 sq ft	1 for every 135 sq ft
> 5,000 sq ft	1 for every 175 sq ft
Chiropractor	1 for every 200 sq ft
Industrial	
Industrial or research establishment	3 + 1 for every 1.5 employees
OR greater of	3 + 1 for every 550 sq ft

Source: City of Farmington Hills, 2024; CAI, 2025

Note: square footage requirements refer to usable floor area

Proposed Changes

The City of Farmington Hills has been actively reimagining the future of the 12 Mile Road Corridor, recognizing the need to adapt zoning regulations to support a more vibrant and economically resilient corridor. As outlined in the

2024 Master Plan, the City’s vision emphasizes transitioning 12 Mile Road from a primarily auto-oriented transportation and commercial corridor into a dynamic, mixed-use district that offers a broader range of housing options, commercial activity, and public spaces.

Key Master Plan goals for the corridor include:

- **Diversifying Housing:** Adding new housing options, including high-quality rental opportunities, to create a more inclusive and adaptable residential mix.
- **Encouraging Mixed-Use Development:** Supporting transit-oriented development and increasing residential and commercial density to activate the corridor and better leverage existing and future public transit investments.
- **Reinforcing Sense of Place:** Creating central plazas, flexible gathering spaces, and year-round destinations that strengthen corridor identity and offer expanded opportunities for dining, events, and public activity.

In alignment with this vision—and independent of this work—the City has been advancing updates to the zoning code specific to the 12 Mile Road Corridor. The process has included technical work by City staff, public engagement, and is anticipated to advance to City Council consideration in summer 2025. The proposed zoning updates described below, given March 14, 2025, are intended to modernize allowable uses, development standards, and site design requirements in a way that supports corridor reinvestment, encourages a mix of uses, and promotes pedestrian-oriented site design. The updates proposed primarily affect the Office Research (OS-4) Zoning District.

Zone	Section	Proposed Update
OS-4	Intent	<ul style="list-style-type: none"> • Update Intent to reflect Farmington Hills’ goal that this zone “encourage the development of public spaces and walkability” by allowing for residential, commercial and mixed uses which “complement the development of high-value uses”, such as office-spaces, which contribute to the city’s tax base.
OS-4	Uses	<ul style="list-style-type: none"> • Allows multi-family residential uses, including office-to-residential conversions and live/work units. • Allows commercial uses permitted within B-3 when in a mixed use or commercial building, including Artisan Manufacturing

- | | | |
|------|---------------------|--|
| | | <ul style="list-style-type: none"> • Allow standalone parking structures • Allow, through special approval, banks or other financial uses with drive-through facilities as an accessory use. |
| OS-4 | Dimension Standards | <ul style="list-style-type: none"> • Lower minimum setbacks to 0 for side yard setbacks and to 0-15 for local side street setbacks (setbacks to 12 Mile Rd remain at 50 ft) • Remove maximum lot coverage • Remove maximum number of stories • Increase maximum building height to 65 ft or 80ft if within the I-696 overlay (which does not include any space in the 12 Mile Rd Corridor) • Add maximum density (dwelling units per acre) of 80. |
| OS-4 | Zoning Districts | <ul style="list-style-type: none"> • Add language allowing mixed uses, saying that “the permitted uses of the district may be co-located within a building or upon a site” • Prohibit outdoor storage of goods and materials • Remove limits on goods repair and allow indoor product storage as an accessory use • Permit an additional 20 feet of building height if at least 15% of the lot is dedicated to public space or a plaza with public art |
| OS-4 | Parking | <ul style="list-style-type: none"> • Allow parking minimums to be reduced based on demand, seasonal use, access to alternative modes, or shared/reserve arrangements, with criteria now defined in code • Offer incentives for parking conversion and for dedicating a portion of parking for public use • Require bicycle parking for most new developments and expansions, with standards defined in the code • Require parking structures serving residential uses to dedicate 15% of spaces to electric vehicle charging |

Implications for Redevelopment

This section identifies existing and proposed regulations that may pose challenges to realizing the Vision and Goals for the 12 Mile Road Corridor. The Vision is presented below, followed by a discussion of current and proposed regulations that may not align with its intent.

Vision

“The future of 12 Mile Road Corridor offers connected, mixed-use destinations where residential, commercial, and entertainment uses thrive alongside established offices. Through planned activity nodes, strategic infill and adaptive reuse, the corridor supports the City’s broader vision of livability and opportunity for all and offers a welcoming, walkable environment for residents and workers alike.”

Currently, the 12 Mile Road Corridor is primarily governed by the OS-4 zone (which comprises 51% of the corridor) and the IRO zone (31%). Neither zoning district permits residential uses, and both impose limitations on entertainment and commercial uses. OS-4 prohibits restaurant and retail uses altogether, while IRO allows them only as accessory uses within buildings primarily devoted to other permitted uses. These constraints conflict with the Vision’s call for mixed-use destinations, activity nodes, and strategic infill.

Proposed updates to the Zoning Code would allow for additional uses that support the Vision, including multi-family residential development in OS-4 (up to 80 units per acre) and new allowances for commercial uses such as retail and restaurants. However, these commercial uses are restricted to mixed-use or commercial buildings, and the proposed updates do not extend to other zones within the corridor. As a result, they may still fall short of supporting a truly vibrant mix of uses where commercial and entertainment functions “thrive alongside established offices.”

Some provisions in the current zoning code, such as landscaping and pedestrian access standards, do support a more pedestrian-friendly atmosphere in the 12 Mile Rd Corridor by requiring trees and sidewalks.

However, requirements such as large front and rear yard setbacks (minimum 50 feet from 12 Mile Road in many cases), low maximum lot coverage (20% in OS-4), and high parking minimums contribute to a dispersed development pattern that separates uses and hinders walkability.

Goals

Below are each of the specific goals identified for the 12 Mile Rd Corridor to help it achieve its given vision for the future. Underneath each goal lies a

description of potential regulatory barriers that may impact the success of the goal.

Goal 1. Encourage a balanced mix of uses

- Existing zoning within the 12 Mile Road Corridor generally does not permit or encourage a mix of uses. The most common districts—OS-4, IRO, RC-2, and RC-3—are highly prescriptive in terms of permitted uses, contributing to a fragmented pattern of development with limited interaction between uses.
 - Office Research (OS-4): Covers 41% of the corridor and primarily permits office uses.
 - Industrial Research Office (IRO): Makes up 26% of the corridor and allows only industrial and research-focused uses.
 - Multiple Family Residential (RC-2 and RC-3): Together make up 5% of the corridor and allow residential uses only.
- Proposed updates to the OS-4 zone would introduce more flexibility by permitting residential, mixed-use, and commercial uses. These updates would allow multi-family residential development at moderate densities (up to 80 dwelling units per building) and increase the maximum building height to 65 feet. However, commercial uses such as retail and restaurants would remain secondary and limited to mixed-use or commercial buildings. These changes, while a step forward, apply only to OS-4 and do not expand mixed-use potential in IRO or residential zones—limiting the corridor’s ability to develop a truly integrated mix of uses.

Goal 2. Create a connected and walkable corridor

- Many parcels within the 12 Mile Road Corridor are configured as superblocks with minimal interconnectivity. There are no zoning requirements or incentives to link adjacent parking lots or establish connections between neighboring establishments, which limits walkability and discourages pedestrian travel.
- Site design standards do require pedestrian access, but these requirements are vague and lack measurable criteria.
 - For example, one standard states that site design must “emphasize pedestrian access and safety,” but it provides no specifications for crosswalks, traffic calming, or pedestrian-scale infrastructure such as safety barriers, shelters, or signalized crossings.
 - Additionally, the Planning Commission has broad discretion to waive or modify pedestrian access requirements if they are deemed “not practical” or unlikely to generate pedestrian activity. This subjective language may result in fewer pedestrian connections and a reduced emphasis on walkable infrastructure.

- High parking minimums across the 12 Mile Rd Corridor’s zoning districts further undermine walkability by encouraging large surface lots that separate buildings from streets and sidewalks, creating barriers for pedestrians, cyclists, and transit users.
 - In Focus Area A, IRO is the largest zoning district. It requires 1 parking space for every 550 square feet, plus an additional 3 spaces. Costar estimates for 2025 show that this area had an inventory of 511,360 usable office square feet. Under current regulations, this square footage requires a minimum of 930 parking spaces (which would make up over 158,000 square feet of parking space).
 - In Focus Area B, OS-4 is the largest zoning district. It requires one parking space for every 220 to 250 square feet of usable office space. Costar estimates an inventory of 1,433,619 usable office square feet currently in Focus Area B. The minimum parking standards for OS-4 require a minimum of 6,100 required parking spaces to accompany this amount of useable office square feet.
 - In Focus Area C, Multiple-Family (RC-2) is the second largest zoning district, after OS-4. It requires 2 – 2.5 parking spaces per tenant. Parking minimums higher than one space per unit are considered high, especially in a multi-family district.²
- Large, required setbacks also diminish the pedestrian environment. OS-4 and IRO zones require front yard setbacks of up to 50 feet; the B-3 district requires 25 feet, and RC-2 and RC-3 require 50 feet. Combined with generous side and rear setbacks, these regulations separate buildings from the street edge and contribute to a dispersed, auto-oriented corridor.
- Proposed changes to OS-4 include limited allowances for reduced parking minimums and encourage the repurposing of existing surface lots for pedestrian amenities, public space, or infill development. While this is a step in the right direction, the changes do not affect other zoning districts. Without broader reductions to parking minimums and setback requirements across the corridor, walkability will remain limited, and development will continue to favor car-centric patterns.

Goal 3. Foster a sense of place and community identity

- Approaches for achieving this goal will rely largely on efforts outside the zoning code, including infrastructure investments, placemaking initiatives, and spatial or community programming.
- While the current zoning code does not include provisions related to placemaking or character-focused design specifically for the 12 Mile

² Spivak, Jeffrey (2018) “People Over Parking”, American Planning Association, available online at <https://www.planning.org/planning/2018/oct/peopleoverparking/>

Road Corridor, future code updates could introduce standards that support a unique corridor identity such as façade articulation, pedestrian-scale design, signage, lighting, and landscaping guidelines.

Goal 4. Focus Area A: Advance a hub for research, innovation and work life

- The largest zoning district within Focus Area A, IRO, does not permit restaurants or service-oriented businesses as principal uses. These uses are only allowed as an accessory to a primary use within the same building. This limitation restricts the development of a complete employment hub that supports the daily needs of workers, limits opportunities for work-life integration, and reduces the area’s appeal as an innovative and active mixed-use destination.

Goal 5. Focus Area B West: Establish a premier corporate destination

- Existing zoning requirements in Focus Area B West may not align with the evolving needs of post-pandemic office users. The area is entirely zoned as Office Research (OS-4), which imposes large minimum front and side yard setbacks and high parking requirements.
 - OS-4 mandates front yard setbacks of at least 50 feet, creating a spread-out development pattern that can feel disconnected and less attractive to modern employers seeking integrated, campus-like settings.
 - Parking minimums of one space per 220 to 250 square feet of usable office space were established under the assumption of fully in-person workforces. As many businesses now operate with hybrid or flexible work arrangements, these standards may result in overbuilt parking.
- High parking and setback requirements also translate into higher development costs by requiring large amounts of land to be dedicated to non-revenue-generating uses. This may limit the feasibility of new office or commercial projects and reduce the competitiveness of the corridor as a destination for modern employers.
- To better position Focus Area B West as a premier corporate destination, zoning should also allow for supportive uses such as restaurants, cafés, fitness centers, or convenience retail. These amenities help attract tenants, enhance the day-to-day experience for workers, and support the broader vision of a vibrant, mixed-use corridor.

Goal 6. Focus Area B East: Create an urban village with active ground floors, shared spaces, and better utilization of existing parking and outlots

- Pedestrian access from public rights-of-ways to building entrances is outlined as a required standard in the Farmington Hills Zoning Code, but additional language and enforcement is needed to ensure connections are developed. Pedestrian connections from 12 Mile and local roads could contribute to an urban feel in this Focus Area.
- Requirements for access between adjacent parcels are similarly limited. The zoning code encourages “access points at property edges and to adjacent parcels,” but only “where feasible,” which weakens its effectiveness and limits connectivity between sites.³
- Focus Area B East is zoned entirely as Office Research (OS-4), which requires one parking space per 220 to 250 square feet of usable office space. This has resulted in large areas of underutilized surface parking, inconsistent with the goal of creating a compact, vibrant district.
- Recently proposed zoning changes would allow multi-family residential and general business uses by right in OS-4. However, these uses are still subject to their own parking minimums, which may reduce the potential to repurpose existing underutilized lots for shared spaces or infill development.
- Height limits in this area also constrain urban development. While residential buildings may reach up to 65 feet, commercial uses are capped at three stories, limiting the potential for vertical mixed-use or denser development patterns.
- Minimum setbacks of 50 feet further hinder the creation of an “urban village” character by separating buildings from the street and reducing the opportunity for active, engaging ground-floor uses.
- Minimum lot size requirements for residential uses may further limit compact, walkable development. RC-2 and RC-3 districts require a minimum of 8,000 square feet per lot, while other residential zones within the corridor—such as RA-1A and RP-1—require minimum lot sizes of 29,700 square feet. These standards are more typical of suburban subdivisions than urban infill and may prevent the finer-grained development pattern desired in this Focus Area. The OS-4 zone, however, does not have a minimum lot size.

Goal 7. Focus Area C: Leverage available infrastructure and strengthen gateways and support inclusive redevelopment

- Pedestrian access standards in the zoning code require connections between public sidewalks and principal building entrances, but many

³ Farmington Hills Zoning Code 34-5.19: Pedestrian Access and Connectivity from Public Rights-of-Way

existing developments in Focus Area C do not meet these requirements. Enforcement mechanisms or retrofit strategies may be needed to bring older developments into alignment with these goals.

- The RC-2 zoning district, which comprises 18% of the Focus Area, limits principal uses to residential dwellings and accessory uses such as pools and leasing offices. It does not allow for retail or business establishments, restricting opportunities for mixed-use redevelopment or neighborhood-serving amenities within walking distance of residents.
- The east side of the interchange presents opportunities for strategic infill and gateway improvements. These efforts extend beyond zoning and focus on pedestrian infrastructure investments. Pedestrian connections between the RC-2 and Office Service (OS-1) districts are limited. Additional sidewalks and trails south of 12 Mile Rd near Orchard Lake Road would enhance resident access to nearby services and offer quieter, safer routes for travel.

Orchard Lake Rd Corridor Zoning

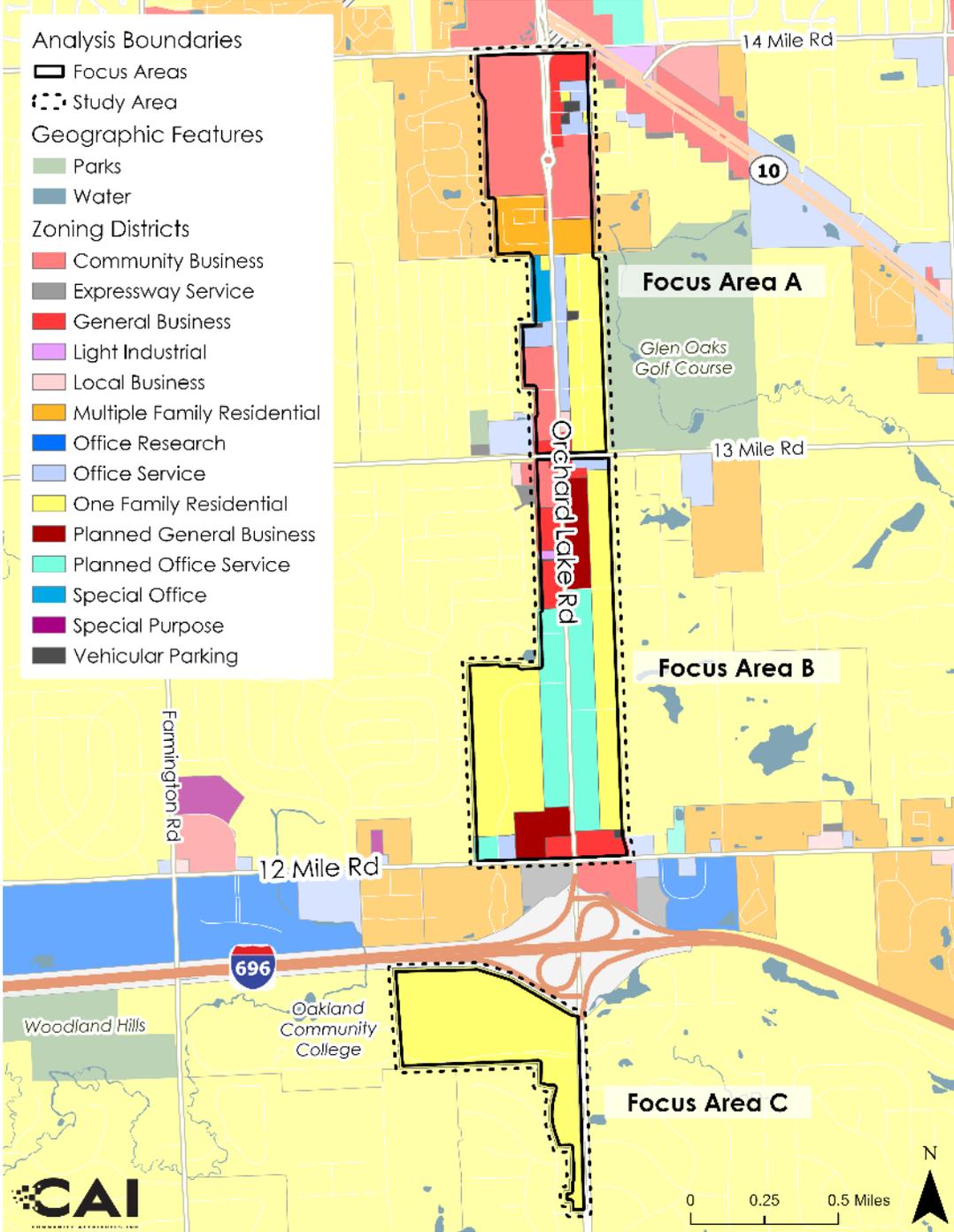
Current Zoning

There are 14 zoning districts represented within the Orchard Lake Rd Corridor (**Exhibit A102**). These districts are largely residential and commercial zones, with One-Family Residential, (RA-1, RA-2, RA-2B, RA-4), being the largest district, making up 46% of the total land area within the corridor. These One-Family Residential zones, demonstrated below in light yellow, are intended to provide low-density neighborhoods restricted to single-family homes. The primary difference between each of the One-Family districts is the minimum lot area required, ranging from a minimum of 8,500 square feet in RA-4 to 23,400 square feet in RA-2B. Focus Area C is entirely comprised of One-Family Residential while the rest of the parcels affected are largely separated from the main road (Orchard Lake Rd) by another parcel.

The second largest district, Community Business (B-2), represents 16% of land within the Corridor. This district is mainly composed of shopping centers and big box stores. It is designed for a large consumer population, inclusive of those from outside Farmington Hills. This and other zoning districts, such as Planned Office Service (OS-3) and General Business (B-3) operate directly along Orchard Lake, while most residential zones are accessed from other entry points. Collectively all Office, Business and Community zoning districts compose 47% of total acreage along the corridor, or a similar proportion of land dedicated to One-Family zoning.

Many of the parcels in the Orchard Lake Rd Corridor are on small lots, shallow lots or narrow lots. These types can limit potential development. Differences in zoning between two parcels which abut each other (especially small parcels which face Orchard Lake Road and have a residential lot behind) prevent these two parcels for combining and expanding development opportunity.

Exhibit A102. Zoning Map, Orchard Lake Rd. Corridor, 2025



Source: City of Farmington Hills, 2024, CAI, 2025

**Exhibit A103. Parcels and Land Area by Zone District, Orchard Lake Rd.
Corridor, 2025**

Zoning District	Code	Total Acres	Share
One Family Residential	RA-1,RA-2, RA-2B, RA-4	193	46%
Community Business	B-2	68	16%
Planned Office Service	OS-3	51	12%
General Business	B-3	34	8%
Planned General Business	B-4	21	5%
Office Service	OS-1	20	5%
Multiple Family Residential	RC	19	5%
Special Office	OS-3	5	1%
Vehicular Parking	P-1	3	1%
Local Business	B-1	1.0	0%
Light Industrial	LI	1	0%
Total		416	100%

Source: City of Farmington Hills, 2024; CAI, 2025

Farmington Hills zoning code specifies principal permitted uses, accessory uses and special use designations for uses within each zoning district. Principal uses (P) are defined as the “main use to which the premises are devoted and the main purpose for which the premises exist.”⁴ Accessory uses (A) are defined as “means a use which is clearly incidental to, customarily found in connection with and, unless otherwise specified, located on the same zoning lot as the principal use to which it is related.”⁴ Special land uses are uses which require special consideration whose “unique characteristics make it impractical to include them with a specific district classification.”⁴ **Exhibit A104** details the principal, accessory and special uses for the zoning districts present in the Orchard Lake Rd Corridor.

The zoning districts in the Orchard Lake Rd Corridor collectively allow office, medical, residential, and some retail and restaurant uses. The allowed uses within each zoning district are highly prescriptive, which has led to siloed blocks of separated uses.

One-family residential zones (RA-1A, RA-2, RA-2B and RA-4) each only allow low density residential uses, churches, and residential services as principal primary uses. Special uses could allow educational uses or multiple family dwelling types on these parcels.

⁴ Farmington Hills, Michigan Zoning Code, 2024

The office and commercial districts within the Orchard Lake Rd Corridor (OS-1, OS-2, B-1, B-2 and B-3) do not allow residential uses. These are more geared towards banks and offices, medical uses, with some also allowing retail or restaurants. Only two zones, B-2 and B-3, allow restaurants. These two zones are located on the northern side of corridor along with some parcels in the center.

Exhibit A104. Permitted Uses by Zone District, Orchard Lake Rd. Corridor, 2025

Use	Zoning District								
	RA-1A	RA-2	RA-2B	RA-4	OS-1	OS-2	B-1	B-2	B-3
Residential Uses									
Churches	P	P	P	P	P	P	P		
Colleges or Higher Education	S	S	S	S				P	P
Residential Services (municipal, libraries, parks, elementary)	P	P	P	P					
Residential accessories (home occupations, pools, etc)	A	A	A	A					
One-family detached dwellings	P	P	P	P					
Multiple Family Dwellings		S	S	S					
Two-family dwellings		S	S	S					
Commercial Uses									
Banks, offices and similar uses					P	P	P	P	P
Medical offices (may include clinics, laboratories, hospitals)					P	P		P	P
Restaurants								P	P
Retail (including commercial recreation, personal service and automobile services)						S	P	P	P
Electric vehicle infrastructure	A	A	A	A	A	A	A	A	A

Source: Farmington Hills, 2024; CAI, 2025

*Note: Application of permitted uses vary, please refer to Appendix A for full list of approved uses.

The commercial development standards in the Lake Orchard Corridor vary by district type and sub-type. Overall, standards such as setbacks and building height are uniform within each district, with minor variations between sub-districts. For example, all business district zones have a three-story limit, a maximum height at 50 feet or below and little variation in setbacks except for front yard setbacks, which range from 25 to 120 feet.

Several zones show very large front yard setbacks, such as B-4 and OS-2 with 120 ft, B-2 with 75 ft, LI-1 with 50 ft, and OS-1 and OS-3 with 40 ft. Some have further setbacks depending on the street fronted, such as OS-3 which has a setback of 102 ft on a residential street. The smallest setback for a rear yard is 20 ft and the smallest setback for a side yard is 10 ft.

Exhibit A105. Commercial Dimension Standards by Zone District, Orchard Lake Rd Corridor, 2025

	B-1	B-2	B-3	B-4	OS-1	OS-2	OS-3	LI-1
Minimum Setbacks								
Front Yard	25 ft	75 ft	25 ft	120 ft	40 ft	120 ft	40ft*	50 ft
Rear Yard	20 ft	20 ft	20 ft	20 ft	20 ft	20 ft	40ft*	20 ft
Side Yard	10 ft	20 ft	10 ft	10 ft	10 ft	10 ft	30 ft	10 ft
Residential Street	20 ft	75 ft	20 ft	20 ft	20 ft	20 ft	102 ft	50 ft
Side Street	25 ft	75 ft	25 ft	25 ft	25 ft	25 ft		25 ft
Building Height								
Maximum Height	30 ft	50 ft	50 ft	50 ft	34 ft	34 ft	34 ft	50 ft
Maximum Stories	3	3	3	3	2	2	2	3
Front Yard Open Space	50%	20%	50%	10%	50%	10%	varies	

Source: City of Farmington Hills, 2024; CAI, 2025

The residential dimension standards for the Lake Orchard Rd Corridor are displayed in **Exhibit A106**. All four residential zoning districts present in the Lake Orchard Corridor are designated as One-Family. In general, RA-4 has the lowest minimum requirements, with smaller lot size, setbacks, floor area and building height. In contrast, RA-2B has the highest minimum dimensions across most categories. Lot area ranges from a minimum of 8,500 square feet in RA-4 to 23,400 square feet in RA-2B. Lot coverage is 35% for all districts, except for RA-1, which is 25%. Setbacks vary between districts and floor area vary by district.

Exhibit A106. Residential Dimension Standards by Zone District, Orchard Lake Rd Corridor, 2025

	RA-1	RA-2	RA-2B	RA-4
Minimum Lot Size				
Area	18,000 sq ft	15,000 sq ft	23,400 sq ft	8,500 sq ft
Average/Subdivision	20,000 sq ft	16,500 sq ft	26,00 sq ft	
Width	100 ft	90 ft	120 ft	60 ft
Maximum Lot Coverage	25%	35%	35%	35%
Minimum Setbacks				
Front Yard	40 ft	35 ft	40 ft	25 ft
Rear Yard	35 ft	35 ft	35 ft	35 ft
Side Yard	10 ft	8 ft	10 ft	5 ft
Side Yard Total	25 ft	20 ft	25 ft	15 ft
Maximum Building Height	30 ft	30 ft	30 ft	25ft
Minimum Floor Area				
Total Per Unit	1,150 sq ft	930 sq ft	1,250 sq ft	700 sq ft
Ground Floor Per Unit	650 sq ft	600 sq ft	650 sq ft	500 sq ft

Source: City of Farmington Hills, 2024; CAI, 2025

Note: All dimension standards except building height are minimum requirements

Parking standards by zoning district and use for the Orchard Lake Rd Corridor are demonstrated in **Exhibit A107**. The current parking standards reflect traditional suburban parking practices, emphasizing higher minimums intended to ensure that sufficient parking is available on-site to meet peak demand and minimize potential impacts on adjacent properties and streets. Many of the standards require multiple spaces per unit or intensive square footage-based ratios. Industrial uses have the highest number of parking requirements with 3 or more spaces for each employee. This also accounts for truck traffic and the larger space needs for industrial serving vehicles. For residential uses, parking minimums generally require two or more spaces per unit, even for smaller multi-family units, reflecting a design assumption of multiple vehicles per household.

Compared to contemporary best practices, these parking minimums are on the higher end. In many communities, especially those seeking to encourage infill development, housing diversity, mixed-use projects, and walkability, parking requirements are being reduced or eliminated to support more flexible site design and lower development costs. Excessive parking minimums can act as a barrier to redevelopment, particularly on smaller or constrained sites where land area is limited and can contribute to an oversupply of parking that reduces land utilization efficiency and drives up project costs.

**Exhibit A107. Residential and Commercial Parking Standards by Zone
District, Lake Orchard Corridor, 2025**

Use	Minimum Number of Parking Spaces
Residential	
One and Two Family Res	2 for each dwelling unit
Multi-Family Res	
3 Rooms or Less	2 for each dwelling unit
4+ Rooms	2.5 for each dwelling unit
Institutions	
Nursery School/Day Cares	1 for each employee and 1 for every 10 students
Elementary Schools	1 for every 3 students
Business and Commercial	
Retail or Service Establishment	1 for every 175 of sq ft
Planned Commerical or Shopping	
<15,000	1 for every 150 sq ft
15,001 - 100,000	1 for every 175 sq ft
> 100,000	1 for every 200 sq ft
Beauty Parlor/Barbershop	3 spaces for first 2 chairs, 1.5 for every additional
Furniture, Appliance or Repair	1 for every 800 sq ft and 1 for every 2 employees
Laundromats	1 for every 2 machines
Autowash	1 for every employee
Gas Station	1 space plus 1 for each employee
Fast Food Restaurants	1 for every 30 sq ft
Motel/Hotel	1 for each occupancy plus 1 for each employee
Banks	1 for every 175 sq ft
Business Offices	
First 15,000 sq ft	1 for every 220 sq ft
>15,000 sq ft	1 for every 250 sq ft
Medical Offices	
First 5,000 sq ft	1 for every 135 sq ft
> 5,000 sq ft	1 for every 175 sq ft
Chiropractor	1 for every 200 sq ft
Industrial	
Industrial or research establishment	3 + 1 for every 1.5 employees
OR greater of	3 + 1 for every 550 sq ft
Warehouses and wholesale	3 + 1 for every 1.5 employees
OR greater of	1 for every 1,300 sq ft

Source: City of Farmington Hills, 2024; CAI, 2025

Note: square footage measurements refer to usable floor area

Implications for Redevelopment

This section identifies existing and proposed regulations that may pose challenges to realizing the Vision and Goals for the Orchard Lake Rd

Corridor. The Vision is presented below, followed by a discussion of current and proposed regulations that may not align with its intent.

Vision

“As one of Farmington Hills’ key commercial corridors, the Orchard Lake Road Corridor is a cohesive, vibrant commercial destination that balances convenience with walkability and design. Enhanced design, flexible site reuse, and pedestrian-friendly improvements have transformed the corridor into a modern, people-oriented destination.”

Existing zoning regulations are highly segmented and restrictive, limiting the range of permitted uses. This prevents context-sensitive development that could enhance corridor cohesion, particularly for small, shallow, or irregularly shaped lots.

Projects like the ongoing redevelopment at Hunter’s Square demonstrate the need to bypass conventional zoning through PUDs to allow desired uses. While PUDs can facilitate creative redevelopment, the City has expressed interest in reducing its reliance on them. Updating the zoning code to allow for more diverse commercial, residential, and mixed uses by right would better support redevelopment without requiring a full PUD process.

Many of the corridor’s original developments (such as strip malls or class c office space) remain unchanged, which may be partially due to rigid development standards that cater to large-scale, auto-oriented development. Modern retail and commercial uses increasingly demand smaller footprints, flexible layouts, and a more pedestrian-scale environment.

To fully realize the corridor’s potential as a vibrant and walkable destination, Farmington Hills may consider updating the zoning code to include corridor specific enhanced design standards—such as building orientation, façade articulation, and pedestrian infrastructure requirements—that support a more active and inviting public realm.

Goals

Goal 1. Attract new uses and encourage reinvestment

- Allowed uses within the Orchard Lake Rd Corridor are limited under current zoning, particularly in residential districts, which only allow single family residential development. These restrictions stifle opportunities for reinvestment and adaptive reuse. Attracting new uses will require increased flexibility to allow a broader mix of

commercial, business, institutional, entertainment, and residential uses.⁵

- Parking and setback requirements further limit redevelopment potential. For example, the Community Business (B-2) district, which comprises 30% of the corridor’s commercial space—requires minimum front setbacks of 75 feet. These standards, along with high parking minimums, significantly increase development costs by requiring large portions of land to be dedicated to non-revenue-generating uses. This can discourage reinvestment and make small-scale or incremental redevelopment infeasible. Strict development standards like this should consider adding some flexibility, especially to enable the reuse of some of the Orchard Lake Rd Corridor’s small, fragmented lots.

Goal 2. Improve walkability and multimodal access

- High parking minimums contribute to large surface lots that are often unsafe or inaccessible for pedestrians, cyclists, and transit users. Most retail establishments are required to provide one parking space per 175 square feet of usable floor area, and shopping centers require one space per 150–200 square feet. These standards that prioritize vehicle access over pedestrian comfort.
- Permitted use standards limit the ability to integrate transit infrastructure. For example, bus passenger stations are only allowed in the General Business (B-3) district, restricting transit accessibility in other commercial areas of the corridor.
- The zoning code includes limited and subjective requirements for pedestrian access. Section 34-5.19 allows the Planning Commission to waive pedestrian access standards if they are deemed “not practical” or unlikely to result in pedestrian activity—language that may weaken enforcement and reduce walkability.
- There are limited objective requirements for pedestrian connections between adjacent parking lots or abutting establishments. Pedestrian access standards, as found in section 34-5.19 of the zoning code, suggest including “access points at property edges and to adjacent parcels” but only “where feasible”⁶ leaving implementation inconsistent and optional. These gaps in policy limit the development of a continuous, walkable environment.
- Farmington Hills’ landscaping standards—such as requirements for street trees—provide a solid foundation, but additional design standards could help create a truly pleasant and engaging pedestrian

⁵ Notably, recent proposed amendments to the zoning code—for example, expanded uses in the Office Research (OS-4) district—do not apply to this area, as OS-4 is not present along Orchard Lake Road.

⁶ Farmington Hills Zoning Code 34-5.19: Pedestrian Access and Connectivity from Public Rights-of-Way

environment. Corridor specific enhancements could include encouragement or requirement for seating, shade structures, lighting, and pedestrian-scale design elements.

Goal 3. Reclaim and enhance gateway areas

- Orchard Lake Road’s Corridor gateways, located at 12 Mile Road and 14 Mile Road, respectively, are primarily zoned for Community Business (B-2), General Business (B-3) and Planned General Business (B-4) uses.
- Signage requirements in these districts articulate standards for sign height, text, size, brightness, density and location. These standards align with those often applied in suburban shopping centers and are easily replicable by national retailers. Visual identity may be better reclaimed by allowing for greater variety or through the creation of a gateway overlay with uniform design standards for font, color palettes and materials intended to distinguish the gateway from the rest of the corridor.
- Landscaping standards are similarly prescriptive but do little to contribute to a unified aesthetic or unique sense of place across the corridor. More intentional landscape design and implementation, especially at gateways, could reinforce the corridor’s character.
- Other efforts that may be supported through zoning include corridor-specific placemaking elements such as public art, wayfinding, and small-scale gathering spaces. In addition to zoning updates, non-regulatory actions—such as public programming and infrastructure investment—will also play a key role in strengthening the corridor’s identity.

Goal 4. Promote the corridor’s small businesses and entrepreneurs

- While many strategies to support local businesses and entrepreneurs fall outside the scope of zoning, the zoning code still plays an important role in enabling the kinds of spaces that help them thrive.
- One key tool is allowing for small, affordable commercial spaces. Currently, the only such spaces in the corridor are older, low-cost units within aging strip malls. While these affordable spaces act as important incubators and keepers of small, local businesses, there is more that the zoning code can do to make it easier to develop small, affordable commercial spaces. Large minimum setbacks and lot requirements often favor large-format retail development. Updating the code to allow smaller-scale buildings and alternative commercial formats can help diversify business opportunities.
- This may include relaxing development standards like setbacks and front yard open space for small commercial units and permitting alternative small commercial uses like mobile or temporary

commercial structures (food trucks or pop-up stalls), accessory commercial units, micro-retail units, parklets with retail kiosks, etc.

- Peer communities like Ann Arbor, Northville, Plymouth, and Detroit have introduced policies that limit chain and big-box development in certain areas, helping to create environments that attract and retain small businesses. The Orchard Lake Rd Corridor could consider a similar approach.
- Farmington Hills might also explore zoning incentives or exceptions specifically targeted toward entrepreneurs.

Goal 5. Focus Area A: Reinforce the gateway with high-energy, experience-oriented uses

- Uses often synergistic with open-space amenities and high-traffic destinations, such as parks or mixed-use buildings, are not allowed as principal or special land uses within any of the Business zoning districts.
- Similarly, multifamily-residential buildings and mixed-use buildings are not permitted within the Orchard Lake Rd Corridor, but their presence near entertainment venues would ensure that nearby businesses remain lively and supported.
- Open-air businesses are allowed in B-2, which encompasses the majority of Focus Area A, but these establishments are limited to those in planned relationship with retail sales of plant materials or recreational space, such as miniature golf.
- Some forms of experiential retail include small business alternative commercial structure types. Business ventures like food trucks or pop-up markets are not permitted. Allowing more small commercial use types can be a strategy to activate corridor gateway spaces.
- Indoor recreation facilities are only allowed as special land uses in B-2, requiring additional approvals that may deter activation of the area with high-energy entertainment options.

Goal 6. Focus Area B: Cultivate a community hub rooted in food, culture, and small business

- Small or locally owned businesses—located in the B-1 or B-3 zoning districts in Focus Area B—must comply with dimensional standards that can create unnecessary burdens. For example, a minimum of 50% of the front yard must be maintained as open space, limiting the buildable area and reducing the functionality of small commercial sites.
- Parks, event spaces, and similar community-serving uses are not permitted in any of the zoning districts within Focus Area B, apart from certain residential zones. This limits opportunities for cultural programming, gathering spaces, and informal activation
- The Planned Office Service (OS-2) district, which makes up the majority of Focus Area B, is primarily designed for professional uses

such as offices, banks, and medical services. Retail and restaurants are not permitted uses in this zone and site standards do not allow for community-serving commercial uses or flexible site design that would support a more dynamic mix of uses.

- “Food-focused programming”, which may be interpreted to mean restaurants, although likely requires parks and public spaces as well, is only allowed as a principal use in the General Business (B-3) district and Planned General Business (B-4) district, which collectively make up 22% of the Focus Area. Allowing for restaurants and food-based endeavors within the office or residential districts would also contribute towards stated goals of enhancing connection, walkability and vibrancy.
- Ask discussed before, small commercial spaces, especially those supportive of food delivery, such as food-trucks, food-stands or other pop-up food delivery systems, are not allowed by right within any of the zoning districts in Focus Area B.

Goal 7. Focus Area C: Introduce context-sensitive development

- Focus Area C is made up entirely of one-family residential land directly next to Oakland Community College. While this land could be an opportunity for a dynamic center of mixed-use development, it currently only allows single family development. The current space is largely underutilized, undeveloped or developed as a large parking lot. Rezoning the parcels in Focus Area C can be an opportunity to introduce mixed-use or higher-density development that is supportive and complementary to the activity already generated by the college.

Exhibit A108. Residential Permitted Uses, 1

Use	One-Family Residential					Multi-Family Residential	
	RA-1A	RP-1	RA-2	RA-2B	RA-4	RC-2	RC-3
Basic research, design, pilot or experimental product development in connection with any product or material permitted in the IRO district or with transportation products							
Arcades and coin-operated amusements							
Assembling or packaging of electrical appliances							
Assembly halls							
Assembly or packaging for molded rubber products							
Automobile Repair							
Banks, credit unions and similar uses							
Bowling Alley							
Bus passenger stations							
Business schools or colleges							
Cellular Antennae							
Cellular Tower							
Churches	P	P	P	P	P	P	P
Colleges or Higher Education	S	S	S	S	S	S	S
Commercial Outdoor Recreation							
Commercial Vehicles	A	A	A	A	A		
Community Cable television operations							
Community Cable television operations accessory tower							
Connected office, showroom or workshop							
Consumer laundry facilities							
Convalescent Homes or Orphanages						P	P
Drive-Thru							
Electric vehicle infrastructure	A	A	A	A	A	A	A
Elementary or secondary schools		P	P	P	P	P	P
Fabrication, repair and processing of goods							
Fast food or carryout restaurant							
Farms	P						
Gasoline service stations							
Golf course	P	P	P	P	P	P	P
Highway traveler retail establishments							
Home Occupations	A	A	A	A	A		
Hospitals							
Hotels							
Indoor fitness studio							
Indoor recreation facilities							
Industrial uses							
Libraries and recreation facilities	P	P	P	P	P	P	P

Source: Farmington Hills Zoning Ordinance, 2024; CAI, 2025

*Note: Language and application may vary. Please refer to Farmington Hills Use Matrix for full list of permitted uses.

Exhibit A109. Residential Permitted Uses, 2

Use	One-Family Residential					Multi-Family Residential	
	RA-1A	RP-1	RA-2	RA-2B	RA-4	RC-2	RC-3
Manufactured one-family detached dwellings	P	P	P	P	P		
Manufacturing							
Medical offices including clinics, hospitals, and medical laboratories							
Medical, experimental, film or testing laboratories							
Mortuary Establishments							
Motels or hotels							
Multiple Family Dwellings		S	S	S	S	P	P
Municipal Buildings	P	P	P	P	P	P	P
Neighborhood parks	P	P	P	P	P	P	P
Nursery schools	P	P	P	P	P	P	P
Office buildings							
Open-Air Business							
Outdoor space and seating areas accessory to a restaurant							
Outdoor space for vehicle sales							
Parking garages							
Personal Service Establishments							
Post office and government buildings							
Private clubs and lodge halls							
Private Noncommercial Recreation Areas	S	S	S	S	S	S	S
Private stables	A	A	A	A	A		
Private swimming pools	A	A	A	A	A		
Public Utility buildings	S	S	S	S	S	S	S
Rental or management offices		S	S	S	S	P	P
Research, testing, design, technical training, experimental product development							
Restaurants, not including fast-food*							
Retail Businesses							
Retail Sale of Farm Goods	A	A	A	A	A		
Retail sale of plant materials not grown on site, other home garden supplies							
Sanitarium							
Site built one-family detached dwellings	P	P	P	P	P		
State-licensed day care homes	A	A	A	A	A		
Storage facility for building materials etc							
Theaters or assembly halls							
trade or industrial schools							
Two-family dwellings		S	S	S	S	P	P
Vehicle Wash							
Vetinary or Kennels							
Warehouse, storage, electric and gas service buildings							

Source: Farmington Hills Zoning Ordinance, 2024; CAI, 2025

*Note: Language and application may vary. Please refer to Farmington Hills Use Matrix for full list of permitted uses.

Exhibit A110. Commercial Permitted Uses, 1

Use	Office Service				General Business			
	OS-1	OS-2	OS-3	OS-4	B-1	B-2	B-3	B-4
Basic research, design, pilot or experimental product development in connection with any product or material permitted in the IRO district or with transportation products								
Arcades and coin-operated amusements						S	S	S
Assembling or packaging of electrical appliances								
Assembly halls								
Assembly or packaging for molded rubber products								
Automobile Repair						P	P	P
Banks, credit unions and similar uses	P	P	P	P		P	P	P
Bowling Alley						P	P	P
Bus passenger stations						P	P	P
Business schools or colleges				P		P*	P	P*
Cellular Antennae	P	P	P	P	P			P
Cellular Tower				P				
Churches	P	P	P		P			
Colleges or Higher Education								
Commercial Outdoor Recreation						P	P	P
Commercial Vehicles								
Community Cable television operations								
Community Cable television operations accessory tower								
Connected office, showroom or workshop								
Consumer laundry facilities						P	P	P
Convalescent Homes or Orphanages								
Drive-Thru						P	P	P
Electric vehicle infrastructure	A	A	A	A	A	A	A	A
Elementary or secondary schools								
Fabrication, repair and processing of goods						P	A	P
Fast food or carryout restaurant					P			P
Farms								
Gasoline service stations					S	P	P	P
Golf course								
Highway traveler retail establishments								
Home Occupations								
Hospitals								
Hotels				P				
Indoor fitness studio		S				P	P	P
Indoor recreation facilities						S*		S*
Industrial uses								
Libraries and recreation facilities								

Source: Farmington Hills Zoning Ordinance, 2024; CAI, 2025

*Note: Language and application may vary. Please refer to Farmington Hills Use Matrix for full list of permitted uses.

Exhibit A111. Commercial Permitted Uses, 2

Use	Office Service				General Business			
	OS-1	OS-2	OS-3	OS-4	B-1	B-2	B-3	B-4
Manufactured one-family detached dwellings								
Manufacturing								
Medical offices including clinics, hospitals, and medical	P	P	P*	P		P*	P	P*
Medical, experimental, film or testing laboratories								
Mortuary Establishments		S						S
Motels or hotels								
Multiple Family Dwellings								
Municipal Buildings								
Neighborhood parks								
Nursery schools	P	P			P			
Office buildings	P	P	P	P	P	P	P	P
Open-Air Business						P		
Outdoor space and seating areas accessory to a restaurant						P	P	P
Outdoor space for vehicle sales						P	P	P
Parking garages								
Personal Service Establishments					P	P	P	P
Post office and government buildings					P			
Private clubs and lodge halls	P				P			P
Private Noncommercial Recreation Areas								
Private stables								
Private swimming pools								
Public Utility buildings	P	P		P	P	P	P	P
Rental or management offices								
Research, testing, design, technical training, experimental product development				S				
Restaurants, not including fast-food*						P	P	P
Retail Businesses					P	P	P	P
Retail Sale of Farm Goods								
Retail sale of plant materials not grown on site, other home garden supplies								P
Sanitarium	P							
Site built one-family detached dwellings								
State-licensed day care homes								
Storage facility for building materials etc								
Theaters or assembly halls						P	P	P
trade or industrial schools								
Two-family dwellings								
Vehicle Wash						P	P	P
Vetinary or Kennels						P	P	P
Warehouse, storage, electric and gas service buildings								

Source: Farmington Hills Zoning Ordinance, 2024; CAI, 2025

*Note: Language and application may vary. Please refer to Farmington Hills Use Matrix for full list of permitted uses.

Exhibit A112. Industrial/Other Permitted Uses, 1

Use	Industrial Research	Light Industrial	Expressway Service
	IRO	LI-1	ES
Basic research, design, pilot or experimental product development in connection with any product or material permitted in the IRO district or with transportation products	P		
Arcades and coin-operated amusements			
Assembling or packaging of electrical appliances	P		
Assembly halls	P		
Assembly or packaging for molded rubber products	P		
Automobile Repair		P	
Banks, credit unions and similar uses		P*	
Bowling Alley		2 P*	
Bus passenger stations			P
Business schools or colleges	P		
Cellular Antennae		P	
Cellular Tower		P	
Churches			
Colleges or Higher Education			
Commercial Outdoor Recreation			
Commercial Vehicles			
Community Cable television operations			P
Community Cable television operations accessory to			P
Connected office, showroom or workshop		P	
Consumer laundry facilities			
Convalescent Homes or Orphanages			
Drive-Thru			
Electric vehicle infrastructure	A		A
Elementary or secondary schools			
Fabrication, repair and processing of goods			
Fast food or carryout restaurant		P*	
Farms		P	
Gasoline service stations		P*	P
Golf course			
Highway traveler retail establishments			P
Home Occupations			
Hospitals	P		
Hotels			
Indoor fitness studio			
Indoor recreation facilities			
Industrial uses	P		
Libraries and recreation facilities			

Source: Farmington Hills Zoning Ordinance, 2024; CAI, 2025

*Note: Language and application may vary. Please refer to Farmington Hills Use Matrix for full list of permitted uses.

Exhibit A113. Industrial/Other Permitted Uses, 2

Use	Industrial	Light	Expressway
	Research	Industrial	Service
	IRO	LI-1	ES
Manufactured one-family detached dwellings			
Manufacturing		P	
Medical offices including clinics, hospitals, and medical	P*	P*	
Medical, experimental, film or testing laboratories	P	P	
Mortuary Establishments			
Motels or hotels	P*		P
Multiple Family Dwellings			
Municipal Buildings	P		
Neighborhood parks			
Nursery schools			
Office buildings	P		
Open-Air Business			
Outdoor space and seating areas accessory to a restaurant			P
Outdoor space for vehicle sales			
Parking garages			P
Personal Service Establishments		2 P*	
Post office and government buildings			
Private clubs and lodge halls			
Private Noncommercial Recreation Areas			
Private stables			
Private swimming pools			
Public Utility buildings			
Rental or management offices			
Research, testing, design, technical training, experimental product development			
Restaurants, not including fast-food*		2 P	
Retail Businesses		2	
Retail Sale of Farm Goods			
Retail sale of plant materials not grown on site, other home garden			P**
Sanitarium			
Site built one-family detached dwellings			
State-licensed day care homes			
Storage facility for building materials etc			
Theaters or assembly halls		2	
trade or industrial schools		P	
Two-family dwellings			
Vehicle Wash			
Vetinary or Kennels		P	
Warehouse, storage, electric and gas service buildings		P	

Source: Farmington Hills Zoning Ordinance, 2024; CAI, 2025

**Note: Language and application may vary. Please refer to Farmington Hills Use Matrix for full list of permitted uses.*

APPENDIX G. SUCCESSFUL MODELS AND COMPARABLE AREAS

Five thriving suburban corridors comparable in scale, context, or purpose to 12 Mile Road and Orchard Lake Review provide insight into what makes a corridor successful and opportunities for Farmington Hills. Each case study answers the questions: what are the components of this development; what makes this corridor successful; what can Farmington Hills realistically adapt or emulate from this example, and how is it otherwise applicable to the 12 Mile and Orchard Lake Road corridors.

Case Study 1. The Domain, Austin, Texas



Source: Austin City Guide, 2025.

Summary

Originally an IBM campus that was gradually redeveloped as a retail district, The Domain is a vibrant mixed-use center with residential, walkable retail, experiential offerings, and new offices. Some of the original office buildings are still present, and additional offices were built in the late 2010's. The center, referred to by many as “Austin’s second downtown,” owes some of its success to an economic development agreement with the City of Austin ([Chapter 380](#))⁷ providing the developer a portion of the proceeds from sales

⁷ [The Domain, Chapter 380 Agreement](#), 2003

and property taxes generated at the site. The agreement stipulated the inclusion of affordable housing, employment opportunities, and support for small businesses. The City contributed infrastructure expansion such as infill roads and rezoning to allow for the development's dense environment.

Planning for the project began as IBM sold 235 acres of land in 1999. Developers purchased and assembled adjacent areas over the next four years and negotiated with the City for tax subsidies with net present value of \$25 million. The subsidies became contentious as they exceeded local law.

The Domain developed through three phases over the following 15 years. Phase I focused on retail, office, apartments and a hotel (2007). Phase II added more apartments, retail and a cinema (2016). Phase III added more retail, residential and hotel space (2019). Future development is expected to follow a February 2024 zoning amendment that allowed for additional density. Planned spaces include additional retail, residential, hotel, industrial, and offices, which are expected to continue the cycle of catalytic development and increased footprint.

Exhibit A114. Key Metrics, The Domain

Land area	> 4 million square feet
Retail SF	1.2 million square feet
Office SF	3.5 million square feet
Hotels	6
Rooms	more than 700
Apartments	5,000 units

Sources: Austin-American Statesman, 2007, 2017; CAI, 2025.

Applicability

The Domain serves as a case study for Farmington Hills due to its origins as a traditional business park, similar to many developments along 12 Mile Road. Today it is a vibrant mixed-use neighborhood, following a transformative collaboration between the City of Austin and lead developers.

It offers a model for structural and policy incentives used to finance and promote project goals. It also is an example of phased mixed-use development, occurring over 18 years and still growing, The Domain has more than tripled its initial size. While the area is well known for its retail and experiential offerings, it has retained and even expanded its office presence, with more than 3.5 million square feet of office space at present. Planned redevelopment in the 12 Mile Corridor should be cohesive with and complimentary to office uses, with special consideration given to existing high value tenants present in Focus Areas A and B.

Case Study 2. The Row on Merchant, Springdale, Ohio



Source: [RentCafe](#), 2025.

Summary

The redevelopment of The Row on Merchant in Springdale, Ohio is an example of adaptive reuse in suburban real estate. The project is centered around the redevelopment of two existing 3-story office buildings into luxury apartments and the construction of townhomes on surrounding parking lots. The properties were formerly occupied by GE but had been mostly vacant for almost a decade. The total project investment is estimated at around \$40 million and includes investment from the Warren County Port Authority. The development involved converting two existing three-story office buildings into 131 luxury apartments and constructing 97 townhomes on the surrounding parking lots. Garage parking and shared community amenities are also included in the development.

By repurposing vacant office space and introducing a mix of residential types, the project not only increased the housing supply but enhanced the vibrancy of the corridor. According to developers, The Row achieved a 99% lease rate at project completion. The development incorporates elements of pedestrian

scale design, greenspaces, and community amenities to encourage walkability. These design choices and increased residential density have the potential to spur additional retail, services, and commercial redevelopment in the area.

Exhibit A115. Key Metrics, The Row on Merchant

Land area	10.8 acres
Townhomes	97
Apartments	131
Percent Leased	99%
Total Budget	\$40 million
Cost per Unit	175,400/ housing unit

Source: Vanhold, 2025.

Applicability

The Row on Merchant is a case study for Focus Area B in the 12 Mile Corridor due to its repurposing of former low-story office spaces into a residential development. The nature of the development’s location within one of Springdale’s primary office parks lends its proximity to major employers in the area and attracts employees who desire shorter commute times. The high lease rate demonstrates that residential use can be compatible in office-focused districts.

Residential proximity to nearby food and beverage establishments may also promote increased economic activity in the area. In Farmington Hills, the addition of new residential or mixed-use housing along the 12 Mile Corridor can catalyze the arrival of complimentary uses such as public amenities, recreation opportunities, retail and restaurants, and ultimately promote a more resilient, economically diverse corridor.

The conversion was the first of its kind in the Cincinnati metro, and its success is expected to encourage future redevelopment.

Case Study 3. Waterside at Marina Del Rey



Source: [Caruso Property Management, 2025](#).

Summary

Waterside at Marina Del Rey is a shopping center in Marina Del Rey, California that was redeveloped to encourage outdoor dining, boost foot traffic and enhance curb appeal in a 'park-once' environment. This project reimagined an existing 10-acre shopping center as an upscale destination, focusing on a 133,000 square foot shopping center.

Developer Caruso Property Management led the revitalization project which covered two buildings with 35 tenants. The renovations focused on new lighting, hardscapes, fountain, and plaza meeting areas. This lifestyle center benefits from enhancements including public art, dining spaces, walkways and facade improvements. The tenant mix varies from upscale shops such as Warby Parker and Sephora to Ralphs Fresh Fare.

Increased foot traffic has translated to higher sales for the center, with developers citing double-digit year-over-year sales growth since the 2005 redevelopment.

Exhibit A116. Key Metrics, Waterside at Marina Del Rey

Land area	9.6 acres
Retail Stores	21
Dining Options	16
Average Sales per Square Foot	\$1,200/square foot

Sources: Architizer, 2025; Shop Waterside, 2025; CAI, 2025.

Applicability

The redevelopment of The Waterside at Marina Del Rey is a model for future development in Farmington Hills due to its focus on pedestrian scale infrastructure improvements, its mix of retail tenants and economic benefits. Waterside at Marina Del Rey best serves as model for retail-focused areas in Farmington Hills, particularly Focus Area A along Orchard Lake Road. Stakeholder workshops and survey respondents indicated a desire to see a greater mix of lifestyle amenities within shopping centers in this area, citing the desire for outdoor seating, gathering spaces, and entertainment options.

The tenant mix at Waterside represents one similar to proposed and pipeline tenants in centers like Hunter’s Square with a mix of lifestyle, apparel, and grocery-based retailers. This can support increased visits to the center and greater economic output through increased hours of operation.

Shopping center redevelopment at Waterside has demonstrated economic benefits in addition to providing public realm improvements. Sales growth since 2005 has led to an annual average of \$1,200 sales per square foot for current retailers. Average retail sales per square foot vary by store type and location, but the US average for the retail industry is nearly \$350 per square foot and \$500 per square foot for grocers.⁸

⁸ [JLL](#), as reported by Baker Katz, 2024

Case Study 4. Eden Center, Falls Church, Virginia



Source: [Strong Towns](#), Accessed August 2025.

Summary

Eden Center in Falls Church, Virginia is a shopping center with a strong concentration of locally owned restaurants, creative placemaking and frequent parking lot activation. Placemaking elements include a large entryway sign, statues, string lanterns, and building façade improvements. While its footprint and size remain that of a standard suburban strip-center, a retrofitting in the 1980's which incorporated elements of Vietnamese-style architecture and pedestrian amenities, facilitated the center becoming a frequent meeting place and local landmark. The center hosts food and cultural-based events and repurposed portions of parking for outdoor dining during the pandemic. Eden Center contributes to the area's regional identity and serves as a draw for outside visitors.

Recently, local advocacy groups representing the Vietnamese community in Falls Church collaborated with the City of Falls Church to ensure that future planning efforts are inclusive to all community members, including a multilingual audience, and prioritize anti-displacement strategies. Amendments to a recent Small Area Plan (which includes Eden Center), resulting from this advocacy, include the creation of the Vietnamese Cultural

District, a legacy business preservation program, a Vietnamese outreach specialist, and neighborhood business incubator. ⁹

Exhibit A117. Key Metrics, Eden Center

Land area	12.2 acres
Dining establishments	44
Grocery establishments	2
Other Retail	68

Sources: Eden Center, 2025; CAI, 2025.

Applicability

The incorporation of cultural ties and local activation have clear models for the International District in Focus Area B along Orchard Lake Road. While some placemaking efforts, such as the entryway installation and building façades represent a larger redevelopment cost, organic placemaking seen in Eden Center through events, decorations and signage are low-cost and achievable in the short term. These elements can be allowed by-right in Farmington Hills and incentivized through business improvement district programing and coordinated marketing efforts.

The redevelopment of Eden Center was made possible by the strong concentration of ethnic local offerings and continued investment by small businesses and community groups rather than policy directives from local governments. However, recently community organizations representing Eden Center business owners advocated for direct collaboration with Falls Church, resulting in actionable recommendations for the City. Farmington Hills should work directly with business owners in the International District along Orchard Lake Road and prioritize community-led strategies for activation and improvement programs.

⁹ [East End Small Area Plan](#), Falls Church, Virginia, 2023

Case Study 5. Aurora Avenue, Shoreline, Washington



Source: Urban Land Institute, 2016.

Summary

Shortly after its incorporation in 1995, the City of Shoreline initiated a long-term effort to address safety, mobility, and economic vitality along Aurora Avenue North. Their goal was to transform the auto-oriented highway into a safer, multimodal main street. Aurora Avenue carried an average of 40,000 to 45,000 vehicles per day, 7,000 daily bus riders, and had one of the highest crash rates in Washington. Recognizing that corridor conditions undermined both community character and public safety, Shoreline developed a multi-phase redevelopment plan spanning 18 years with a total investment of \$146 million.

The project incorporated a comprehensive set of multimodal and infrastructure improvements. Key design elements include new sidewalks, landscape medians, energy efficient lighting, underground utilities, sustainable stormwater features, and living retaining walls. These elements enhance environmental performance while improving aesthetics of the corridor.

The development was anchored by a number of transportation systems including updating the Interurban Trail and the iconic bridge crossing that eliminate conflict points for bicyclists and pedestrians. Transit center improvements centered around the RapidRide bus rapid transit (BRT). It included business access transit lanes, off-board fare payment, and upgraded shelters that improved reliability and passenger experience. Financing for the project came from 21 separate sources, blending federal, state, and local contributions to complete the project without municipal debt.

The corridor experienced measurable benefit even before completion. Crash rates dropped by 60%, and weekly bus ridership increased by 13%. The BRT service is projected to save motorists between \$2,000 and \$8,000 annually through travel time and reliability improvements. The transformation also catalyzed land-use change: by 2015, 700 new housing units across a range of affordability levels were delivered along the corridor, with another 1,000 units in the pipeline, accompanied by new community assets including two health clinics, a YMCA, a biotech laboratory, a Trader Joe’s, City Hall, and a high school.

Exhibit A118. Key Metrics, Aurora Avenue

Bus Ridership Improvement	13%
Crash Rate Decrease	60%
New Housing Units	1,700
Funding Sources	21

Sources: Urban Land Institute, 2016; CAI, 2025.

Applicability

The Aurora Avenue North corridor is an example of redeveloping suburban infrastructure to improve safety, character and economic impact, and has relevant examples for all Focus Areas in the corridors. Drawing from the Shoreline project, Farmington Hills can incorporate similar strategies to reimagine their own commercial corridors. Improving pedestrian safety and accessibility with targeted investment for infrastructure improvements can aid in making a safe and inviting corridor. Surplus parking areas and underutilized marginal access roads could be activated as outdoor seating, food truck courts, or pop-up spaces to create new public destinations while maintaining core retail and dining uses. The Interurban Trail model also offers inspiration for including green and park-like elements into the streetscape. Converting marginal access roads into linear parklets or trail-like connections would strengthen pedestrian and bicyclist access to adjacent businesses. A pedestrian bridge, similar to the one connecting Aurora Avenue North to the Interurban Trail, could also provide a safe and direct link between key destinations.

Enhancing transit amenities is equally important. Shoreline’s bus rapid transit expansions, business-access transit lanes, and traffic-calming measures improved the pedestrian and multimodal experience while increasing bus reliability. Farmington Hills can adapt this model for SMART service improvements by upgrading transit stops with seating, real-time arrival information, weather protection, and improved lighting, and by exploring business-access transit lanes that preserve access to adjacent businesses. Together, these strategies would improve safety, accessibility,

and vibrancy while laying the groundwork for stronger economic development and community connections along Farmington Hills' corridors.

APPENDIX H. RETAIL STUDY

Retail Analysis

Key Findings

- Retail and restaurant activity are concentrated within five key “commercial nodes” within the Orchard Lake and 12 Mile corridors. These familiar shopping and dining destinations for Farmington Hills residents and visitors serve as the focal point for retail and restaurant analysis. Nodes include:
 - **Hunter’s Square at Orchard Lake and 14 Mile** is the largest regional shopping center within the corridor and a focal point of major redevelopment.
 - **The “International District” at Orchard Lake and 13 Mile** is home to one of the region’s more significant collections of ethnic restaurants and retail businesses.
 - **Orchard Lake and 12 Mile** is home to the well-established Orchard 12 Plaza shopping center that capitalizes on the major intersection and 696 interchange.
 - **Halsted Village located at 12 Mile and Halsted Road** is a resident serving shopping center anchored by Kroger.
 - **Grocery anchored center on 12 Mile and Farmington**, features the new Al Haramain international grocery which opened in the former Heartland Grocer space.
- The Orchard Lake and 12 Mile commercial corridors serve a trade area of approximately 260,000 households defined by a 15-minute drive time. Strong spending power is supported by median household incomes of \$85,100, which is 20% higher than statewide median incomes. Households spend an average of \$27,500 on retail purchases and \$4,700 at food service and drinking places annually, 7% and 8% higher than the national average respectively.
- Major retail investments aim to capitalize on strong consumer characteristics and market demand. A proposed Planned Unit Development at Hunter’s Square aims to add new retail space anchored by Meijer, Total Wine and Nordstrom Rack.
- Both corridors have proven to be outstanding locations for national QSR brands that benefit from high traffic counts, strong consumer

demographics, ease of access and accessibility to 696 and neighboring communities. For example, the two Starbucks located in the corridor are two of the top performing locations (90th percentile) within 15 miles, with visits growing over 30% over the last three years. The new Savvy Sliders on 12 mile is the top performing franchise location and Taco Bell is in the 75th percentile for performance within 15 miles.

- Beyond the national chains, the corridors also support a significant and diverse international food scene. Restaurants including Saffron (Indian), Damas Cuisine and Catering (Syrian), Jiang Nan Noodle House (Chinese), Pars Restaurant (Persian), At Anano's (Georgian), Phở Vinh (Vietnamese), Bangkok Sala Café (Thai) are just a few of the many restaurants offering cuisine from around the world. A growing International District has emerged on Orchard Lake, between 13 Mile and Burbank, with ten ethnic restaurants, three international groceries and two butcher shops. This district attracted 194,000 visitors last year, who visited an average of 4.2 times per year, totaling over 810,000 visits. Visits are up 9.3% over the last three years. Visitors to this area tend to have higher median incomes and higher educational attainment than other commercial nodes.
- Conditions for future restaurant expansion are ripe within the corridor. Four new outlots proposed at Hunter's Square and one outlet opportunity at Orchard 12 Plaza provide ideal locations for new QSR tenants. Two vacant restaurant spaces present key opportunities to recruit full-service restaurants that will help build dining destinations at Hunter's Square and the International District.
- Traditional full service American restaurant concepts are in short supply within the corridors. Analysis of existing restaurants suggest higher end offerings may perform better than casual ones. Hunter's Square presents an important opportunity to add one to two full-service restaurants that help diversify Farmington Hills hospitality offerings.

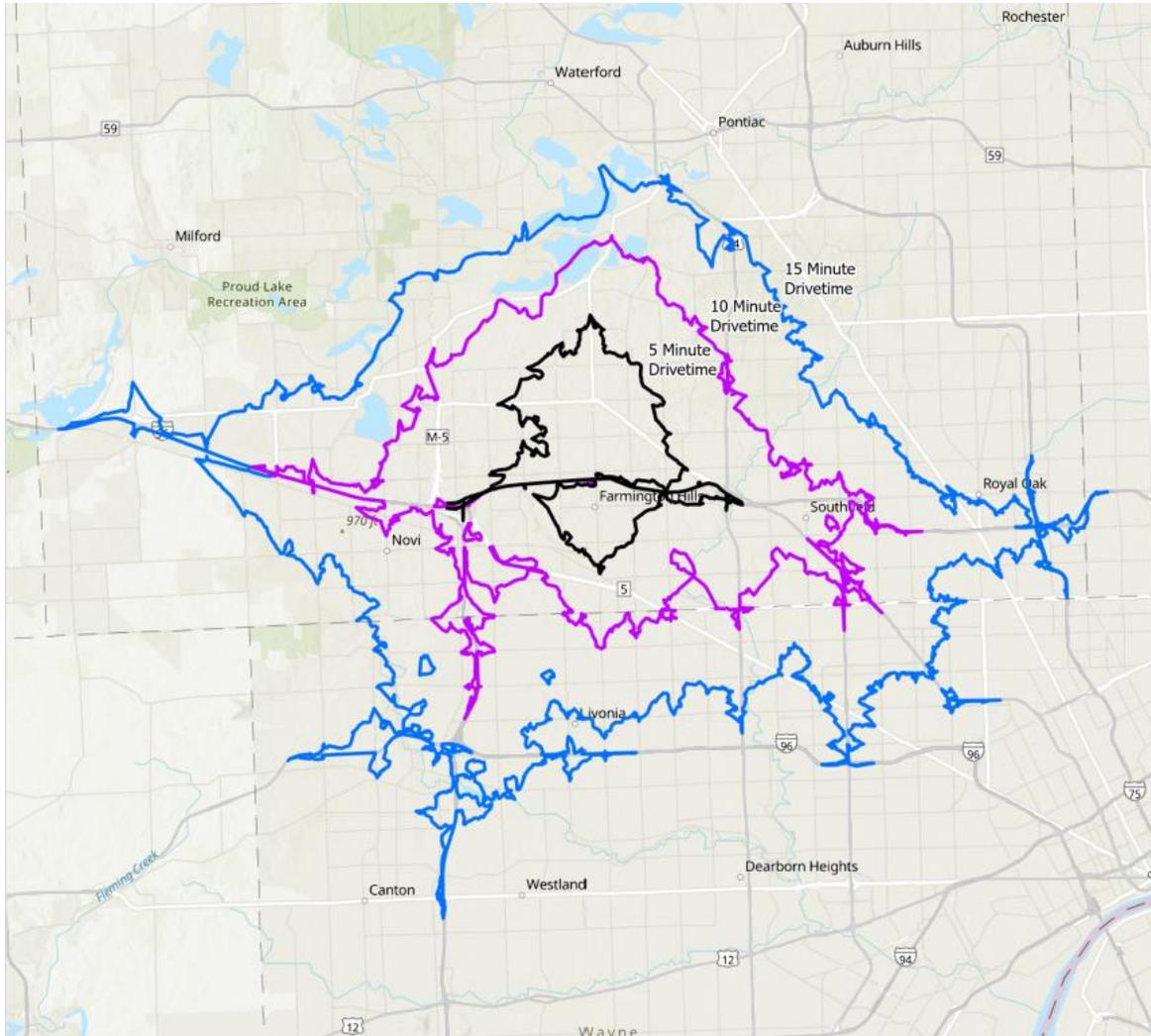
Retail Trade Area and Key Commercial Nodes

Retail and restaurant trade area demand is analyzed based on drive time from the two main centers of retail activity within the corridors– Orchard Lake at 12 Mile and Orchard Lake at 14 Mile. Three trade areas are analyzed:

- **5-minute drive time** – Captures neighborhood supply-demand dynamics for residents who engage with the corridor daily.
- **10-minute drive time** – Provides insights into citywide supply-demand.

- **15-minute drive time** – Offers a regional outlook into the corridor’s competitiveness and most closely aligns with how new retailers and restaurants assess locations.

Exhibit A119. Orchard Lake and 12 Mile Corridor Trade Area Defined by Drive Time



Source: CAI, 2025.

Farmington Hills shows strong consumer characteristics to support future retail and restaurant growth.

- **5-mile drive time** - Median household incomes are \$108,800, 53% greater than the statewide median incomes (\$71,149 in 2023)¹⁰. Households within close proximity to the commercial corridor spend on average 23-24% more than the national average on retail and

¹⁰ U.S. Census Bureau American Community Survey, 2023.

restaurant purchases.

- **10-minute drive time** – There are approximately 87,100 households with median incomes of \$97,400 within a 10 minute drive. These consumers spend between 17-18% more than the national average on retail and restaurant purchases.
- **15-minute drive time** – There are approximately 260,000 households within a 15-minute drive of the corridors, which will experience modest growth (1.8%) in the next five years. Median household incomes are \$85,100, which is 20% higher than statewide incomes. Households spend an average of \$27,500 on retail purchases and \$4,700 at food service and drinking places, 7% and 8% higher than the national average respectively.

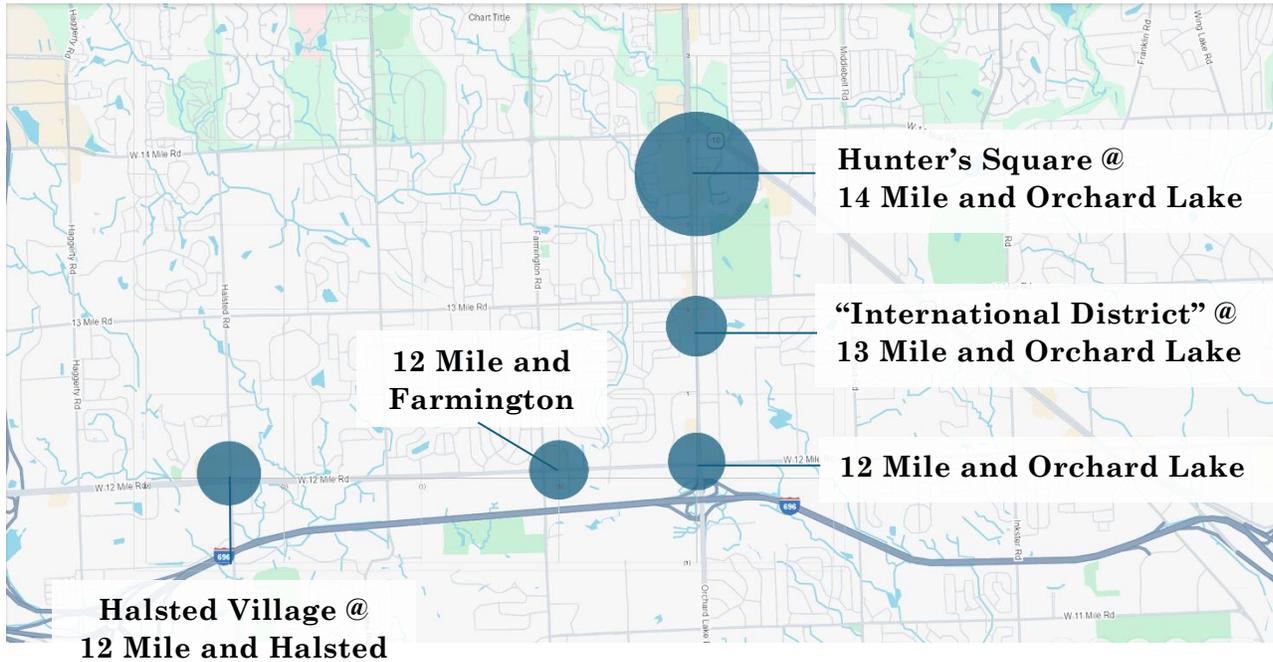
Exhibit A120. Trade Area Demographics and Demand, 2024-2029

Demographics	5 Min Drive Time		10 Min Drive Time		15 Min Drive Time	
	2024	2029	2024	2029	2024	2029
Population	46,900	47,100	201,100	200,600	605,500	601,100
Population 18+	38,700	39,100	165,700	165,900	490,000	489,700
Households	19,500	20,100	87,100	89,000	260,700	265,400
Median Household Income	\$108,800	\$121,100	\$97,400	\$109,600	\$85,100	\$99,800
Retail Demand (NAICS 44-45)						
Spending Potential Index (US avg = 100)	123		117		107	
Avg Amount Spent (per household)	\$31,400		\$30,000		\$27,500	
Total Spent (mil\$)	\$614		\$2,615		\$7,169	
Restaurant and Bar Demand (NAICS 722)						
Spending Potential Index (US avg = 100)	124		118		108	
Avg Amount Spent (per household)	\$5,400		\$5,200		\$4,700	
Total Spent (mil\$)	\$106		\$453		\$1,234	

Source: ESRI, 2025.

Retail and restaurant activity are concentrated within five key “commercial nodes” within the 12 Mile and Orchard Lake corridors. These familiar shopping and dining destinations for Farmington Hills residents and visitors serve as the focal point for retail and restaurant analysis.

Exhibit A121. Orchard Lake and 12 Mile Corridor Commercial Nodes, Scaled by Retail SF



Retail Inventory, Lease & Vacancy

Orchard Lake Corridor

Orchard Lake corridor hosts a mix of office, retail and medical uses. In total, there are nearly 500 businesses located that support 4,310 jobs in the corridor. The retail sector accounts for 112 businesses and 1,180 jobs, representing 27% of overall corridor employment. There are three key commercial nodes within Orchard Lake corridor.

- **Hunter's Square at 14 mile and Orchard Lake** has served as one of Farmington Hill's most significant regional shopping centers for over 40 years and is the focal point of major redevelopment. A Planned Unit Development agreement is in process between the owners Symmetry Management. The center will be anchored by new tenants including Meijer, Total Wine and Nordstrom Rack. Four proposed outlots, which include one planned drive through, offer opportunities for new QSR or sit-down restaurants and retail.

Currently there is approximately 560,000SF of retail space within the Hunters Square commercial node, making it the largest retail center within the corridors. In Q2 2025, there is approximately 88,500SF of vacant space (14%), down from 167,000SF (28%) vacancy year-over-

year¹¹. The center attracted 632,000 visitors in the last year, who visited an average of 5.8 times per year, totaling 3.7M visits. Average dwelling time is 38 minutes¹².

- **“International District” at 13 Mile and Orchard Lake** is one of the region’s more significant collections of ethnic restaurants and retail businesses. Diverse restaurants, grocers, butchers, jewelers and clothiers from around the globe occupy a handful of unassuming strip centers clustered around 13 mile and Orchard Lake intersection. Indian, Chinese, Syrian, Georgian, Thai, Pakastani, Macedonian, Persian, and Middle Eastern entrepreneurs create the building blocks for a major cultural destination that has good synergy to nearby Zekelman Holocaust Center.

The district, located on both sides of Orchard Lake between Burbank and 13 Mile, hosts nearly 375,000SF of commercial space¹³, which includes a mix of retail, office, storage and medical uses. This node has 12,500SF available for lease, a vacancy rate of just 5%, which is the lowest rate of any commercial node.

At the core of the “international district” are ten buildings, totaling almost 135,000SF that house the many ethnic businesses that call the area home. These buildings were constructed between the late 1950’s to early 1980s as stand-alone restaurant spaces or strip centers. There are currently ten restaurants, three international groceries and two butcher shops located here. Outreach to the business owners revealed some have been there for 25 years or more, while some have opened in the last 2-3 years, demonstrating strong demand and staying power in the district. This core restaurant district attracted 194,000 visitors last year, who visited an average of 4.2 times per year, totaling over 810,000 visits. Visits are up 9.3% over the last three years. An average dwelling time of 36 minutes suggests that most consumers order more carryout than dine in¹⁴. Visitors to this area tend to have higher median incomes (\$85.8K) and higher educational attainment (51% bachelor’s degree or higher) than other commercial nodes.

¹¹ Co-Star, April 2025. Note: Redevelopment plans instigated some planned vacancy.

¹² PlacerAI, April 1, 2024 to March 31, 2025

¹³ Note: City parcel data was used to quantify commercial square footage within the nodes. In most cases, City data closely aligns with CoStar estimates; however, this location is an exception. CoStar reports approximately 250,000 square feet, while City records indicate roughly 375,000 square feet.

¹⁴ PlacerAI, March 1, 2024 to February 28, 2025

- **12 Mile and Orchard Lake** is home to the well-established Orchard 12 Plaza shopping center. This location capitalizes on the major intersection and 696 interchange. This key intersection sees 3.8M visitors an average of 8.3 times per year for nearly 32M impressions annually¹⁵. Small infill redevelopment and leasing opportunities can help round out an already strong tenant mix. In total, there is approximately 120,000SF of retail space with 9% vacancy within the node. The center attracted 480,000 visitors within the last year, who visited an average of 4.1 times per year, totaling over 2M visits.

Exhibit A122. Orchard Lake Commercial Nodes Retail Metrics, 2025

	Hunter's Square Orchard Lake and 14 Mile	International District Orchard Lake and 13 Mile	Orchard Lake and 12 Mile
Built Environment			
Total Square Footage/1	620,000	375,000	120,000
Retail SF/1	560,000	135,000	120,000
% Vacancy/2	14%	5%	9%
Customer Traffic/3			
Visits (annual)	3,700,000	813,000	2,000,000
Visitors	632,000	194,000	480,000
Visit Frequency	5.8	4.2	4.1
Avg Dwell Time	38 min	36 min	30 min
Visits YoY	-2.5%	0.1%	-4.3%
Visits Yo2Y	3.5%	3.7%	-2.1%
Visits Yo3Y	-7.1%	9.3%	2.3%
Audience Demographics/3			
Median HH Income	\$80,100	\$85,800	\$74,400
Bachelor's of Higher	47.0%	51.0%	43.0%
Median Age	41	39	39

Source: 1/Farmington Hills 2025; 2/Co-Star April 2025; 3/Placer.ai, 2025

12 Mile Corridor

There are 44 retail businesses that employ nearly 940 employees along the 12 Mile Corridor. Beyond the retail activity located at the 12 Mile and Orchard Lake intersection, retail is primarily focused within two resident-serving commercial nodes.

- **Halsted Village located at 12 Mile and Halsted Road**, is anchored by Kroger, and includes some sit-down restaurants such as 2Booli and Antonio's Cucina Italiana, and QSRs such as Savvy Sliders and

¹⁵ PlacerAI April 2025

Panera. The shopping center is nearly 150,000 square feet. The center has five spaces available totaling 19,000 SF (approximately 12% vacancy)¹⁶.

- **Grocery anchored center on 12 Mile and Farmington**, includes the new Al Haramain international grocery opening in the former Heartland Grocer space. Additions of a new bakery and coffee roasting in conjunction with the grocer, compliments several strong QSR tenants. The shopping center is nearly 128,000 square feet. The center has 7,500SF available (6% vacancy).

Restaurant Analysis

This section identifies potential restaurant locations and prospective businesses best suited to add to the Farmington Hills dining scene. In total, there are an estimated 51 restaurants and bars located in the Orchard Lake and 12 Mile corridors, that support 635 jobs in 2024¹⁷.

Restaurants come in many different forms but are generally defined as either limited-service or full-service establishments. Limited service includes quick service restaurants and fast casual restaurants where customers order at a counter or drive-thru and receive fast, affordable meals on the go. Full-service restaurants are sit-down restaurants we typically associate with “going out,” where customers receive table service, and pay and tip after the meal is complete. Full-service restaurants are further defined by their cuisine, price, experience, and atmosphere.

Key Findings

The 12 Mile Road and Orchard Lake Road corridors are economically active and demographically distinct subareas within Farmington Hills, with each corridor playing a distinctive role in the regional market. The 12 Mile Road Corridor has a strong employment and office footprint, hosting 1,524 employers, including large firms such as Nissan Technical Center and Bosch Group. The Orchard Lake Road Corridor serves as a major retail destination, with 1,011 business and prominent shopping centers like Hunter’s Square and the Orchard-14 Shopping Center.

Business and employment composition differs between the two corridors. Along 12 Mile Road, 63% of the businesses and 54% of all workers are in the Services sector (Finance, Insurance, Real Estate, and Services, or FIRES). An additional 21% of all workers are at Manufacturing businesses, which make

¹⁶ [Loopnet, March 2025](#). Co-Star April 2025.

¹⁷ ESRI, 2024 based on “Food Services and Drinking Places: NAICS 722”

up just 4% of the businesses along 12 Mile. 12 Mile also has 7% of its businesses and 11% of the workers in Distribution sectors (Wholesale Trade, Transportation and Utilities).

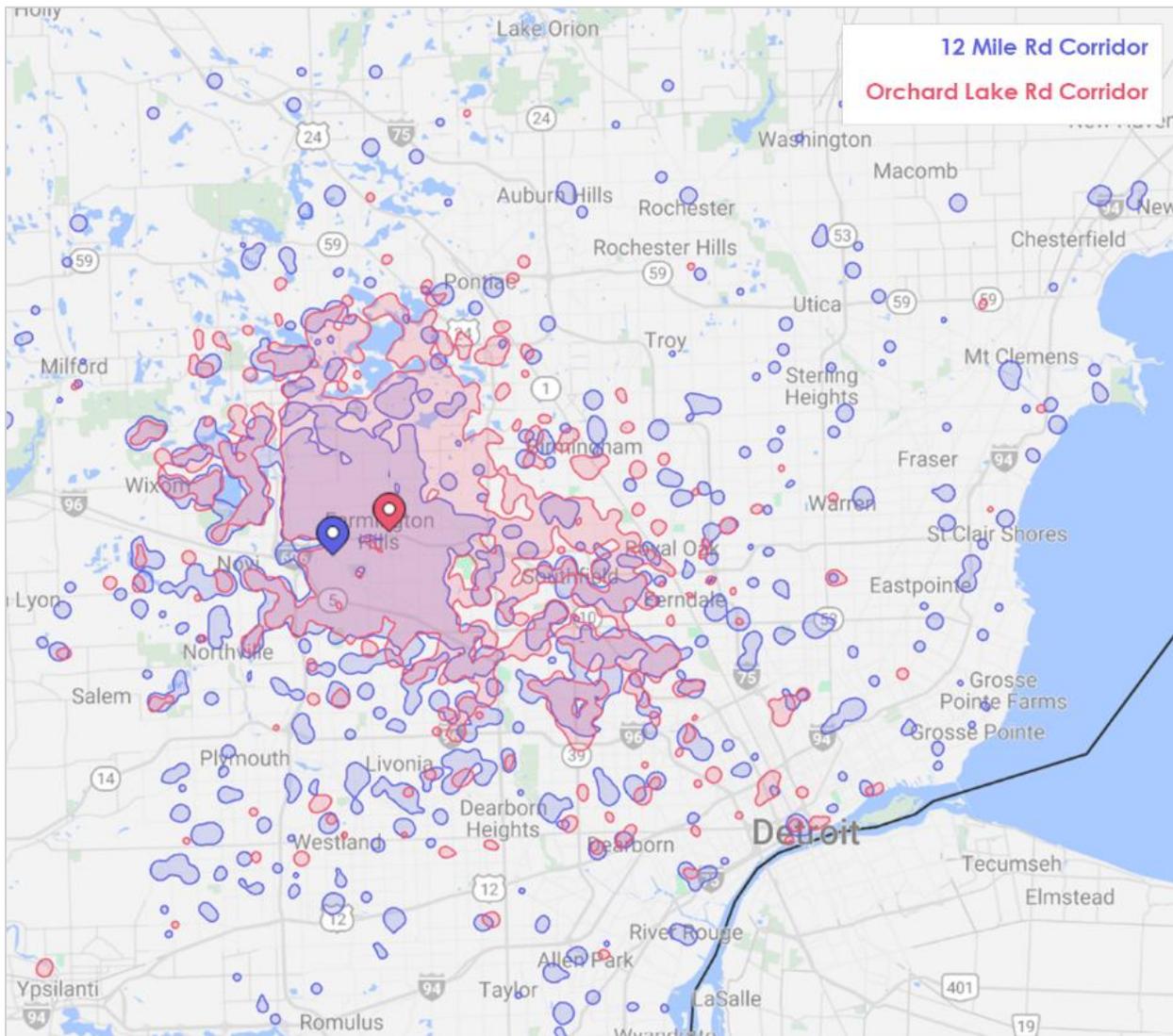
Along Lake Orchard Road, 64% of the businesses and 66% of the workers are in FIRES, followed by 25% of the businesses and employees in Retail, Dining and Hospitality.

Trade area analysis of the two corridors revealed broad regional draw with the 12 Mile Rd Corridor trade area serving 740 thousand people and the Orchard Lake Rd Corridor serving 651 thousand people. The trade areas are defined as smallest geographic region that covers the home residences of the corridor's core visitor base over the one-year period (from January 1 2024 - December 31, 2024).

The trade area reaches younger and more diverse populations than in Farmington Hills citywide. Median household incomes in the trade areas (\$73,700–\$73,900) are lower than the city's (\$90,598), and SNAP benefit use is significantly higher (14% vs. 3.4%), indicating pockets of economic need despite overall consumer strength.

Socioeconomic, lifestyle data (Mosaic data, from Placer.ai) show the corridors attract both affluent and budget-conscious segments, including “Power Elite,” “Booming with Confidence,” and “Thrifty Habits” types (defined further in the Consumer Behavior and Demand section). Consumer demand for the 12 Mile Rd Corridor reaches \$20.4 billion annually and the Orchard Lake Rd Corridor reaches \$13.7 billion, with automobile dealers and general merchandise stores representing the largest spending categories.

Exhibit A123. 12 Mile Rd and Orchard Lake Rd Corridors Trade Areas, 2024



Source: Placer.ai, 2025.

Surveys of corridor residents, workers, visitors, and business and property owners consistently expressed a desire for a more vibrant, walkable, and community-centered environments for the 12 Mile Rd and Orchard Lake Rd Corridors—with interest in boutique stores, local restaurants, green space, and safe pedestrian areas that promote lingering.

Other survey findings:

- Workers and Employers want better food and gathering spaces, with top-rated improvements including more options for daytime meals and client meetings; after-work dining and happy hour destinations; and improved parking and congestion relief.

- Property Owners and Managers emphasized placemaking and accessibility, with top strategies to attract tenants including increased green space (68%), improved walkability (66%), and better traffic flow (60%).
- Visitors and Residents called for expanded retail and dining variety. For the 12 Mile Road corridor, restaurant (27%) and retail improvements (23%) were most frequently cited, along with infrastructure upgrades (22%). For the Orchard Lake Road corridor, top priorities included infrastructure/traffic upgrades (25%), more restaurants (24%), and greater retail variety (23%).

Real estate conditions of the two corridors vary across land use types, highlighting specific development opportunities, as follows:

- Office is the most abundant land use, particularly in the 12 Mile Rd corridor, but it also has the highest vacancy rates—up to 17.6% in 2025.
- In contrast, retail space, particularly in the Orchard Lake Rd corridor, shows strong performance: it has the highest lease rates (\$22.71/sf), lower vacancies, and rising demand.
- Industrial and flex spaces in the 12 Mile Rd Corridor maintain the lowest vacancies but face mixed lease rate trends.

Survey results underscore strong investor sentiment, with nearly 90% of property owners reporting low vacancies and over one-third anticipating increased demand. However, concerns about traffic, pricing, and building types suggest that targeted reinvestment will be needed to sustain momentum. Overall, these findings suggest a corridor strategy focused on enhancing placemaking, expanding dining and retail options, and supporting mixed-use redevelopment would be well-aligned with current conditions and future demand.

Limited-Service Restaurants: Quick Service Restaurants (QSR) and Fast Casual

Quick-service restaurants (QSR), also known as fast-food restaurants, prioritize speed, ease, and value for money. QSR have highly focused and curated menus and typical conduct business at walk-up counters or a drive-thru. Fast Casual restaurants also aim for speed, convenience and value but emphasize better ingredients and healthier options. Customers are typically willing to spend more time and money on higher quality at fast casual restaurants versus QSRs.

Orchard Lake and 12 Mile corridors host many national QSR and fast casual brands including McDonald's, Burger King, Wendy's, Taco Bell, Qdoba, Potbelly's, Subway, Jersey Mike's, Panera, Savvy Sliders, Starbucks and more. Both corridors have proven to be outstanding locations for limited-service restaurants that benefit from high traffic counts, strong consumer demographics, ease of access and accessibility to 696 and neighboring communities¹⁸. The corridor is also home to some important independent limited-service restaurants like Famous Fried Chicken or Zayeqa that focus exclusively on carry-out.

Full-Service Restaurants and “Higher End” Dining

Most full-service restaurant offerings within the corridors are casual dining. What sets Farmington Hill's restaurant scene apart is its concentration and diversity of international and ethnic restaurants, particularly on Orchard Lake Road. Saffron (Indian), Damas Cuisine and Catering (Syrian), Jiang Nan Noodle House (Chinese), Pars Restaurant (Persian), At Anano's (Georgian), Phở Vinh (Vietnamese), Bangkok Sala Café (Thai) are just a few of the numerous ethnic restaurants offering cuisine from around the world.

Despite the high concentrations of casual restaurants, American fare in the corridor is fairly limited to offerings from national chains such as Buffalo Wild Wings and Scramblers, as well as independents like Craft Brew City, Leeza's and Sunrise Cafe.

Fine dining is highly limited in Farmington Hills overall. Café Cortina located on Ten Mile Road has been the city's truest fine dining establishment since 1976. Within the 12 Mile and Orchard Lake corridors, Steven Lelli's Inn On the Green is an Italian chophouse located just off 12 Mile at Copper Creek Golf Course that provides high end offerings and atmosphere. ShiangMi and Hong Hua, both Chinese restaurants, offer a blend of elevated and casual fare and experience.

¹⁸ For more information see: <https://www.qsrmagazine.com/growth/consumer-trends/quick-service-versus-fast-casual-wheres-distinction/>

Evolution of the Restaurant Industry

Much has changed in the restaurant landscape since the COVID-19 pandemic. Consumers are going out less and ordering more delivery. User adoption of third-party delivery apps such as Uber Eats and DoorDash has skyrocketed, altering the relationship between customer and business. Rising food and labor costs, inflation, staff shortages, and uncertainty over legislative changes to the minimum tipped wage and reporting have led many restaurants to shift focus from traditional table service to more take out and limited-service models.

Current Restaurant Performance

To understand future demand for new restaurants, we first examine key performance indicators for existing QSR and full-service restaurants located in the corridors. Representative restaurants located within the corridors are assessed using PlacerAI¹⁹. PlacerAI is an advanced location analytics platform that tracks information about businesses and the people that interact with them using mobile device data. This data reveals current market conditions and trends and provides important points of reference for new businesses considering the area.

¹⁹ PlacerAI leverages privacy-safe foot traffic data from tens of millions of mobile devices to develop a detailed and comprehensive overview of US commercial activity. Learn more at <https://www.placer.ai/>

Exhibit A124. Select Restaurant Performance Indicators by Node, 2025

Representative Businesses	Visits	Visit Frequency	Avg Dwell Time (min)	Visits YoY	Visits Yo3Y	Local Ranking (Performance Percentile)
Hunters Square @ Orchard Lake and 14 Mile						
McDonalds	473,200	3.13	12	1.9%	2.9%	48%
Starbucks	395,000	4.96	14	-1.6%	36.1%	95%
Potbelly	66,400	2.1	19	-0.4%	-23.7%	27%
Buffalo Wild Wings	132,800	1.92	56	-21.0%	-74.7%	14%
International District @ Orchard Lake and 13 Mile						
Jiang Nan Noodle House	162,740	2.45	41	21.6%	14.7%	
Damas Cuisine	103,595	3.05	55	-6.0%	-24.7%	
Saffron	25,421	1.88	71	1.3%	41.7%	
Zayeqa	5,236	1.55	25	13.7%	9.5%	
Taco Bell	258,400	3.23	12	-1.7%	3.3%	76%
Orchard and 12 Mile						
Starbucks	289,427	3.13	15	-6.4%	30.5%	93%
Wendy's	194,100	2.47	10	-5.1%	14.3%	47%
Craft Brew City	119,200	1.79	98	-5.6%	2.6%	
ShiangMi	73,356	1.65	36	-62.5%	-68.6%	
Halsted Village						
Antonio's Cucina Italiana	256,947	2.41	53	-6.2%	-11.9%	
2Booli	63,638	1.97	50	9.8%	34.3%	
Savvy Sliders	150,700	2.24	24	NA	NA	100%
Farmington Fine Dining						
Café Cortina	23,436	1.3	136	12.6%	11.8%	
Lelli's Inn	69,013	1.65	94	2.3%	35.0%	

Source: Placer.ai, 2025

Analysis of select existing restaurant performance within the corridors was mixed. Performance appears to be influenced by several nuances associated with location, service model, offering and customer experience.

- QSR performance within corridor demonstrates strong demand and ripe conditions for expansion.** Two different Starbucks located at 14 Mile and 12 Mile nodes are two of the top performing locations within the region. Each location is in the top 90% of locations within 15 miles, and visits have grown at both by over 30% over the last three years. The new Savvy Sliders on 12 mile is the top performing franchise location within 15 miles and Taco Bell is in the 75th percentile for regional performance. McDonalds and Wendy's both show average performance; however, patronage is expected to

increase significantly after the redevelopment of Hunter’s Square shopping center brings more customer traffic.

- **A concentration of ethnic restaurants can create a dining destination.** Jaing Nan Noodle House attracted over 160,000 visits last year, and Damas Cuisine over 100,000, which is more than some national QSR brands in the corridors. Most restaurants within the 13 Mile “International District” have seen visitorship grow significantly, with places like Saffron (41%), Zayeqa (9.5%) and Jiang Nan (14.7%) all growing over the last three years. As stated earlier, the district overall saw over 800,000 visits, an increase of 9.3% in the last three years.
- **A case for higher-end dining?** While located outside of the corridors, places like Café Cortina (12.6%) and Leli’s Inn (2.3%) both saw visits increase within the last year, with patrons spending between 1.5-2 hours per visit. Within the corridor, Craft Breww City saw visits decline by 5.6% but still proved to be a major draw with nearly 120,000 visits last year. Antonio’s attracted over 250,000 visits within the last year, 6.2% less than the year prior. 2Booli’s strong growth in patronage (up 34% over three years) makes the case that healthier options are in demand as well.

Potential Restaurant Locations

Restaurant locations are identified based on field observation, market research and interviews with City economic development and planning staff. Proposed sites are limited to current vacancies and redevelopment opportunities. Infill also plays an important role. Efforts should be made whenever possible to fill restaurant vacancies with new restaurant tenants to take advantage of existing infrastructure and capital investment.

Orchard Lake and 14 Mile (Hunter’s Square). This commercial node is the most attractive location for new QSR, fast casual and approachable full-service restaurants. New redevelopment offers build-to-suit opportunities for incoming franchises while the addition of new anchors such as Meijer, Total Wine and Nordstrom Rack will provide a significant boost to strong traffic and retail synergy.

- **Hunters Square Future Outlots.** There are four potential build-to-suit outlot locations conceptualized as part of the Hunters Square redevelopment that could support future QSR, fast casual or full-service restaurant concepts. The PUD has designated one outlot building +/- 6,800SF for a potential drive thru. The other three outlot buildings could range in size from +/-5,600 to +/-7,200.
- **31006 Orchard Lake.** The former “Boneyard” and restaurant is located across the new Hunter’s Square development. The 3,640SF

space is ideal for a fast-casual or medium size full-service restaurant such. The property has a liquor license in escrow.

Orchard Lake and 13 Mile (International District). Restaurant opportunities in this commercial node should focus on adding to the dynamic mix of ethnic restaurants, filling vacant storefronts, especially those with restaurant infrastructure.

- **29216 Orchard Lake Road.** The former Louisiana Creole Gumbo space offers approximately 1,800SF of restaurant-ready space. This is an ideal location for an independent restaurant that can add to the outstanding mix of existing ethnic restaurants and help build the block as a culinary destination. Meccah Market is expected to open in this location.
- **28990 Orchard Lake Rd.** The former Camelia's Mexican Grill offers approximately 5,500SF of restaurant-ready space. This is an ideal location for a signature independent restaurant that can add to the outstanding mix of existing ethnic restaurants and help build the block as a culinary destination.
- **Future Outlot at 29555 Orchard Lake.** The southern portion of this parcel was established as a potential outlot location for the associated strip center. The parcel has access from southbound Orchard Lake and westbound 13 Mile. This parcel would be appropriate for build-to-suit national QSR but may be less competitive than new locations at the Hunters Square redevelopment. Dunkin Donuts has shown interest in purchasing this lot.

Orchard Lake and 12 Mile. Restaurant opportunities in this commercial node should capitalize on the location and access to the 696 interchange and is best suited for national QSR brands.

- **Orchard 12 Plaza Future Outlot.** The Orchard 12 Plaza has a future outlot location (Parcel # 2310476067) that is ripe for development. This built-to-suit location of up to 3,200SF is best suited for a national QSR or fast casual chain. Inline vacancies within the shopping plaza ranging from 1,300-3,600SF also offer options for independent or chain fast casual or full-service restaurants.

Future Build-to-Suit on 12 Mile and Investment Drive. Of all the commercial nodes, this location is best suited to attract higher end dining to the area or offer new fast casual opportunities to serve the neighboring office population. The 2.5-acre site owned by Kojaian is a build-to-suit development opportunity that conceptualizes two buildings ranging from 4,700 to 5,000SF with 75 parking spaces.

Restaurant Recruitment Targets

PlacerAI data provides a wealth of analytics to help identify ideal restaurant recruits based on the area's demographics, existing tenant mix, consumer preference and traffic patterns, as well as cannibalization of nearby locations. The following provides a ranking of QSR and full-service

restaurants based on PlacerAI’s “Relative Fit Score.” To assist with retail recruitment, we’ve further classified candidates as strong (4), good (3) average (2) and weak (1) depending on how many of the following four criteria they meet:

1. **National growth.** If a franchise is growing nationally, it has a higher likelihood of expanding within Michigan.
2. **Michigan growth.** If a franchise has a proven track record of growth in Michigan, it’s a strong candidate to capitalize on growth opportunities in Farmington Hills.
3. **Demographic fit above 75%.** This means 3 in 4 customers in the area fit the ideal consumer profile for the business.
4. **Cannibalization below 35%.** This means 2 of 3 customers are new customers.

Furthermore, restaurant recruits must already be in Michigan to be included on the recruitment list. Restaurants already located within three miles of the corridor have been removed.

A Note on Interpretation of Findings: Recruitment should also consider relocation. Analysis of PlacerAI data is static, in that it only considers the current condition, not the ideal state for restaurant businesses. National brands may look to switch locations to optimize performance. A lower relative fit score or a classification of “below average” or “weak”, shouldn’t rule out a candidate, as Farmington Hills may offer a better location for those exploring new options.

Quick Service Restaurants Targets

Key insights from our QSR recruitment analysis focuses on specific prospects. The goal is to add qualitative perspectives and professional opinion about some of the strongest or most interesting potential recruits.

- **Raising Cane’s and Slim Chickens.** Fried Chicken is a growing QSR category and Farmington Hills has the right ingredients to capitalize on the trend. Raising Cane’s currently has only one Michigan location in the Total Wine anchored center in Sterling Heights but is planning 20 locations across Michigan in the next decade²⁰. The franchise is growing by 9% nationally with 835 locations. They attract over 50,000 visitors on average. Slim Chickens (7% national growth, 50% Michigan growth, 207 locations nationwide) is another strong candidate in the category planning 14 new Michigan locations in coming years²¹. Other strong candidates include Hangry

²⁰ [MLive 2025](#)

²¹ [Fast Casual Magazine, 2023](#)

Joes (22% national growth rate, 73 locations), and “Big Chicken” (not shown in the analysis), a fast casual chicken concept founded by Hall of Famer Shaquille O’Neal, planning 20 locations to eastern Michigan. Chick-Fil-A, which has signaled significant growth plans in Michigan (18% growth last year), had a significantly lower relative fit score, due to 94% cannibalization rate, with its two neighboring locations at Novi and Southfield already capturing demand. New outlots at Hunters Square will be particularly attractive to Chick-Fil-A’s competitors seeking a strategic location to capture market share.

- **Jollibee.** The world's largest and fastest-growing Asian restaurant company opened with significant fanfare in Michigan last year. One of the highest rated restaurant recruits also focuses on fried chicken as it’s staple offering and attracts 28,700 monthly visits on average. This tenant could provide good synergy with the high concentration of ethnic restaurants in the corridor.
- **Portillo’s.** The Chicago-style hot dog franchise added its first two Michigan locations last year and grew 11% nationwide (97 total locations). This business draws an average of 40,000 monthly visits. Both Michigan locations are near Meijers.
- **Premium for Pizza?** Pizza is an under-represented category along the two commercial corridors. Pizza places had 20 of the top 50 relative fit scores for this analysis, showing strong demographic fit and minimal cannibalization. Pizza may be one area to pursue premium QSR tenants or full-service models given Detroit’s growing national pizza reputation and strong local performers. Prospects like Green Lantern or Alibi of Troy could be explored.
- **Schlotzaky’s.** This Austin-based deli is planning five new locations in southeast Michigan, targeting the western Detroit suburbs. Strong demographics, quality ingredients and healthier options are a good fit to serve Farmington Hills substantial office population as well.

Exhibit A125. Top QSR Restaurant Recruitment Targets

QSR Restaurant Recruits	Sub Category	Relative Fit Score	Business Expansion		Demo Fit Above 75%	2 of 3 New Customers	Recruitment Class	
			US	MI				
1	DiBella's Subs	Sandwich Place	88			✓	✓	Average
2	Villa Fresh Italian Kitchen	Pizza Place	83	✓		✓	✓	Good
3	Bagger Dave's	Burger Joint	77			✓	✓	Average
4	Raising Cane's Chicken Fingers	Fried Chicken Joint	76	✓		✓	✓	Good
5	Blaze Pizza	Pizza Place	76			✓	✓	Average
6	Jollibee	Fast Food Restaurant	75	✓		✓	✓	Good
7	California Pizza Kitchen	Pizza Place	75			✓	✓	Average
8	Jon Smith Subs	Sandwich Place	74	✓		✓	✓	Good
9	Hangry Joe's Hot Chicken	Fried Chicken Joint	73	✓	✓	✓	✓	Strong
10	Wayback Burgers	Burger Joint	73	✓		✓	✓	Good
11	Papa Murphy's	Pizza Place	72			✓	✓	Average
12	Johnny Rockets	Burger Joint	72	✓	✓	✓	✓	Strong
13	Freddy's Frozen Custard & Steakburgers	Burger Joint	71	✓		✓	✓	Good
14	Which Wich? Superior Sandwiches	Sandwich Place	70			✓	✓	Average
15	Alibi of Troy	Pizza Place	69	✓	✓	✓	✓	Strong
16	Burger 21	Burger Joint	69			✓	✓	Average
17	Round Table Pizza	Pizza Place	69			✓	✓	Average
18	Bubbakoo's Burritos	Burrito Place	69	✓		✓	✓	Good
19	Big John Steak & Onion	Sandwich Place	69			✓	✓	Weak
20	Rosati's Pizza	Pizza Place	69			✓	✓	Average
21	Slim Chickens	Fried Chicken Joint	68	✓	✓	✓	✓	Strong
22	BURGERFI	Burger Joint	68			✓	✓	Average
23	Crispelli's Bakery & Pizzeria	Pizza Place	67	✓	✓	✓	✓	Strong
24	Burger Street	Burger Joint	67			✓	✓	Average
25	Green Lantern Pizza	Pizza Place	67	✓	✓	✓	✓	Strong
26	Crimson Coward	Fried Chicken Joint	67			✓	✓	Weak
27	Pizza Twist	Pizza Place	65			✓	✓	Average
28	Hunter House Hamburgers	Burger Joint	65	✓	✓	✓	✓	Strong
29	Portillo's	Hot Dog Joint	64	✓	✓	✓	✓	Strong
30	Godfather's Pizza	Pizza Place	63	✓		✓	✓	Good
31	Oath Pizza	Pizza Place	62			✓	✓	Weak
32	Smashburger	Burger Joint	62			✓	✓	Average
33	Blimpie	Fast Food Restaurant	62			✓	✓	Average
34	MOD Pizza	Pizza Place	62			✓	✓	Weak
35	Pizza Ranch	Pizza Place	62			✓	✓	Average
36	Toppers Pizza	Pizza Place	62	✓		✓	✓	Average
37	Quiznos	Sandwich Place	62			✓	✓	Average
38	Wing Zone	Wings Joint	61			✓	✓	Average
39	Gus's World Famous Fried Chicken	Fried Chicken Joint	61			✓	✓	Average
40	Pizza Factory	Pizza Place	61			✓	✓	Average
41	Erbert & Gerbert's	Sandwich Place	60			✓	✓	Average
42	Mr. Jim's Pizza	Pizza Place	60			✓	✓	Average
43	Fricker's	Wings Joint	60			✓	✓	Average
44	Beef-A-Roo	Fast Food Restaurant	60	✓	✓	✓	✓	Good
45	Green Lantern	Pizza Place	59	✓	✓	✓	✓	Good
46	B.C. Pizza	Pizza Place	59			✓	✓	Weak
47	Fuddruckers	Burger Joint	58			✓	✓	Average
48	Captain D's	Fast Food Restaurant	57			✓	✓	Weak
49	Fox's Pizza Den	Pizza Place	57			✓	✓	Weak
50	Wings Etc.	Wings Joint	57	✓		✓	✓	Average
52	Green Dot Stables	Burger Joint	57	✓	✓	✓	✓	Strong
62	Dairy Queen Restaurant	Fast Food Restaurant	53	✓	✓	✓	✓	Strong
66	Papa John's Pizza	Pizza Place	51	✓	✓	✓	✓	Strong
75	Shake Shack	Burger Joint	46	✓	✓	✓	✓	Good
81	Chick-fil-A	Fast Food Restaurant	42	✓	✓	✓	✓	Good
83	Culver's	Fast Food Restaurant	40	✓		✓	✓	Average

Source: Placer.ai, Creative Place Consulting 2025. See Appendix A for supplemental data

Full-Service Restaurants Targets

Key insights from our full-service recruitment analysis focuses on specific prospects. The goal is to add qualitative perspectives and professional opinion about some of the strongest or most interesting potential recruits. The list was narrowed to include only restaurants with more than one location in Michigan.

- **Tupelo Honey.** This modern, chef-inspired southern restaurant has 25 locations nationwide and recently expanded into Michigan. It has one of the highest relative fit scores (91) and demographic scores (97). The restaurant's Midwest locations are all in city centers, suggesting a suburban site may not fit the restaurant's brand or business model.
- **City Barbeque.** This growing national BBQ chain has 76 locations nationwide and plans to grow to 100 by the end of 2025²². With three locations in the state, and strong private equity backing, the company-owned chain would be well suited for new outlots at Hunters Square.
- **Cooper's Hawk Winery & Restaurant.** This upscale, casual restaurant with a wine-centric bar program, has three locations in Michigan and 60 nationwide. While demographic fit is among the highest of full-service restaurants (94) and a significant unmet demand for higher end dining exists, this restaurant scores lower on relative fit (59). All three Michigan locations are near major regional shopping malls. Data suggest a Farmington Hills location would cannibalize 43% of existing visits to the nearby Troy location.
- **Green Dot Stables.** This popular independent restaurant located in Detroit focuses on creative and affordable sliders and craft beer in a hip, sporty setting. The restaurant group, Inlaw Hospitality, are entrepreneurial owners, with eyes for expansion. It has a very high demographic fit (90) but lower relative fit score (57) due to lack of co-tenants. Cannibalization rate of 33% suggests a third of the restaurant's customers already come from the suburbs, which makes the case for a location outside the city. Data driven marketing and coordinated recruitment are essential for helping successful urban models see the significant upside of potential suburban locations.

²² [Forbes, 2023](#)

Exhibit A126. Top Full-Service Restaurant Recruitment Targets

Full Service Restaurant Recruits	Sub Category	Relative Fit Score	Business Expansion		Demo Fit	2 of 3 New	Recruitment
			US	MI	Above 75%	Customers	Class
1 Mezza Mediterranean Grille	Mediterranean Restaurant	100			✓	✓	Average
2 Tupelo Honey	Southern / Soul Food	91	✓		✓	✓	Good
3 bd's Mongolian Grill	Mongolian Restaurant	89			✓	✓	Average
4 Corelife Eatery	Salad Place	86			✓	✓	Average
5 El Vaquero	Mexican Restaurant	81	✓		✓	✓	Good
6 Bravo! Italian Kitchen	Italian Restaurant	80			✓	✓	Average
7 Smokey Bones Bar & Fire Grill	BBQ Joint	76			✓	✓	Average
8 Moe's Southwest Grill	Mexican Restaurant	75			✓	✓	Average
9 City Barbeque	BBQ Joint	74	✓		✓	✓	Good
10 Schlotzsky's	Restaurant	74			✓	✓	Average
11 Mitchell's Fish Market	Seafood Restaurant	73			✓		Weak
12 Pancheros Mexican Grill	Mexican Restaurant	72	✓		✓	✓	Good
13 Ruby Tuesday	American Restaurant	72			✓	✓	Average
14 Pokeworks	Asian Restaurant	71	✓	✓	✓	✓	Strong
15 Teriyaki Madness	Asian Restaurant	70	✓		✓	✓	Good
16 Buca di Beppo Italian Restaurant	Italian Restaurant	70			✓	✓	Average
17 I Heart Mac & Cheese	American Restaurant	69		✓	✓	✓	Good
18 McAlister's Deli	Deli / Bodega	69			✓	✓	Average
19 Boston's Restaurant & Sports Bar	Restaurant	68	✓	✓	✓	✓	Strong
20 Texas de Brazil	Brazilian Restaurant	68			✓		Weak
21 Mission BBQ	BBQ Joint	67	✓		✓	✓	Good
22 Freshii	Salad Place	66			✓		Weak
23 Logan's Roadhouse	Steakhouse	66			✓	✓	Average
24 Denny's	Diner	66			✓	✓	Average
25 Fazoli's	Italian Restaurant	65				✓	Weak
26 Salsarita's Fresh Cantina	Mexican Restaurant	64			✓	✓	Average
27 Ponderosa	American Restaurant	64				✓	Weak
28 bb.q Chicken	Korean Restaurant	64	✓	✓	✓	✓	Strong
29 Bubba's 33	American Restaurant	62	✓		✓	✓	Good
30 The Cheesecake Factory	American Restaurant	62			✓		Weak
31 Dickey's Barbecue Pit	BBQ Joint	62			✓	✓	Average
32 Bahama Breeze	Caribbean Restaurant	61			✓		Weak
33 Pita Way	Mediterranean Restaurant	61	✓	✓	✓		Good
34 BJ's Restaurant and Brewhouse	American Restaurant	60	✓		✓		Average
35 TGI Fridays	American Restaurant	59			✓		Weak
36 Cooper's Hawk Winery & Restaurant	American Restaurant	59	✓		✓		Average
37 On The Border Mexican Grill & Cantina	Mexican Restaurant	59			✓		Weak
38 Bakers Square	American Restaurant	59			✓		Weak
39 Granite City Food & Brewery	Brewery	59			✓		Weak
40 HopCat	Beer Bar	59	✓	✓	✓		Good
41 sweetgreen	Salad Place	57	✓		✓	✓	Good
42 Ruth's Chris Steak House	Steakhouse	57	✓		✓		Average
43 Hook & Reel Cajun Seafood & Bar	Seafood Restaurant	57			✓		Weak
44 KPOT Korean BBQ & Hot Pot	Korean Restaurant	57	✓		✓		Average
45 Zoup!	Soup Place	57			✓		Weak
46 Steak 'n Shake	American Restaurant	57			✓	✓	Average
47 P.F. Chang's	Chinese Restaurant	56			✓		Weak
48 Bonefish Grill	Seafood Restaurant	55			✓		Weak
49 Noodles & Company	Ramen / Noodle House	55			✓		Weak
50 Olga's Kitchen	Greek Restaurant	54	✓	✓	✓		Good

Source: Placer.ai, Creative Place Consulting 2025. See Appendix A for supplemental data

Exhibit A127. Top QSR Restaurant Recruit Targets, Location Characteristics and Growth Patterns

QSR Restaurant Recruits	Sub Category	Drive Time	Square Footage		Number of Locations			Expansion Rate		
		Minute	Min	Max	Nearest (mi)	Michigan	Nationwide	Michigan	Nationwide	
1	DiBella's Subs	Sandwich Place	12	2,500	6,300	27	1	38	-75%	-5%
2	Villa Fresh Italian Kitchen	Pizza Place	30	700	1,600	118	1	62	0%	5%
3	Bagger Dave's	Burger Joint	12	4,500	6,300	9	4	6	0%	0%
4	Raising Cane's Chicken Fingers	Fried Chicken Joint	18	1,900	7,900	58	1	835	0%	9%
5	Blaze Pizza	Pizza Place	11	1,500	4,900	60	2	257	-50%	-9%
6	Jollibee	Fast Food Restaurant	10	1,600	6,100	21	1	78	0%	5%
7	California Pizza Kitchen	Pizza Place	12	3,100	9,000	10	3	122	-25%	-5%
8	Jon Smith Subs	Sandwich Place	12	1,100	3,200	8	2	22	0%	16%
9	Hangry Joe's Hot Chicken	Fried Chicken Joint	14	900	3,800	10	1	73		22%
10	Wayback Burgers	Burger Joint	13	1,000	3,600	66	1	147	0%	1%
11	Papa Murphy's	Pizza Place	9	800	3,100	118	12	1074	0%	-2%
12	Johnny Rockets	Burger Joint	13	1,100	4,800	102	1	93		1%
13	Freddy's Frozen Custard & Steakburgers	Burger Joint	15	2,400	5,700	96	4	565	-20%	4%
14	Which Wich? Superior Sandwiches	Sandwich Place	14	900	3,400	20	2	156	0%	-9%
15	Alibi of Troy	Pizza Place	13	10,500	10,500	14	1	1		
16	Burger 21	Burger Joint	12	2,100	3,900	6	1	14	0%	-7%
17	Round Table Pizza	Pizza Place	8	1,200	7,000	139	1	398	0%	-1%
18	Bubbakoo's Burritos	Burrito Place	6	1,100	3,700	102	1	125	0%	7%
19	Big John Steak & Onion	Sandwich Place	13	1,400	3,300	31	15	15	0%	0%
20	Rosati's Pizza	Pizza Place	17	600	5,100	54	1	183	0%	0%
21	Slim Chickens	Fried Chicken Joint	14	2,300	6,200	13	3	207	50%	7%
22	BURGERFI	Burger Joint	13	1,600	5,500	7	1	68	0%	-35%
23	CrisPELLI's Bakery & Pizzeria	Pizza Place	13	9,400	9,400	10	1	1		
24	Burger Street	Burger Joint	12	700	2,900	34	1	19	0%	0%
25	Green Lantern Pizza	Pizza Place	13	5,500	5,500	8	1	1		
26	Crimson Coward	Fried Chicken Joint	14	1,300	3,300	13	1	11	0%	0%
27	Pizza Twist	Pizza Place	17	900	3,800	17	1	89	0%	-1%
28	Hunter House Hamburgers	Burger Joint	12			8	1	1		
29	Portillo's	Hot Dog Joint	13	4,400	13,200	9	2	97	100%	11%
30	Godfather's Pizza	Pizza Place	14	1,200	6,600	153	4	581	0%	2%
31	Oath Pizza	Pizza Place	17	900	1,100	132	1	17	0%	-6%
32	Smashburger	Burger Joint	11	1,300	4,300	3	2	206	0%	-1%
33	Blimpie	Fast Food Restaurant	11	900	3,800	17	6	104	0%	-5%
34	MOD Pizza	Pizza Place	11	1,700	4,900	7	9	486	-31%	-12%
35	Pizza Ranch	Pizza Place	18	2,400	11,600	115	4	217	0%	-1%
36	Toppers Pizza	Pizza Place	8	800	3,400	120	1	79	0%	1%
37	Quiznos	Sandwich Place	14	800	3,200	7	5	148	0%	-3%
38	Wing Zone	Wings Joint	7	800	2,900	23	1	27	0%	0%
39	Gus's World Famous Fried Chicken	Fried Chicken Joint	15	2,300	5,700	13	2	40	0%	0%
40	Pizza Factory	Pizza Place	12	1,000	7,100	12	2	124	0%	-2%
41	Erbert & Gerbert's	Sandwich Place	14	1,300	4,200	60	3	62	0%	-2%
42	Mr. Jim's Pizza	Pizza Place	9	900	3,700	88	2	55	0%	-4%
43	Fricke's	Wings Joint	14	5,200	10,300	55	1	24	0%	0%
44	Beef-A-Roo	Fast Food Restaurant	13	1,600	5,700	11	3	21	50%	17%
45	Green Lantern	Pizza Place	13			20	1	1		
46	B.C. Pizza	Pizza Place	17	1,600	5,000	85	33	34	0%	0%
47	Fuddruckers	Burger Joint	15	2,900	10,500	7	2	48	0%	-11%
48	Captain D's	Fast Food Restaurant	14	1,800	4,800	22	1	536	0%	-2%
49	Fox's Pizza Den	Pizza Place	12	800	4,700	93	3	194	0%	-1%
50	Wings Etc.	Wings Joint	14	2,700	8,700	21	7	80	0%	1%
52	Green Dot Stables	Burger Joint	12	2,700	2,700	20	1	1		
62	Dairy Queen Restaurant	Fast Food Restaurant	16	1,200	5,200	7	57	3217	4%	0%
66	Papa John's Pizza	Pizza Place	9	800	3,200	7	30	3168	3%	3%
75	Shake Shack	Burger Joint	15	1,800	6,700	6	8	362	14%	10%
81	Chick-fil-A	Fast Food Restaurant	13	2,700	9,000	4	33	3053	18%	2%
83	Culver's	Fast Food Restaurant	14	3,100	7,300	4	98	998	0%	3%

Source: Placer.ai, 2025.

Exhibit A128. Top QSR Restaurant Recruitment Targets, Market Characteristics

	QSR Restaurant Recruits	Sub Category	Relative Fit Score	Demographic Fit Score	Avg Monthly Visits	Frequent Co-Tenants	Cannibalization (% existing visits)
1	DiBella's Subs	Sandwich Place	88	98	6,900	3	4%
2	Villa Fresh Italian Kitchen	Pizza Place	83	84	1,400	5	0%
3	Bagger Dave's	Burger Joint	77	94	7,400	3	15%
4	Raising Cane's Chicken Fingers	Fried Chicken Joint	76	79	53,100	3	1%
5	Blaze Pizza	Pizza Place	76	90	9,600	2	0%
6	Jollibee	Fast Food Restaurant	75	83	28,700	3	12%
7	California Pizza Kitchen	Pizza Place	75	85	16,100	3	8%
8	Jon Smith Subs	Sandwich Place	74	92	2,100	2	7%
9	Hangry Joe's Hot Chicken	Fried Chicken Joint	73	88	4,200	2	7%
10	Wayback Burgers	Burger Joint	73	91	4,800	1	0%
11	Papa Murphy's	Pizza Place	72	85	2,000	2	0%
12	Johnny Rockets	Burger Joint	72	84	6,600	2	0%
13	Freddy's Frozen Custard & Steakburgers	Burger Joint	71	87	16,600	1	0%
14	Which Wich? Superior Sandwiches	Sandwich Place	70	92	3,200	1	8%
15	Alibi of Troy	Pizza Place	69	92	20,100	N/A	4%
16	Burger 21	Burger Joint	69	91	8,400	2	20%
17	Round Table Pizza	Pizza Place	69	83	4,400	2	0%
18	Bubbakoo's Burritos	Burrito Place	69	91	3,500	0	0%
19	Big John Steak & Onion	Sandwich Place	69	70	5,500	3	5%
20	Rosati's Pizza	Pizza Place	69	91	2,000	0	0%
21	Slim Chickens	Fried Chicken Joint	68	82	19,300	1	1%
22	BURGERFI	Burger Joint	68	96	8,500	1	22%
23	CrisPELLI's Bakery & Pizzeria	Pizza Place	67	97	18,600	N/A	16%
24	Burger Street	Burger Joint	67	77	4,900	2	0%
25	Green Lantern Pizza	Pizza Place	67	97	14,600	N/A	17%
26	Crimson Coward	Fried Chicken Joint	67	70	8,300	3	3%
27	Pizza Twist	Pizza Place	65	80	1,600	1	1%
28	Hunter House Hamburgers	Burger Joint	65	98	16,900	N/A	24%
29	Portillo's	Hot Dog Joint	64	91	40,400	1	31%
30	Godfather's Pizza	Pizza Place	63	79	3,200	1	0%
31	Oath Pizza	Pizza Place	62	69	2,200	2	0%
32	Smashburger	Burger Joint	62	88	6,800	2	33%
33	Blimpie	Fast Food Restaurant	62	88	3,200	0	14%
34	MOD Pizza	Pizza Place	62	89	8,300	2	37%
35	Pizza Ranch	Pizza Place	62	79	9,300	0	0%
36	Toppers Pizza	Pizza Place	62	73	3,100	1	0%
37	Quiznos	Sandwich Place	62	87	2,800	1	22%
38	Wing Zone	Wings Joint	61	77	2,400	1	0%
39	Gus's World Famous Fried Chicken	Fried Chicken Joint	61	92	7,700	0	19%
40	Pizza Factory	Pizza Place	61	80	4,200	0	4%
41	Erbert & Gerbert's	Sandwich Place	60	79	3,700	0	0%
42	Mr. Jim's Pizza	Pizza Place	60	77	1,300	0	0%
43	Fricker's	Wings Joint	60	77	11,500	0	0%
44	Beef-A-Roo	Fast Food Restaurant	60	74	16,900	1	9%
45	Green Lantern	Pizza Place	59	74	15,800	N/A	1%
46	B.C. Pizza	Pizza Place	59	74	3,200	0	0%
47	Fuddruckers	Burger Joint	58	88	12,100	0	27%
48	Captain D's	Fast Food Restaurant	57	67	7,400	1	2%
49	Fox's Pizza Den	Pizza Place	57	72	1,700	0	0%
50	Wings Etc.	Wings Joint	57	73	8,000	0	3%
52	Green Dot Stables	Burger Joint	57	90	14,300	N/A	33%
62	Dairy Queen Restaurant	Fast Food Restaurant	53	78	15,400	0	25%
66	Papa John's Pizza	Pizza Place	51	79	2,600	0	27%
75	Shake Shack	Burger Joint	46	90	16,200	2	81%
81	Chick-fil-A	Fast Food Restaurant	42	89	67,100	1	94%
83	Culver's	Fast Food Restaurant	40	88	30,600	0	80%

Source: Placer.ai, 2025

Exhibit A129. Top Full-Service Restaurant Recruitment Targets, Location Characteristics and Growth Patterns

Full Service Restaurant Recruits	Sub Category	Drive Time Minutes	Square Footage		Number of Locations			Expansion Rate	
			Min	Max	Nearest (mi)	Michigan	Nationwide	Michigan	Nationwide
1 Mezza Mediterranean Grille	Mediterranean Restaurant	13	2,900	2,900	7	3	3	0%	0%
2 Tupelo Honey	Southern / Soul Food	17	4,900	10,900	121	2	25	0%	4%
3 bd's Mongolian Grill	Mongolian Restaurant	17	5,700	8,200	14	3	14	0	0
4 Corelife Eatery	Salad Place	12	2,700	7,200	27	5	40	0	-7%
5 El Vaquero	Mexican Restaurant	11	2,700	8,500	39	2	21	0%	5%
6 Bravo! Italian Kitchen	Italian Restaurant	17	7,100	11,700	8	3	26	0%	0%
7 Smokey Bones Bar & Fire Grill	BBQ Joint	17	5,700	12,000	20	3	57	0%	-7%
8 Moe's Southwest Grill	Mexican Restaurant	13	1,400	4,900	11	5	570	0%	-7%
9 City Barbeque	BBQ Joint	14	2,800	6,500	12	3	76	0%	6%
10 Schlotzsky's	Restaurant	15	1,500	5,300	66	3	313	0%	-2%
11 Mitchell's Fish Market	Seafood Restaurant	15	6,900	8,700	8	3	6	0%	-14%
12 Pancheros Mexican Grill	Mexican Restaurant	13	1,500	3,900	8	6	77	0%	3%
13 Ruby Tuesday	American Restaurant	18	3,900	7,600	18	3	220	0%	-4%
14 Pokeworks	Asian Restaurant	11	700	2,400	11	2	63	100%	5%
15 Teriyaki Madness	Asian Restaurant	9	900	3,400	21	3	170	-40%	3%
16 Buca di Beppo Italian Restaurant	Italian Restaurant	18	3,500	13,000	8	2	59	0%	-6%
17 I Heart Mac & Cheese	American Restaurant	13	1,700	2,900	58	2	19	100%	-49%
18 McAlister's Deli	Deli / Bodega	14	2,200	7,000	17	8	513	0%	-8%
19 Boston's Restaurant & Sports Bar	Restaurant	13	4,900	9,600	21	4	23	33%	21%
20 Texas de Brazil	Brazilian Restaurant	23	3,600	14,100	20	2	53	0%	-2%
21 Mission BBQ	BBQ Joint	15	2,300	7,000	6	4	142	0%	10%
22 Freshii	Salad Place	15			11	2	8	0%	-53%
23 Logan's Roadhouse	Steakhouse	21	5,000	10,700	22	11	128	0%	-2%
24 Denny's	Diner	12	2,700	9,200	10	14	1366	-13%	-7%
25 Fazoli's	Italian Restaurant	15	2,500	5,300	57	7	190	-13%	-6%
26 Salsarita's Fresh Cantina	Mexican Restaurant	13	1,700	4,000	8	5	62	0%	-6%
27 Ponderosa	American Restaurant	14	6,600	11,600	82	5	13	0%	0%
28 bb.q Chicken	Korean Restaurant	15	700	4,400	12	2	212	100%	21%
29 Bubba's 33	American Restaurant	12	7,000	11,800	22	2	49	0%	9%
30 The Cheesecake Factory	American Restaurant	20	5,600	17,200	6	2	216	0%	0%
31 Dickey's Barbecue Pit	BBQ Joint	13	800	4,800	8	9	381	0%	-12%
32 Bahama Breeze	Caribbean Restaurant	21	7,600	20,300	7	2	49	0%	0%
33 Pita Way	Mediterranean Restaurant	13	900	2,600	5	34	39	42%	50%
34 BJ's Restaurant and Brewhouse	American Restaurant	15	5,500	13,800	7	5	221	0%	0%
35 TGI Fridays	American Restaurant	14	4,200	12,200	6	3	208	-25%	-13%
36 Cooper's Hawk Winery & Restaurant	American Restaurant	15	7,500	16,900	11	3	60	0%	2%
37 On The Border Mexican Grill & Cantina	Mexican Restaurant	14	4,300	10,100	6	6	107	0%	-6%
38 Bakers Square	American Restaurant	14	5,100	7,600	6	3	22	0%	0%
39 Granite City Food & Brewery	Brewery	15	7,900	12,700	7	2	15	0%	0%
40 HopCat	Beer Bar	15	5,600	9,400	7	10	11	11%	10%
41 sweetgreen	Salad Place	11	1,100	5,100	8	4	230	0%	11%
42 Ruth's Chris Steak House	Steakhouse	20	5,000	17,200	11	4	135	0%	2%
43 Hook & Reel Cajun Seafood & Bar	Seafood Restaurant	11	3,200	11,500	9	6	68	0%	-1%
44 KPOT Korean BBQ & Hot Pot	Korean Restaurant	13	3,700	14,200	6	6	94	0%	9%
45 Zoup!	Soup Place	12	1,100	4,000	3	10	30	0%	-21%
46 Steak 'n Shake	American Restaurant	18	2,700	6,200	13	14	390	0%	-3%
47 P.F. Chang's	Chinese Restaurant	18	4,400	11,000	8	10	217	0%	-1%
48 Bonefish Grill	Seafood Restaurant	14	4,400	9,600	6	3	168	0%	0%
49 Noodles & Company	Ramen / Noodle House	12	1,600	4,800	6	21	477	-5%	-3%
50 Olga's Kitchen	Greek Restaurant	11	2,300	5,500	3	33	36	38%	33%

Source: Placer.ai, 2025

Exhibit A130. Top Full-Service Restaurant Recruitment Targets, Market Characteristics

Full Service Restaurant Recruits	Sub Category	Relative Fit Score	Demographic Fit Score	Avg Monthly Visits	Frequent Co-Tenants	Cannibalization (% existing visits)
1 Mezza Mediterranean Grille	Mediterranean Restaurant	100	90	1,200	6	10%
2 Tupelo Honey	Southern / Soul Food	91	97	9,900	3	0%
3 bd's Mongolian Grill	Mongolian Restaurant	89	91	12,900	8	27%
4 Corelife Eatery	Salad Place	86	97	7,900	4	3%
5 El Vaquero	Mexican Restaurant	81	95	7,900	2	2%
6 Bravo! Italian Kitchen	Italian Restaurant	80	98	10,200	5	31%
7 Smokey Bones Bar & Fire Grill	BBQ Joint	76	86	10,800	3	3%
8 Moe's Southwest Grill	Mexican Restaurant	75	93	7,900	2	8%
9 City Barbeque	BBQ Joint	74	95	8,700	1	5%
10 Schlotzsky's	Restaurant	74	92	6,900	1	0%
11 Mitchell's Fish Market	Seafood Restaurant	73	91	7,700	5	41%
12 Pancheros Mexican Grill	Mexican Restaurant	72	92	10,300	2	17%
13 Ruby Tuesday	American Restaurant	72	80	8,400	3	5%
14 Pokeworks	Asian Restaurant	71	91	3,200	2	17%
15 Teriyaki Madness	Asian Restaurant	70	88	3,700	1	1%
16 Buca di Beppo Italian Restaurant	Italian Restaurant	70	91	6,600	1	8%
17 I Heart Mac & Cheese	American Restaurant	69	85	3,300	1	0%
18 McAlister's Deli	Deli / Bodega	69	86	12,400	1	4%
19 Boston's Restaurant & Sports Bar	Restaurant	68	86	8,900	1	5%
20 Texas de Brazil	Brazilian Restaurant	68	89	10,200	4	41%
21 Mission BBQ	BBQ Joint	67	94	11,300	2	31%
22 Freshii	Salad Place	66	86		3	36%
23 Logan's Roadhouse	Steakhouse	66	75	14,500	2	4%
24 Denny's	Diner	66	76	11,600	2	6%
25 Fazoli's	Italian Restaurant	65	73	10,500	2	0%
26 Salsarita's Fresh Cantina	Mexican Restaurant	64	95	7,000	1	28%
27 Ponderosa	American Restaurant	64	70	10,700	2	0%
28 bb.q Chicken	Korean Restaurant	64	86	3,200	1	15%
29 Bubba's 33	American Restaurant	62	78	31,300	0	3%
30 The Cheesecake Factory	American Restaurant	62	93	40,200	4	71%
31 Dickey's Barbecue Pit	BBQ Joint	62	86	3,100	1	20%
32 Bahama Breeze	Caribbean Restaurant	61	92	21,300	3	56%
33 Pita Way	Mediterranean Restaurant	61	96	2,500	3	59%
34 BJ's Restaurant and Brewhouse	American Restaurant	60	84	25,900	3	49%
35 TGI Fridays	American Restaurant	59	85	9,200	2	37%
36 Cooper's Hawk Winery & Restaurant	American Restaurant	59	93	22,800	1	43%
37 On The Border Mexican Grill & Cantina	Mexican Restaurant	59	91	11,500	2	47%
38 Bakers Square	American Restaurant	59	88	6,900	2	43%
39 Granite City Food & Brewery	Brewery	59	94	14,900	2	54%
40 HopCat	Beer Bar	59	95	17,400	3	67%
41 sweetgreen	Salad Place	57	85	6,500	2	28%
42 Ruth's Chris Steak House	Steakhouse	57	93	6,600	1	44%
43 Hook & Reel Cajun Seafood & Bar	Seafood Restaurant	57	78	8,500	3	40%
44 KPOT Korean BBQ & Hot Pot	Korean Restaurant	57	88	12,400	3	66%
45 Zoup!	Soup Place	57	96	2,300	2	60%
46 Steak 'n Shake	American Restaurant	57	81	14,600	1	29%
47 P.F. Chang's	Chinese Restaurant	56	95	17,800	3	74%
48 Bonefish Grill	Seafood Restaurant	55	96	8,400	1	58%
49 Noodles & Company	Ramen / Noodle House	55	93	8,300	3	79%
50 Olga's Kitchen	Greek Restaurant	54	92	8,300	4	93%

Source: Placer.ai, 2025

APPENDIX I. OPPORTUNITIES ASSESSMENT

Development and Redevelopment Opportunities

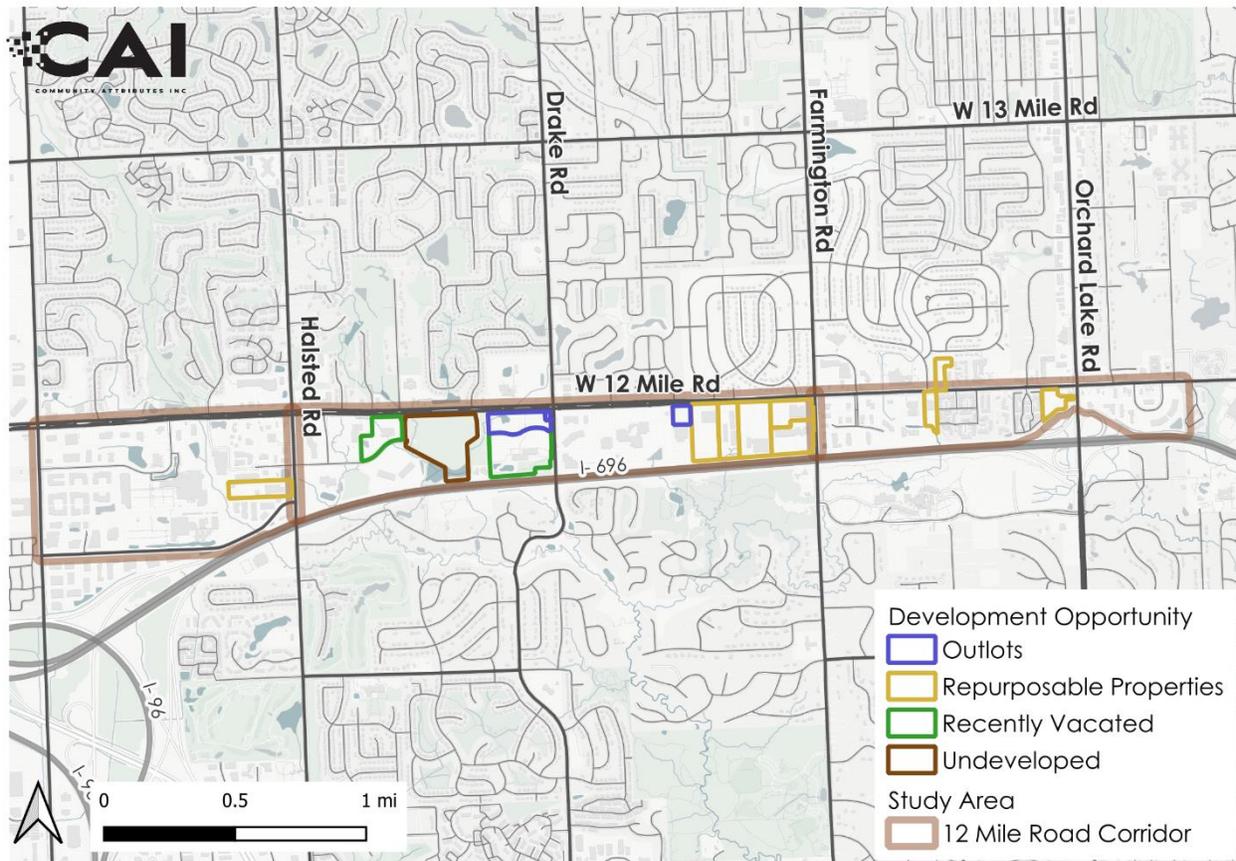
Both corridors have many quality buildings and tenants. Both also contain underutilized land and vacant or deteriorating buildings. Development opportunities include redevelopment of currently built properties, infill on greenfield sites, surface parking lots, and commercial out-lots, and the repurposing of existing buildings.

- **Infill opportunities.** Many properties, particularly along 12 Mile Road are large lots with significant amounts of undeveloped space on the property, including grassy areas and surface parking lots. Many of the surface parking lots are underutilized for parking. Some property owners and the City have identified out-lots on those properties as pads for retail development.
- **Redevelopable properties.** Parcels along both corridors, particularly along Orchard Lake Road, have older buildings that possibly could be demolished to make way for newer buildings that could better serve tenants and patrons.
- **Repurposable properties.** In some cases, some of the buildings may provide opportunities to change their use, converting office to housing, for example. These opportunities require buildings that have a long useful life remaining and may be suitable for significant redevelopment within the building to change the use. Not all buildings can be changed cost-effectively to meet code requirements for new uses and accommodate different activities within. Plumbing, electricity, elevators and other building systems often require major investments as part of conversion.

The inventory of evaluated properties is not an exhaustive list of all opportunities, rather it highlights properties that were identified in stakeholder engagement findings, consultant site visits, previous analyses, and by local officials. In addition to these development considerations, improvements to local programs and policies, such as the updated OS-4 amendments, should enable property owners to pursue redevelopment opportunities outside of direct partnership with Farmington Hills.

Future opportunities in the 12 Mile Road Corridor (**Exhibit A131**) include several repurposable properties, the expected vacancies of GreenPath Financial Wellness and Mercedes-Benz Financial Services (**Exhibit A132**) and a 31 acre undeveloped parcel in Focus Area B. Other repurposable properties considered include Farmington Hills Public Works in Focus Area A, a cluster of five office-serving parcels near Farmington Road and 12 Mile Road, the US Post Office branch, a vacant parcel on the north side of 12 Mile Road and the former Farmington Hills Comfort Care assisted living facility.

Exhibit A131. Development and Redevelopment Opportunities, 12 Mile Road Corridor



Source: City of Farmington Hills, 2025; CAI, 2025.

Exhibit A132. Mercedes-Benz Office, 12 Mile Road Corridor

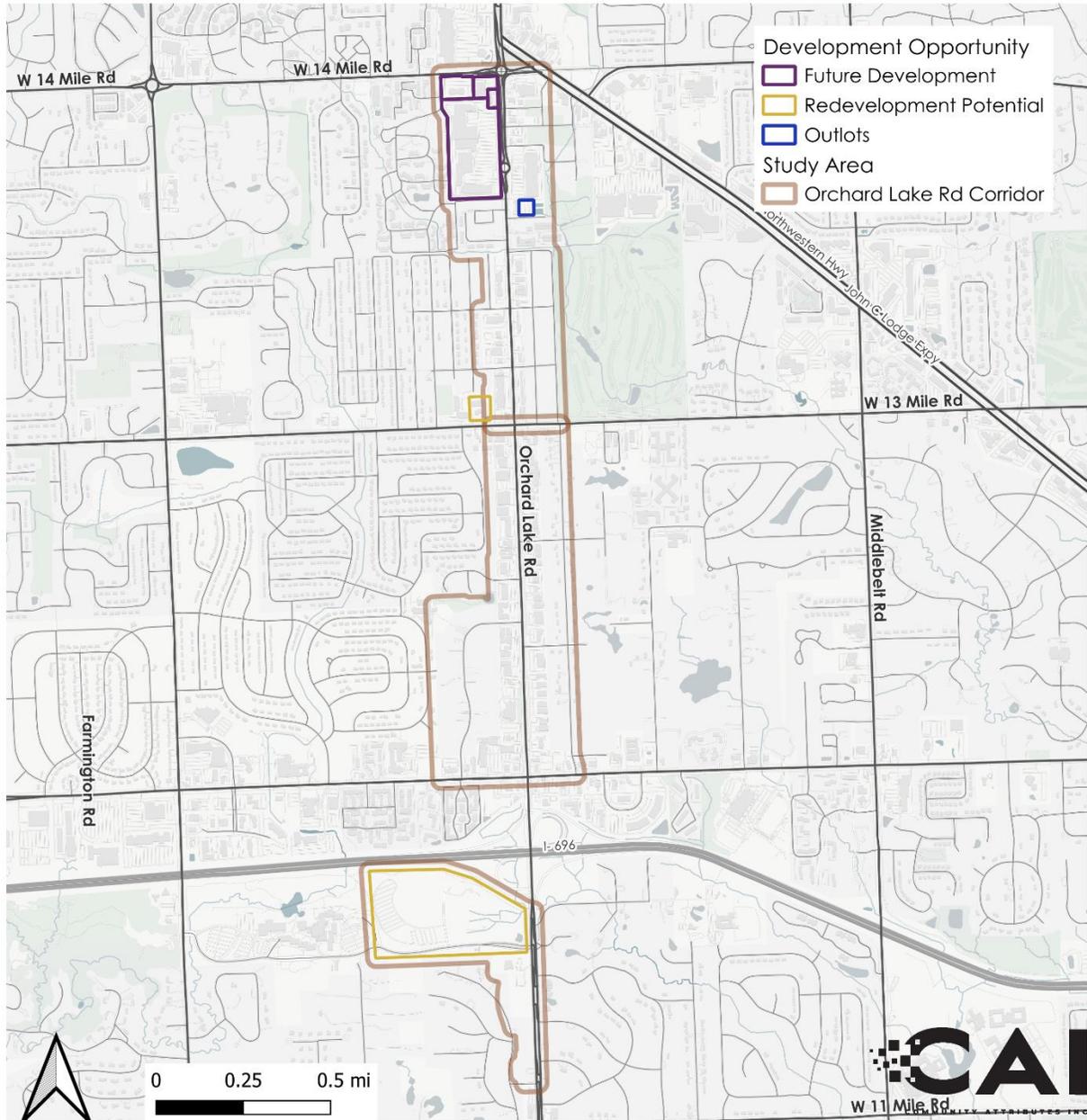


Source: Google Street View, 2024.

Future infill and redevelopment opportunities in the Orchard Lake Road Corridor (**Exhibit A133**) include the redevelopment of Hunter’s Square Shopping Center, located in the southwest quadrant of W 14 Mile Road and

Orchard Lake Road, an underutilized parking lot in the Orchard-14 Shopping Center, the Silverspoon Home Services property along 13 Mile Road, and an underutilized parcel on the Oakland Community College Campus.

Exhibit A133. Development and Redevelopment Opportunities, Orchard Lake Road Corridor



Source: City of Farmington Hills, 2025; CAI, 2025.

Repurposing strategies include expanding establishment types beyond office-based uses to include mixed-use, light-industrial and retail businesses. While most of the identified repurposable properties are located in commercial and

office-based zoning districts, an evaluation of other commercial land use demands in the corridors can guide redevelopment strategy and future zoning code amendments. Research & development and other light-industrial land uses were identified in previous analyses as growth opportunities for the corridor. Other considerations for commercial conversions include medical uses, education, and mixed-use structures.

Both the 12 Mile Road Corridor and Orchard Lake Road Corridor have low industrial and flex²³ vacancy rates with less than 0.5% industrial vacancy and a 6.5% flex vacancy in the second quarter of 2025. This may indicate additional demand for industrial space, and the need to identify repurposable buildings. Demand may be partially alleviated through the delivery of approximately 79,000 square feet of industrial space currently under construction.

Additional considerations not detailed include floor plate size, property owner appetite, and unidentified business demand in the Detroit metropolitan region. An overview of considerations for highlighted industrial uses is provided in **Exhibit A134** below.

²³ Flex facilities, as defined by CoStar, are buildings with a mix of office, industrial, lab or commercial uses. The majority of flex properties are located within 12 Mile Focus Area A.

Exhibit A134. Industrial Tenant Development Criteria

	Warehouse	Distribution Center	Research & Development	Light Manufacturing	Multi-Tenant Industrial
Description	Most common industrial building, with large variation in space and infrastructure needs, lower traffic than other industrial spaces.	Focus on order processing and inventory turnover, with receiving, storage and shipping functions. 'Last-mile' dc's have lower space and ceiling height needs.	Building requirements are often tenant-specific, with types including life sciences, medical and pharmaceutical development or technology.	Often utilized for electronics, consumer goods or textiles, these facilities have less square footage and machinery than advanced manufacturing spaces.	Flex or hybrid spaces that can house manufacturing, warehouse or showroom spaces. Large companies often use these spaces as spokes to larger sites in outlying areas.
Ceiling Heights	32 - 40 ft	28 - 36 ft	12 - 20 ft	14 - 24 ft	16 - 24 ft
Square Footage	200,000 - 1 mil sq ft	200,000 - 1 mil sq ft	varies by need	< 300,000 sq ft	20,000 sq ft / tenant
Other Need Considerations	Loading docks and automated systems	Proximity to transportation infrastructure, strategic location,	Water drainage, exhaust, custom pipes and heating and cooling	Electric and utility infrastructure, compatibility with adjacent uses	Strategic metropolitan location, flexibility for diverse mix of uses

Sources: Floorspace.CA, 2024; JLL, 2025; CAI, 2025.

City of Farmington Hills

12 Mile Road and Orchard Lake Road Corridor Study

January 28, 2026

Prepared by:



with:



Prepared for:





*Community Attributes Inc. tells data-rich stories about communities
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EXECUTIVE SUMMARY

This study presents a vision and strategic recommendations for the 12 Mile Road and Orchard Lake Road corridors in Farmington Hills, Michigan. The study identifies redevelopment opportunities, policy interventions, and potential investments that will catalyze private-sector growth and enhance community livability. The study integrates data analysis, field work, and stakeholder engagement to identify actions that will support the City’s vision for safe, active, productive and vibrant mixed-use corridors.

12 Mile and Orchard Lake Overview

Farmington Hills, a city of about 84,000 located 22 miles from downtown Detroit, is a diverse community with the opportunity and appetite to grow and enhance vitality. Both 12 Mile Road and Orchard Lake Road serve as economic hubs and critical transportation corridors within Farmington Hills, connecting neighborhoods and employment centers to the broader region. There are more than 1,000 acres of land within the study areas, with a diverse mix of commercial, industrial, residential, and institutional uses. The corridors sustain a strong employment base, anchored by finance, research, and professional services. They also face challenges, including aging infrastructure, persistent office vacancy, and a suburban form that limits the corridors’ competitiveness within the region.

Opportunities identified in this study include adaptive reuse of vacant office properties, mixed-use redevelopment at strategic nodes, activation of underutilized green spaces, and zoning reform to support higher residential density. Related recommendations position the City to leverage its employment base while improving quality of life for residents and workers.

Defined focus areas within each corridor provide structure to this analysis. Some recommendations are broadly applicable across each corridor, while others may be tailored to specific blocks within a focus area. In either case, the recommendations are aligned with the vision and goals articulated for 12 Mile and Orchard Lake Roads. The following section provides an overview of the vision, goals, and recommendations for each corridor; appendices provide detailed analysis and findings from stakeholder engagement that support the recommendations.

12 Mile Road Corridor Strategic Vision and Priorities

The vision for the 12 Mile Road corridor provides for a connected, mixed-use environment where office, residential, and commercial uses coexist to create vibrant, walkable destinations. The study identifies three focus areas along 12 Mile Road—A, B, and C—each with distinct market opportunities.

Focus Area A (Haggerty to Halsted Roads). Strategies for Focus Area A leverage the concentration of research and development firms such as Nissan and Bosch to create a hub for innovation. This will require new amenities that attract talent, including food services, recreation opportunities, and third spaces for collaboration. Infill and flexible office redevelopment opportunities exist here, requiring targeted efforts on specific sites.

Focus Area B (Halsted to Farmington Roads). The western half of Focus Area B suits Class A tenants that can fill vacancies, as well as ground-up development on available sites. A region-leading office cluster will attract high-quality tenants. The eastern half of Focus Area B calls for adaptive reuse of aging office stock into residential uses, and mixed-use infill of underutilized surface parking lots. This will require improved internal connectivity and streetscape character in new and emerging residential areas.

Focus Area C (Farmington to Orchard Lake Roads). Targeted improvements will make Focus Area C a more effective gateway to both the 12 Mile and Orchard Lake corridors. Improvements should focus on connectivity and accessibility. Wayfinding, signage, and branding elements will increase visibility of key community assets.

12 Mile Corridor Recommendations

High ranking recommendations include the following:

- Convene and collaborate with property owners for coordinated redevelopment of high-vacancy office parcels at 12 Mile and Farmington Road.
- Introduce incentives to support commercial-to-residential conversions and increased mixed-use density near major intersections or other assets.
- Implement a certified sites program to market development-ready properties.
- Invest in pedestrian and recreational infrastructure, including sitting areas, sidewalks, trails, and potentially an overpass to Woodland Hills Nature Park.
- Coordinate with property owners and developers to brand the 12 Mile corridor as a regional innovation and employment hub, including for Class A office and corporate headquarters.

Orchard Lake Road Corridor Strategic Vision and Priorities

The Orchard Lake Road corridor vision includes a vibrant commercial and cultural destination that balances convenience with connectivity and design excellence. It includes regional retail anchors, small businesses, critical

commercial services, and institutions such as Oakland Community College and the Zekelman Holocaust Center. As with the 12 Mile corridor, this study identifies three focus areas within the Orchard Lake corridor.

Focus Area A (13–14 Mile Roads). Hunter’s Square provides a redevelopment opportunity toward a mixed-use retail destination featuring national tenants, restaurants, and enhanced pedestrian amenities. Public realm improvements and flexible zoning will facilitate a development plan to refresh existing activity on-site.

Focus Area B (12–13 Mile Roads). This section of Orchard Lake Road calls for an international district celebrating Farmington Hills’ distinctive concentration of businesses that celebrate multicultural food and traditions. Strategies promote food-oriented programming, outdoor dining, and small business support. Pedestrian safety and access road improvements, and parking lot redesigns can create people-oriented spaces that align with demographic trends in the area.

Focus Area C (OCC Campus Area and south to 11 Mile Road). Oakland Community College provides an opportunity to collaborate on programming and explore public-private partnerships for redevelopment of underutilized campus land. New uses in this area should be in alignment with OCC’s continued operations in the community.

Orchard Lake Corridor Recommendations

Recommendations specific to Orchard Lake Road include the following:

- Support catalytic redevelopment projects, including Hunter’s Square and OCC site activation, in alignment with the city’s vision and shared interests with the college.
- Create a branded international district with cultural events, multilingual marketing, public realm improvements, and coordinated signage.
- Improve multimodal infrastructure through crosswalks, pedestrian bridges, and reprogrammed access roads.
- Update zoning to permit higher-density mixed-use development and structured parking.
- Develop gateway signage, lighting, and public art installations to enhance corridor identity.

Multi-Corridor Development Strategies

Strategies that apply to both corridors strengthen economic vitality, attract investment, and enhance livability. Recommendations include:

- Modernize regulations to enable mixed-use and higher-density development while aligning incentives with market demand.
- Prioritize capital improvements in lighting, pedestrian crossings, and water/sewer capacity (where needed) to unlock redevelopment potential.
- Collaborate with major employers, developers, and institutions to advance shared investment goals and identify potential public-private partnerships.
- Leverage local training programs, business improvement districts, and targeted marketing campaigns to retain and grow businesses and improve workforce development.
- Create cohesive corridor identities with a high quality of place through signage, landscaping, and public art that celebrate Farmington Hills' innovation and diversity.

The Future of the 12 Mile and Orchard Lake Corridors

The 12 Mile Road and Orchard Lake Road corridors represent cornerstone assets for the future of Farmington Hills. By aligning land use policy, infrastructure investment, and economic development strategies, the city can transform these corridors into connected, attractive destinations that support residents, employers, and visitors alike. The recommendations presented herein provide a roadmap for targeted redevelopment, improved mobility, and inclusive growth—positioning Farmington Hills for sustained economic and community success.

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Detailed Appendices presenting interim products that led to this report are presented under separate cover and include the following:

- Background and context for each corridor
- Contextual sources for reference
- Current conditions
- Real estate market trends
- Zoning assessment
- Successful models and comparable areas
- Retail study
- Opportunities assessment

INTRODUCTION

Background and Purpose

The 12 Mile Road and Orchard Lake Road corridors are two of Farmington Hills' most active commercial corridors. They intersect near the geographic center of the city and serve as activity hubs for the community. Automotive, information technology, financial headquarters, R&D centers, civic institutions, and corporate campuses occupy the 12 Mile corridor. Auto-oriented and big-box retail, residential, healthcare, and other services surround the intersection with Orchard Lake Road, and are found northward up Orchard Lake Road as well.

This report identifies key development considerations and recommendations for the 12 Mile Road and Orchard Lake Road corridors in Farmington Hills. The purpose is to identify redevelopment opportunities and explore policies, partnerships, programs, and public investments that could catalyze private-sector investment. This report summarizes prior work completed as part of the Corridors Study and presents strategies to build toward the vision for both corridors.

Process and Approach

This report integrates quantitative and qualitative analysis from previous reports to inform an understanding of the economic, trade area and development conditions in Farmington Hills. In-person field work and community and stakeholder engagement, including an online survey, also inform findings. Primary data sources include:

- CoStar
- Placer.ai
- ESRI Business Analyst (BA)
- Synergos Technologies Inc. (STI) Workplace
- U.S. Census Bureau American Community Survey (ACS)
- U.S. Bureau of Labor Statistics (BLS)
- CAI-administered Survey Data

Community and stakeholder engagement also informs this study's recommendations. Outreach for this project included a community survey, informal small business interviews and door-to-door conversations, stakeholder focus groups and individual interviews, and staff workshops.

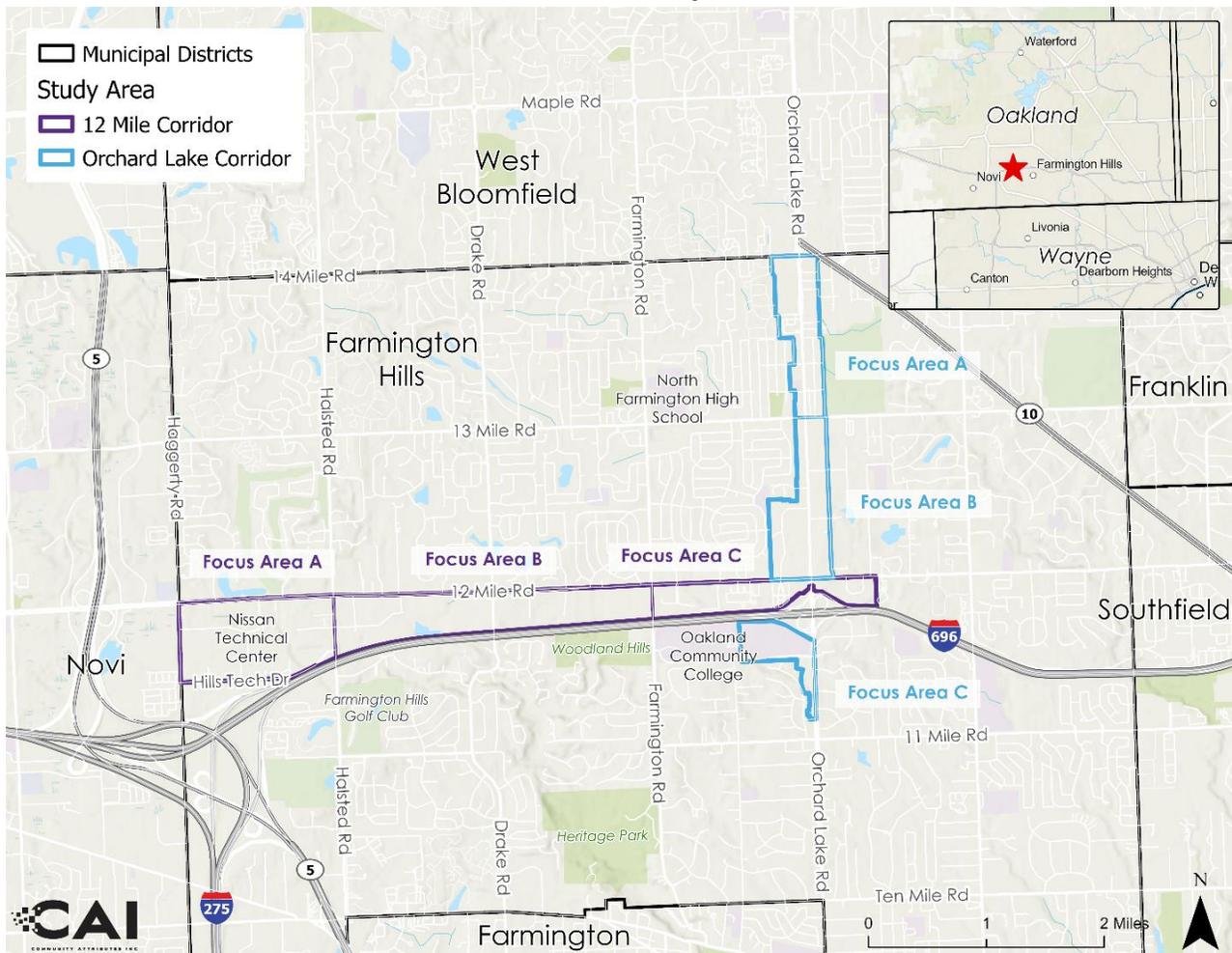
An Overview of the Study Areas

For the purposes of this study, the 12 Mile and Orchard Lake corridors are defined as follows:

- The 12 Mile corridor extends along W 12 Mile Road, from its intersection with Haggerty Road on the west to Orchard Lake Road on the east. The study area is limited to the south side of W 12 Mile Road and is bordered by I-696 (**Exhibit 1**).
- The Orchard Lake corridor runs along Orchard Lake Road, stretching from W 11 Mile Road in the south to W 14 Mile Road in the north, and crossing both W 12 Mile Road and I-696 (**Exhibit 1**).

The 12 Mile corridor spans five miles and 700 acres, while the Orchard Lake corridor covers three miles and 350 acres. Together, they are major economic hubs in a predominantly residential city, hosting a range of businesses, services, and cultural destinations.

Exhibit 1. Overview of Study Areas, 2025



Source: CAI, 2025.

How this Report is Organized

The remainder of this report is organized as follows:

- **The 12 Mile Corridor Study.** This section contains the vision and goals for the 12 Mile corridor, along with strategic recommendations.
- **The Orchard Lake Road Corridor Study.** This section contains the vision and goals for the Orchard Lake corridor, along with strategic recommendations.
- **Multi-Corridor Development Strategies.** This section summarizes strategic recommendations that are applicable to both corridors.
- **Detailed Appendices. (presented under separate cover)** including background and context for both corridors, contextual sources for reference, current conditions within the corridors, real estate market trends, supplemental restaurant recruitment targets, zoning analyses, case studies, a retail and restaurant study, and an opportunities assessment.

12 MILE ROAD CORRIDOR

The following provides a high-level summary of the community-supported vision, identified goals, and strategic recommendations for the 12 Mile corridor. Detailed background, context, and analysis for the 12 Mile corridor is presented in Appendix A.

12 Mile Vision and Goals

A Vision for the 12 Mile Corridor

The 12 Mile Road Corridor offers connected, mixed-use destinations where residential, commercial, and entertainment uses thrive alongside established offices. Through planned activity nodes, strategic infill and adaptive reuse, the corridor supports the City’s broader vision of livability and opportunity for all and offers a welcoming, walkable environment for residents and workers alike.

Goals for the 12 Mile Corridor

1. Encourage a balanced mix of uses

Promote a diverse blend of residential, office, commercial, and entertainment uses to create a dynamic, active corridor that serves both residents and workers throughout the day.

2. Improve connectivity and create walkable nodes within the corridor

Enhance pedestrian and bicycle infrastructure to improve connectivity between sites, reduce reliance on cars, and foster a safe, accessible, and enjoyable environment for all users.

3. Foster a sense of place and community identity

Strengthen the corridor’s identity through high-quality design, public realm improvements, and placemaking that encourages social interaction and a neighborhood feel.

4. Focus Area A: Advance a hub for research and innovation that can compete for top talent

Position this area as a center for R&D and innovation by encouraging flexible office space, branding opportunities, and talent-attracting amenities such as recreation, restaurants, and third places for collaboration and relaxation.

5. Focus Area B (West): Establish premier Class A tenants and corporate headquarters

Support selective redevelopment, through appropriate zoning and incentives, that emphasizes quality and design to attract and retain Class

A office tenants in a campus environment, reinforcing the area’s appeal as a competitive high-value employment center.

6. Focus Area B (East): Create an urban village with active ground floors, public spaces, and better utilization of existing parking and outlots

Transform this area into a walkable, mixed-use neighborhood with dense residential development, activated ground-floor retail, engaging public spaces, and recreational amenities that build community and connect to natural assets.

7. Focus Area C: Leverage available infrastructure and strengthen gateways to improve wayfinding, direct traffic, and support inclusive redevelopment

Enhance key intersections with placemaking and design improvements, support multifamily development and infill, and celebrate the area’s diversity as a “melting pot” through art, identity, and shared spaces.

Strategic Recommendations for the 12 Mile Corridor

Development and Redevelopment

Collaborate to create a mixed-use center at 12 Mile and Farmington Roads. The southwest corner of this intersection is comprised of five large parcels with office uses that are currently experiencing high rates of vacancy. These parcels are also characterized by very large surface parking lots that are similarly underutilized. Based on anecdotal evidence, more than one of these properties is interested in converting the on-site office building to residential use. This may indicate an opportunity for the other office uses to convert as well, and the accompanying surface parking lots are candidates for mixed-use infill development. This cluster provides an opportunity for an urban village concept. Such a concept would require extensive coordination between property owners, which the City could facilitate. A subarea plan or development agreement could help to ensure property owners are working to develop a cohesive place, rather than individual and disconnected development projects. Regional examples such as the Forum Flats development in Troy, MI offer an early blueprint to inform new suburban office-to-residential conversion and infill models.

Consistent with the recommendation above, consider, analyze, and provide incentives for commercial-to-residential conversion in appropriate areas. The 12 Mile corridor is characterized by concentrations of office uses that experience high rates of vacancy and are unlikely to be competitive in a post-COVID market without significant reinvestment. Mixed-use and multifamily residential may be better aligned with market interest. However, there are some economic uncertainties regarding office

conversion projects given that they are relatively untested in the area and have been found to be cost-intensive in other markets. Providing incentives for such projects could help bridge feasibility gaps and return these underutilized properties to economically productive projects.

Evaluate the feasibility of disposing of public properties for private development. While the corridors contain limited publicly owned land, there are parcels that are City-owned and house City facilities. To the extent that these properties could support private redevelopment, business growth and expansion, or other key aspects of the City’s vision, the City could consider working with the private sector as a land partner to improve the project feasibility. One potential opportunity may be to relocate City Services to a more suitable use area, though this would depend on thorough feasibility analysis.

Support selective redevelopment through appropriate zoning and policy revisions. This includes expanded zoning and development tools that allow a greater mix of residential, commercial, and office uses. A critical review of recent and future zoning amendments is necessary to understand development limitations and estimate anticipated buildout. Strategic targeting near commercial and institutional hubs can promote focused density and align private investment with the city’s pedestrian and design goals. (Consult Appendix F for Zoning assessments.)

Create a certified sites program that identifies clearly vacant and redevelopable parcels and that communicates the city’s development interests for those sites. Giving developers and prospective investors clear information about readily available sites can make local development opportunities accessible to a broader audience. A certified sites program communicates to stakeholders, especially those without a direct understanding of the Detroit metro market, a transparent view of the location they are evaluating and the potential opportunity that meets their interest.

Identify, inventory, market, and expand (where feasible) incentives for development and redevelopment. Federal, state, and local incentives are either in effect or feasible for Farmington Hills to adopt and offer. The City needs to effectively communicate these incentives to would-be developers and tenants. A willingness to expand available local incentives would differentiate Farmington Hills from other Detroit metro locations.

Business Recruitment, Retention, and Expansion

Recruit a Class A headquarters for the undeveloped site between Comerica and JST. This 30-acre site, one of the largest greenfield development opportunities in the area, represents a unique opportunity

within the 12 Mile and Orchard Lake corridors. Because of its colocation with other Class A office buildings, including the building soon to be vacated by Mercedes Benz Financial Services, the building formerly occupied by GreenPath Financial Wellness, and the Comerica Great Lakes campus, this premium site should be reserved for a similar Class A tenant. Collaborative marketing with the property owner could include a branded, site-specific prospectus that staff circulate to prospective investors. This creates a development opportunity that is consistent with the City's vision for the site and the corridor. Supplement built-to-suit business attraction efforts, by promoting adjacent premium Class A office vacancies that offer high-end, move-in ready real estate opportunities, including the building owned by Olympia Development (soon to be vacated by Mercedes Benz Financial Services), and the building formerly occupied by GreenPath Financial Wellness. Together, built-to-suit and move-in ready sites should be packaged and prioritized for coordinated city, regional and state site selection and business attraction efforts.

Create site and industry-specific marketing materials and development prospectuses for key sites and industry clusters.

Developing and documenting known site selection criteria for prospective retailers (which includes lot size, prototype specifications, preferred co-tenants, trade area size, traffic metrics, and land use) will enable Farmington Hills to proactively communicate with tenants and identify suitable properties for new developments.

Encourage remaining office spaces to invest in revitalizing improvements and desirable infrastructure using incentive tools such as business improvement districts, tax increment financing, and façade improvement programs. Farmington Hills can facilitate coordinated efforts between property owners.

Leverage existing businesses and employment strengths such as the concentration of FIRES (finance, insurance, real estate, and services) to attract complementary knowledge-sector businesses and innovation-focused industries. Partner with local educational institutions and employers to develop workforce pipelines.

Strengthen relationships with the Detroit Regional Partnership (DRP), Oakland County, Michigan Economic Development Corporation (MEDC), and active site selectors working in the Detroit metro region to facilitate communication of Farmington Hills development opportunities. Ensure that staff can prioritize regional events, regular engagement opportunities, communication protocols, and other best practices to establish Farmington Hills as a primary development opportunity.

Create an internal process to track commercial mortgage maturities and tenant outcomes after mortgage maturation, and ensure that proactive communications around business retention are occurring on appropriate timelines.

Amenity Development

Work to create trails, benches, picnic tables, and other similar amenities along natural features and in open spaces, connecting them where practicable. The natural and semi-natural (constructed, but landscaped) areas throughout the corridors are important amenities that make the corridors more competitive for investment interest. Constructing walking paths, trails, spaces to pause, and trail linkages across major arterials create more attractive environments for employees, residents, and visitors. Public investments in quality of work/life amenities are well received by most developers, who see the investments as a sign of commitment to the success of the area.

One example of how City officials and property owners can improve recreational spaces is by leveraging ponds and waterways along the 12 Mile Road corridor in Focus Areas A and B. **Exhibit 2** depicts the central pond in Focus Area A that has been identified as an area for potential green space activation and placemaking. The space represents an existing, centrally located asset that could provide greater value to local office workers with minimal investment. Suggested amenities include picnic tables, benches, or a trail around the perimeter.

There are other opportunities to use walking paths and trails to connect such ponds and waterways and fulfill their recreational potential. One potential route to connect green spaces is shown in **Exhibit 3**.

Exhibit 2. Green Space Focus Area A - Pond, 12 Mile Road Corridor



Source: Google Street View, 2024.

Note: In this example, sitting areas or stormwater infrastructure could serve as attractive amenities to workers with investments in paths or sitting areas.

Support workforce-serving amenities and services along both corridors through both policy-directed strategies, such as allowing retail and restaurants in office-oriented areas. Infrastructure improvements include recreational amenities, first- and last-mile connections, and better connections to retail hubs that are outside the 12 Mile study area.

Infrastructure and Regulation

Explore the feasibility of a pedestrian overpass. While at-grade pedestrian crossings are generally preferred, traffic volumes and road control are both challenges within the corridor. In certain locations of concentrated business activity or residential density, and when activity is split by a major roadway, a pedestrian overpass can improve connectivity. One example of improved connectivity to recreational assets would be a pedestrian crossing over I-696 to access Woodland Hills Nature Park. This could be ideal if the offices at the southwest corner of 12 Mile and Farmington Road pursue residential conversion and parking lot infill – potentially adding hundreds of housing units. Currently there are few natural amenities that would make new housing units appealing to potential tenants, but on-site improvements and a direct connection to Woodland Hills would be attractive to many. Conversely, should occupancy return to the office space, the connection to the Nature Park provides an employee amenity.

Explore overlay zones, incentive zoning, and other tools that could add significant residential density in appropriate areas. These are regulatory tools that would require additional study, but they offer a way to provide targeted density and an opportunity to funnel market interest. Regulatory clarity and an innovative, future-forward mentality will be critical to recruit investment in higher intensities of development than have occurred in Farmington Hills previously.

Consider designating pedestrian-priority areas to structure specific development requirements in the development code. While vehicular access will remain a critical priority for area businesses, the vision for these corridors establishes that there will be nodes that are more walkable. Within these nodes, the City should consider designating pedestrian priority areas, such that development regulations can be tailored to the nodes. Candidates include existing concentrations of multi-family housing, such as Focus Area C along 12 Mile Road, and near high traffic institutions, such as Farmington Community Library and STEAM Academy. As well as areas along Orchard Lake Road where the median access drive divides pedestrian connectivity.

Establish standards for connected/aligned mid-block or through-block connections in areas with large blocks and the potential for increased residential density. Due to large parcel sizes in the 12 Mile Road corridor, internal connectivity will be an important consideration. Mid-block connections can be planned for and prescribed so that private property owners provide for such connections when they develop their property.

Plan for and provide targeted water/sewer capacity upgrades where increased residential density is anticipated. Staff across City departments need to maintain communication and coordination to ensure that new developments, especially at higher intensities than previously envisaged, have sufficient water/sewer capacity. Within the 12 Mile corridor, there are properties considering office-to-residential conversions, as well as opportunities to build more density, diversity, and connectivity than has been constructed in the area before. Capitalizing on these opportunities may require advanced planning for upgraded water/sewer infrastructure.

Restructure development regulations to encourage or require that parking be located behind buildings in pedestrian-priority areas. With designation of pedestrian priority areas, regulations can change in ways that encourage more engaging, street-facing development that improves business access.

Ensure consistent lighting through the 12 Mile and Orchard Lake Road corridors. The presence of streetlights is inconsistent throughout the corridors, making the corridors difficult to navigate for vehicles and pedestrians alike. This is especially problematic during fall and winter

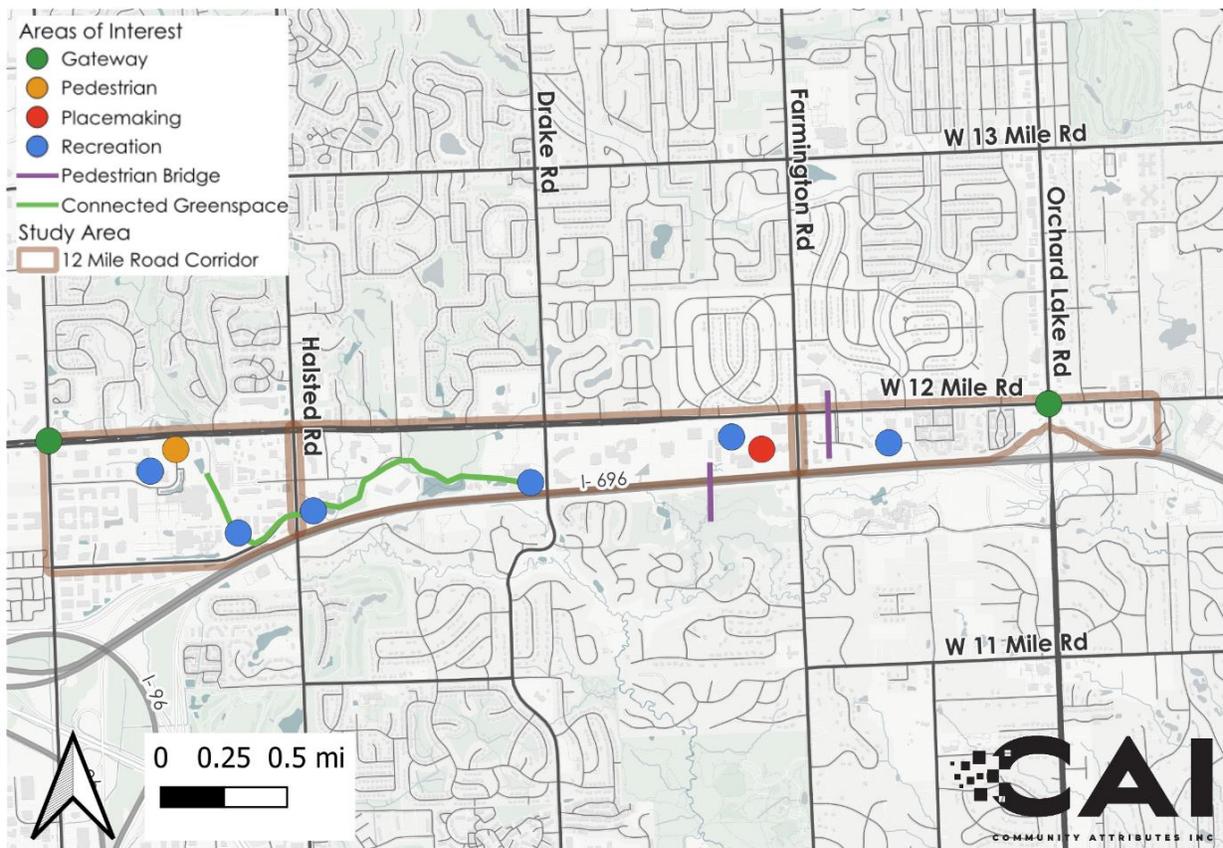
months, when daylight is shorter. It limits visibility for businesses during working hours and the implementation of consistent standards for lighting could increase business competitiveness and pedestrian safety.

Evaluate density limits to ensure consistency with market demand.

Recent text amendments to the zoning code have allowed for multifamily and mixed-use development in commercial areas. Additional research into market demand for higher intensities of development should inform density limits, height limits, and any other regulations that govern the intensity of development, such that regulations can be tailored to allow for the product types that will benefit most from market interest.

Public infrastructure investments can improve corridor appeal, advance community goals, and unlock private development potential. The geographic locations of proposed improvements are displayed in **Exhibit 3** below. These improvements include gateway signage and improvements for each corridor, infill recreation opportunities, placemaking and pedestrian infrastructure, such as crosswalks and pedestrian bridges.

Exhibit 3. Infrastructure Improvement Areas, 12 Mile Road Corridor



Sources: City of Farmington Hills, 2025; CAI, 2025.

Programs and Placemaking

Activate the vacant land next to the Players Barn. The parcel immediately to the west of the Farmington Players Barn is available for purchase. While prior plans had been for commercial office uses, the immediate proximity of institutional uses, such as the barn itself and the library, along with the potential for redevelopment of other nearby parcels, could create an opportunity for the City to acquire, rezone, and program this land. Interim, low-cost uses such as a food truck court with a covered pavilion could complement the existing product mix, and longer-term opportunities to create an event space could cement this area as a node for resident enjoyment. Parking and pedestrian connectivity are key considerations for site design if the City decides to pursue acquisition.

Brand the Class A corporate campus environment to highlight high-quality amenities, connectivity, and potential for mixed-use integration. By positioning these spaces as vibrant campuses rather than traditional office parks, the city can attract employers seeking collaborative, talent-focused workplaces that compete with urban innovation hubs. Oftentimes such campuses serve larger roles in the community for event spaces and outdoor gatherings. This approach strengthens the value of existing office-based assets and acts as a complementary investment to future public realm improvements.

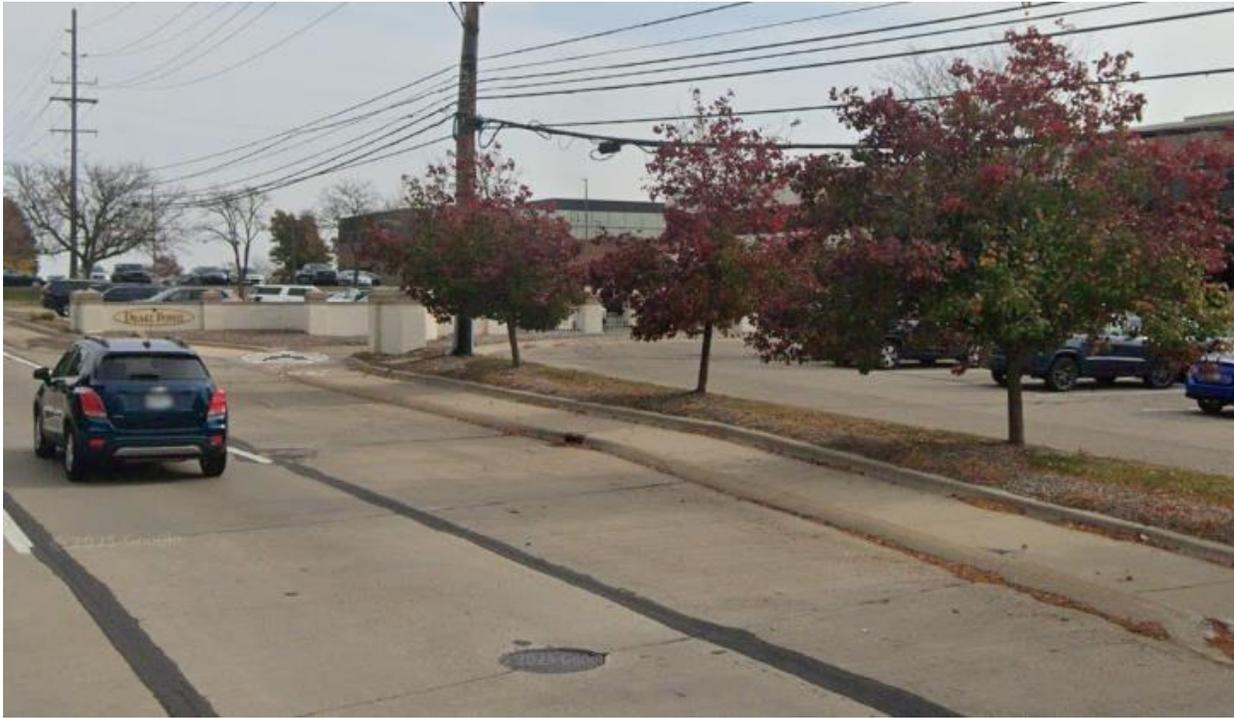
Improve curb consistency and ensure design improves pedestrian safety. Throughout both corridors, curbs lack consistency and pedestrian focus. The example in **Exhibit 4** below provides a buffer between the sidewalk and the road, but the excess space creates a larger distance for pedestrians to cross at intersections and crosswalks. However, sidewalks without any separation from the road, such as in **Exhibit 5** offer little protection for pedestrians and do not contribute to any meaningful curb appeal or traffic calming efforts.

Exhibit 4. 12 Mile Road Corridor Curb Conditions, Focus Area B



Source: Google Street View, 2024. Accessed August 2025.

Exhibit 5. 12 Mile Road Curb Example, Focus Area B



Source: Google Street View, 2024; Accessed August 2025.

Multi-corridor Recommendations for the 12 Mile Corridor

This Plan advances several recommendations that apply to both the 12 Mile and Orchard Lake corridors. These recommendations begin in the section titled “Multi-Corridor Development Strategies” and begin on page 40.

ORCHARD LAKE ROAD CORRIDOR

The following provides a high-level summary of the community-supported vision, identified goals, and strategic recommendations for the Orchard Lake corridor. Detailed background, context, and analysis for the Orchard Lake corridor is presented in Appendix B.

Orchard Lake Vision and Goals

A Vision for the Orchard Lake Corridor

The Orchard Lake Road Corridor will be a vibrant commercial and cultural destination that balances convenience with connectivity and design excellence. It includes regional retail anchors, small businesses, critical commercial services, and institutions such as Oakland Community College and the Zekelman Holocaust Center.

Goals for the Orchard Lake Corridor

1. Attract new uses and encourage reinvestment

Promote adaptive reuse and reinvestment by recruiting new tenants—such as retailers, entertainment venues, and quick-service and sit-down restaurants—that enhance corridor activity and appeal.

2. Improve walkability and multimodal access

Enhance pedestrian and bicycle infrastructure to ensure the corridor is safe, connected, and comfortable for all modes of travel.

3. Enhance gateway areas while reclaiming green space

Strengthen the corridor’s visual identity through cohesive signage, landscaping, and placemaking improvements—especially at key entrances—to create a more welcoming and memorable experience.

4. Promote the corridor’s small businesses and entrepreneurs

Use placemaking, infrastructure, façade improvements, signage, and improved lighting to support the visibility, resilience, and growth of local businesses and entrepreneurs as key drivers of corridor vibrancy and economic opportunity.

5. Focus Area A: Reinforce the gateway with high-energy, experiential uses

Reclaim the gateway of the corridor with open space amenities, destination entertainment, and vibrant restaurant and retail tenants. This area should set the tone for the corridor through placemaking, lifestyle uses, and high-quality design that welcomes all users.

6. Focus Area B: Cultivate a community hub—and district—rooted in food, culture, entrepreneurship, and small business

Transform this central portion of the corridor into a vibrant community destination with food-focused programming, local entrepreneurship support, and public realm enhancements. Events, parks, and public art can animate the space, while business assistance efforts improve visibility and growth.

7. Focus Area C: Introduce context-sensitive development

Leverage the presence of Oakland Community College and available land to introduce new development that adds to the corridor’s mix.

Strategic Recommendations for the Orchard Lake Corridor

Development and Redevelopment

Support the Hunter’s Square redevelopment. The City of Farmington Hills is considering a redevelopment proposal for Hunter’s Square, the shopping center at Orchard Lake Road and 14 Mile Road. The City should support this redevelopment while providing constructive feedback to ensure that the proposal reflects the City’s values and desired amenities.

The City could also incentivize recruitment of full-service restaurants at Hunter’s Square, helping secure more accessible, affordable liquor licenses by establishing a “redevelopment Project Area.” This unlocks options for prospective restaurateurs to apply for “Redevelopment Area (RDA)” Class C liquor licenses at the cost of \$20,000. City assistance with due diligence and Council resolutions to establish the Redevelopment Area should coincide with close coordination between brokers, developers and prospective tenants to support full-service restaurant recruitment. For limited-service restaurants, City staff should advocate for QSR tenants that are relative newcomers to Southeast Michigan but expanding nationally. QSRs such as Raising Cane’s, Slim Chickens, or Portillo’s show very high relative fit scores, and can attract between 40,000 – 50,000 visits monthly, creating strong synergy with anchor tenants. To the extent possible, the City should provide directives to include public realm improvements and infrastructure to maximize the economic value of the shopping center.

Work to support and enable catalytic or visionary uses for underutilized portions of the Oakland Community College (OCC) campus. The eastern half of the OCC campus in Farmington Hills is underutilized. The City has received proposals for redevelopment using a public-private partnership model. The City should evaluate these proposals and work to support any that meet the City’s vision for the Orchard Lake corridor, and that otherwise drive visitation and economic growth. Such

support could include coordination between the private entity and OCC, as well as flexibility in zoning modifications.

Support selective redevelopment through appropriate zoning and policy revisions. This includes expanded zoning and development tools that allow a greater mix of residential, commercial, and office uses. A critical review of recent and future zoning amendments is necessary to understand development limitations and estimate anticipated buildout. Strategic targeting near commercial and institutional hubs can promote focused density and align private investment with the City’s pedestrian and design goals. (For a Zoning Assessment, please consult Appendix F.)

Create a certified sites program that identifies clearly vacant and redevelopable parcels and that communicates the city’s development interests for those sites. Giving developers and prospective investors clear information about readily available sites can make local development opportunities accessible to a broader audience. A certified sites program communicates to stakeholders, especially those without a direct understanding of the Detroit metro market, a transparent view of the location they are evaluating and the potential opportunity that meets their interest.

Identify, inventory, market, and expand (where feasible) incentives for development and redevelopment. Federal, state, and local incentives are either in effect or feasible for Farmington Hills to adopt and offer. The City needs to effectively communicate these incentives to would-be developers and tenants. A willingness to expand available local incentives would differentiate Farmington Hills from other Detroit metro locations.

Business Recruitment, Retention, and Expansion

Attend, engage, and follow up after retail conferences and other events while seeking out specific retailers looking to expand. The City has an opportunity to build on recent leads for retail recruitment. High-ranking recruitment targets include Shake Shack, Puttshack, Escape Room, Punchbowl Social, Postino, and Yardhouse. Where possible, identifying sites appropriate for specific retailers and food and beverage establishments would allow the City to develop materials that align with the corporate interests of these targeted businesses.

Create site and industry-specific marketing materials and development prospectuses for key sites and industry clusters. Developing and documenting known site selection criteria for prospective retailers (which includes lot size, prototype specifications, preferred co-tenants, trade area size, traffic metrics, and land use) will enable

Farmington Hills to proactively communicate with tenants and identify suitable properties for new developments.

Strengthen relationships with the Detroit Regional Partnership (DRP), Oakland County, Michigan Economic Development Corporation (MEDC), and active site selectors working in the Detroit metro region to publicize Farmington Hills development opportunities. Ensure that staff can prioritize regional events, regular engagement opportunities, communication protocols, and other best practices to establish Farmington Hills as a primary development opportunity.

Create an internal process to track commercial mortgage maturities, tenant outcomes after mortgage maturation, and ensure proactive communications around business retention on appropriate timelines.

Amenity Development

Support workforce-serving amenities and services along both corridors through both policy-directed strategies, such as allowing retail and restaurants in office-oriented areas. Infrastructure improvements include improvements in recreation and implementing first- and last-mile commute solutions.

Infrastructure and Regulation

Add dedicated turn (deceleration) lanes to appropriate sections of Orchard Lake Road. While this would be a large investment and would require coordination with the Oakland County Road Commission, it would streamline business access, reduce the reliance on the marginal access roads in this corridor, and potentially make land available for new development on or near the street. This would be particularly impactful between 12 Mile and 13 Mile.

Reduce, eliminate, or otherwise reprogram and improve management of marginal access roads along Orchard Lake Road The design of the marginal access roads along Orchard Lake hampers pedestrian and vehicular business access and safety, and reduces business visibility, but it may be impractical to eliminate these roads. If sections can be eliminated without adverse traffic impacts on Orchard Lake Road itself, it would open land for new development. If the full length of the marginal access roads is to be maintained, improved sidewalks (consistency and quality of paving, pathways to businesses) would create a better business environment.

Work with property owners to Reduce, eliminate, or otherwise reprogram and improve management of marginal access roads along Orchard Lake Road by reconfiguring surface parking lots in corridor-serving shopping centers. Shopping centers throughout both

corridors, such as Orchard 12 Plaza, present challenges both for pedestrian access and pedestrian navigation. Low-cost solutions like improved painting, striping, and wayfinding signage would help clarify drive lanes, improve business access, and make it easier for people on foot to navigate from their parked cars to the front doors of local businesses.

Add crosswalks, signalized mid-block crossings, and other pedestrian infrastructure in appropriate locations. Connectivity across 12 Mile and Orchard Lake roads is currently a challenge. Where higher intensities of activity or redevelopment are expected, consider sidewalk improvements, signalized crossings, and other interventions that shorten the block length (and walking distance to amenities) for pedestrians. Signalized crossings can be “on demand” to limit disruption to vehicular traffic flows.

Explore overlay zones, incentive zoning, and other tools that could add significant residential density in appropriate areas. These regulatory tools would require additional study, but they offer a way to provide targeted density and funnel market interest. Regulatory clarity and an innovative, future-forward mentality will be critical to recruit investment in greater development intensity in Farmington Hills than in the past.

Establish standards for connected/aligned mid-block or through-block connections in areas with large blocks and the potential for increased residential density. Due to large parcel sizes in the Orchard Lake Road corridor, internal connectivity will be an important consideration.

Plan for and provide targeted water/sewer capacity upgrades where increased residential density is anticipated. Staff across City departments need to maintain communication and coordination to ensure that new developments, especially at higher intensities than previously envisaged, have sufficient water/sewer capacity. Capitalizing on these opportunities may require advanced planning for upgraded water/sewer infrastructure.

Consider designating pedestrian-priority areas to structure specific development requirements in the development code. While vehicular access will remain a critical priority for area businesses, the vision for these corridors establishes nodes that are more walkable. Within these nodes, the City should consider designating pedestrian priority areas, such that development regulations can be tailored to the nodes. Candidates include existing concentrations of multifamily housing and the nascent international district.

Restructure development regulations to encourage or require that parking be located behind buildings in pedestrian-priority areas. With designation of pedestrian priority areas, regulations can change in

ways that encourage more engaging, street-facing development that improves business access.

Ensure consistent lighting through the Orchard Lake Road corridor.

The presence of streetlights is inconsistent throughout the corridors, making the corridors difficult to navigate for vehicles and pedestrians alike. This is especially problematic during fall and winter months, when daylight is shorter. It limits visibility for businesses during working hours and the implementation of consistent standards for lighting could increase business competitiveness as well as pedestrian safety. Consider temporary or seasonal lighting on trees and landscaping to help identify certain retail business districts as evening destinations for dining and commerce.

Evaluate density limits to ensure consistency with market demand.

Recent text amendments to the zoning code have allowed for multifamily and mixed-use development in commercial areas. Additional research into market demand for higher intensities of development should inform density limits, height limits, and any other regulations that govern the density, diversity, and connectivity of development, such that regulations can be tailored to allow for the product types that benefit from market interest.

Public infrastructure investments can improve corridor appeal, advance community goals, and unlock private development potential. The geographic locations of proposed improvements are depicted in **Exhibit 6** below. These improvements include gateway signage and improvements for the corridor, infill recreation opportunities, placemaking and infrastructure, such as crosswalks and pedestrian bridges.

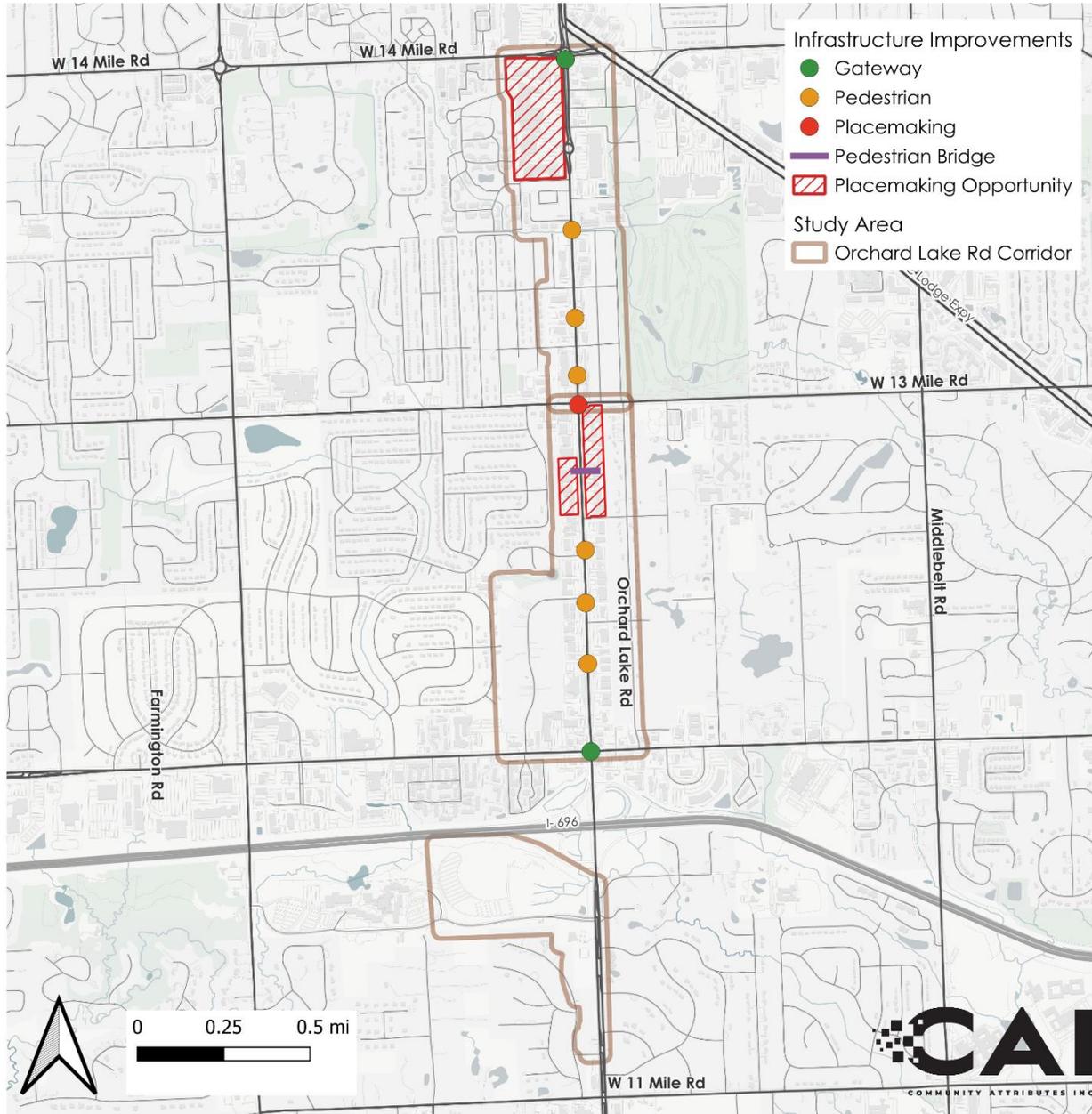
The upcoming development of Hunter’s Square provides an opportunity to ensure that the future shopping center includes pedestrian and placemaking elements to execute on the stated vision for Focus Area A in the Orchard Lake Corridor. This can draw from elements of the Waterside at Marina Del Rey case study, which incorporates outdoor seating, fountains, and enhanced walkway features to encourage. (Consult Appendix G for comparative case studies.)

Infrastructure opportunities in the future International District can draw from placemaking installations from the Eden Center case study, which used both formal redevelopment and organic placemaking to create a local landmark.

(Re)design parking lots for people in the Orchard Lake Corridor to support a destination retail environment. Whether via PUD design enhancements for the major redevelopment at Hunter’s Square or temporary placemaking projects in under-utilized parking spaces in the International District, parking lots designed for people are better for business. Courtyards

and patios support post-shopping dining rather than takeout, increasing revenue for restaurants and their staff. Attractive signage, landscaping, lighting, public art, and dedicated pedestrian pathways help customers travel between neighboring businesses. This helps create destinations that capture more consumer time and spending onsite.

Exhibit 6. Infrastructure Improvement Areas, Orchard Lake Road Corridor



Sources: City of Farmington Hills, 2025; CAI, 2025.

Programs and Placemaking

Work with property and business owners to create a name, identity, and brand for the International District on Orchard Lake Road, between Burbank Street and 13 Mile Road. Successful models include Eden Center in Falls Church, Virginia, which initially developed as a cultural center organically due to the strong concentration of ethnic businesses, but now actively collaborates with the City of Falls Church as a designated cultural district. (Consult Appendix G for comparative case studies.) Collaborative efforts should focus on branding both the physical and virtual environment to drive awareness and traffic.

Create, fund, and otherwise support cultural events aligned with the cultures represented in the International District. City-led activation in combination with business community events can help to create a frequent programming schedule for the district and increase awareness of the district's cultural offerings. For example, launch an international market and event series. Host an international market with vendor stalls and food trucks set up in the underutilized parking lots and marginal access streets between Burbank and 13 Mile on both sides of Orchard Lake. Work with existing businesses and local cultural organizations to launch a public call for vendors. Consider issuing small grants for pop-up tents, equipment, and signage to help reduce the barrier to entry for vendors and incubate new full-time businesses. Use the opportunity to build trust and awareness, with robust marketing in different languages and outreach with key cultural champions in the community. Use the platform of the international market to conduct additional programming around major cultural events that celebrate Farmington Hill's diverse resident base, such as Diwali, Eid al-Fitr, and Chinese New Year. Successful regional models such as the Thai Sunday Market in Warren, Michigan offer a road map for organic, community driven cultural and food-centric programming.

Host a City-sponsored foodie influencer tour and campaign to provide affordable marketing and bolster the region's awareness of the unique collection of international restaurants, grocers, butchers, and bakers along Orchard Lake. Cross-promote on City and influencer social networks and leverage public profiles of City mayor and Council members to celebrate the businesses and entrepreneurs that call Farmington Hills home. Leverage City marketing resources to tell the story of individual business owners and spotlight how Farmington Hills has become a destination for immigrant entrepreneurs.

Collaborate with property and business owners to build, install, or otherwise establish cultural installations, such as flags, plaques, and public art installations that reflect the cultural diversity of the district. While individual business owners need to lead small business

operations, the City can convene these business owners to spearhead a branding process and can provide marketing and materials to communicate and reinforce this brand identity. Ethnic businesses located in this area include, at a minimum, Indian, Pakistani, Chinese, Georgian, Syrian, Lebanese, and others.

Collaborate with property and business owners to retake, landscape, and program specific surface parking spaces for outdoor dining, parklets, and other visible parking spaces that serve the businesses of the International District. Both corridors have ample parking capacity to accommodate patrons. Shared parking agreements can help to smooth parking demand on individual lots, and the opportunity to retake parking spaces for public space could give retail and restaurant patrons the opportunity to share meals from different restaurants, host informal events, and enjoy quality food in attractive settings. The City could work with business and property owners to identify appropriate lots and spaces for community use, both temporary and permanent.

Incubate new business ventures by supporting accessible retail opportunities combined with technical assistance. In concert with the launch of an international market and event programming, create technical assistance resources to help incubate and grow emerging businesses into full-time tenants. For example, the City can connect food entrepreneurs to local churches or places of worship that have under-utilized, fully licensed commercial kitchen space, or encourage entrepreneurs focused on baked goods, to take advantage of Michigan's cottage food laws. Official resource lists and meet ups could introduce entrepreneurs to technical assistance providers. Entrepreneurs looking for help with packaging could be connected to the Michigan State University Product Center. Entrepreneurs looking for help with business planning could be connected to Centric Place training in Farmington Hills. Identify gaps in technical services and consider launching City-sponsored programming.

Build relationships with local brokers through dedicated programming and networking. Schedule quarterly broker networking sessions to share local economic development efforts, tenant leads, and market data. Help brokers hone their sales pitch on why Farmington Hills is a great place to do business. Be proactive in curating the retail and office mix by connecting the right business leads with the right locations and the right broker. Help provide marketing resources that set Farmington Hills apart, such as photo and video assets, market data, and site selection stories behind successful new office and retail tenants. Listen carefully for intel on tenant closures or relocations and prioritize business retention efforts accordingly.

Design and install appropriate gateway signage that identifies Farmington Hills and its assets in proximity to major intersections.

Farmington Hills benefits from major gateways and high traffic counts because of the alignment of major regional roads. The intersection of Orchard Lake and 12 Mile Roads would enhance consumer experience and potentially convert higher sales with improved legibility and wayfinding. Similarly, the northern portion of the Orchard Lake corridor could improve visitation and spending with better signage. Farmington Hills should be recognized for its valuable tenants and should offer an accessible shopping experience to match or exceed its neighbors.

Considerations for design include textures and materials present within the corridors, art and design elements relevant to Farmington Hills or the Metro Detroit region and cohesion with existing corridor design elements. **Exhibit 7** demonstrates an example of gateway signage in nearby West Bloomfield Township.

Exhibit 7. Gateway Installation, West Bloomfield, 2025



Source: Google Street View, 2025; Accessed August 2025.

Gateway improvements have been identified as central to improving the curb appeal of both the 12 Mile Road and Orchard Lake Road corridors. Reinvestment is already occurring at two key gateways in the study area, the first being the intersection of Orchard Lake Road and 12 Mile Road with both the BP and Marathon gas stations currently undergoing significant façade improvements. This provides an opportunity to improve the curb appeal at a key gateway for Farmington Hills.

The current intersection is depicted in **Exhibit 8** and **Exhibit 9** below. While there are adequate sidewalks and landscaped curbs, the curbs are not substantial enough to provide security for pedestrian travel, given the speed

limit and high volume of traffic at this intersection. Similarly, while there are trees and landscaping features along the perimeters of each property, larger features would improve the aesthetic appearance and improve the pedestrian experience. Planning officials should work with property owners to ensure that updated design elements and appropriate landscaping are incorporated in the BP and Marathon developments.

Exhibit 8. Intersection of Orchard Lake Road and 12 Mile Road Looking Northwest (Burger King)



Source: Google Street View, 2024; Accessed August 2025.

Exhibit 9. Intersection of Orchard Lake Road and 12 Mile Road Looking Southwest (Marathon, Renovations Pending)

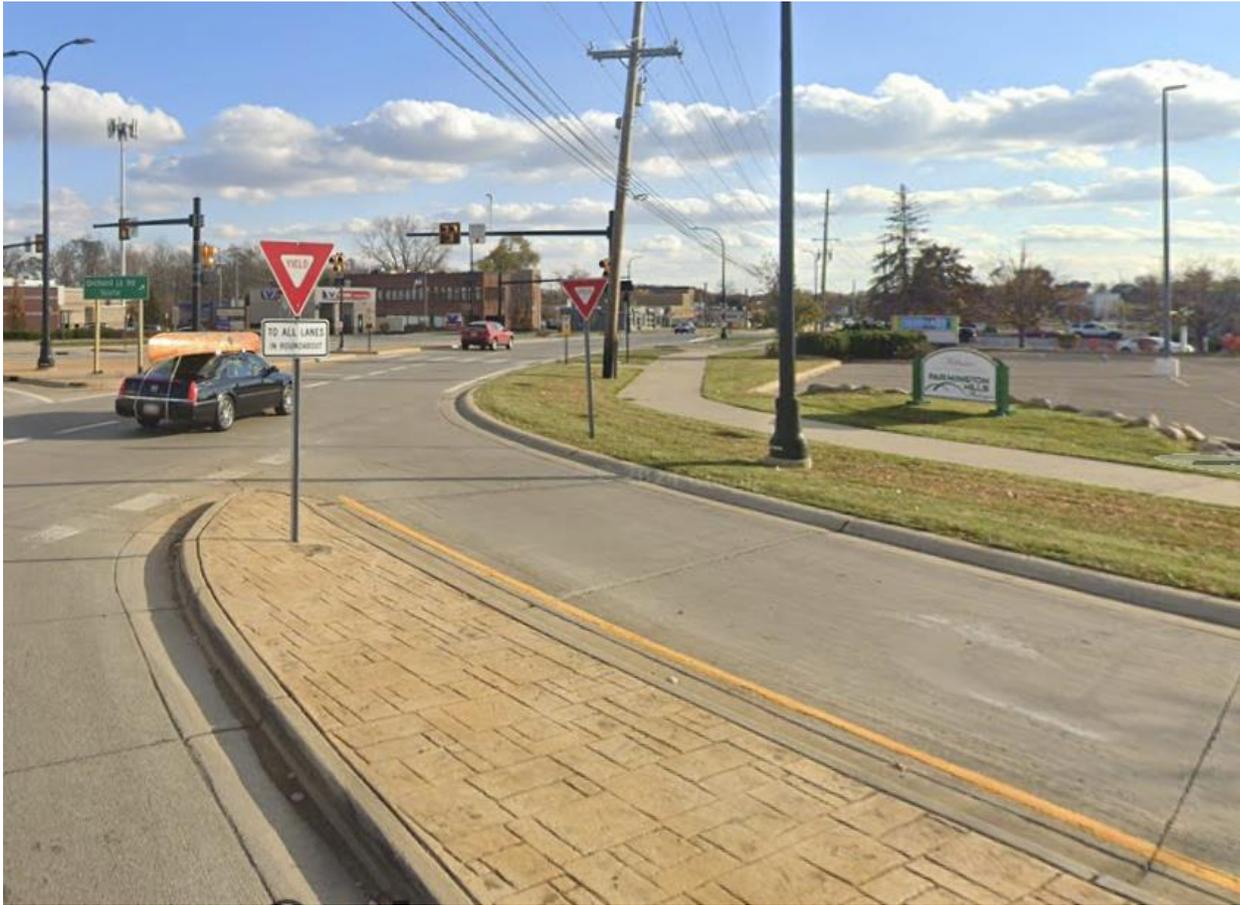


Source: Google Street View, 2024; Accessed August 2025.

The second gateway undergoing redevelopment is the northern gateway for the Orchard Lake Road Corridor, which is anticipating the arrival of a Meijer-anchored shopping center in Hunter's Square.

The existing gateway for the northern entrance of the Orchard Lake Road corridor is located at the southwest corner of Orchard Lake Road and 14 Mile Road (**Exhibits 10 and 11**). Due to its small size, the current sign here is easy to miss and does not serve as a marketable welcome to the corridor. This could be improved with larger landscaping features, public art, and a larger sign.

Exhibit 10. Orchard Lake Road and 14 Mile Road Looking South (Entrance to Farmington Hills from West Bloomfield Township, near Hunter's Square)



Source: Google Street View, 2024; Accessed August 2025.

Exhibit 11. Orchard Lake Road and 14 Mile Road Looking Southwest (Entrance to Farmington Hills from West Bloomfield Township, Hunter's Square Entrance Sign)



Source: Google Street View, 2024; Accessed August 2025.

Improve curb consistency and ensure design improves pedestrian safety. Throughout both corridors, curbs lack consistency and pedestrian focus. Sidewalks without any separation from the road offer little protection for pedestrians and do not contribute to any curb appeal or traffic calming efforts. **Exhibit 12** demonstrates a more reasonable curb size, but the sidewalk is lacking in pedestrian features such as trees for shade or meaningful entrances to businesses.

Exhibit 12. Orchard Lake Road Corridor Curb, Focus Area B



Source: *Community Attributes, 2025.*

Improve curb consistency and ensure design improves pedestrian safety. Creating visual interest is a primary concern for these corridors that are currently perceived as pass-throughs. Some unique visual elements that help to identify corridor businesses and establish a corridor identity could help to make a visit to these corridors more experientially resonant. City funding and support for public art could improve uptake and ensure that Farmington Hills is meeting its neighbors in experiential quality throughout these corridors.

Evaluate the establishment of Business Improvement Districts (BIDs) or similar opt-in structures. Specific parts of each corridor have unique identities, infrastructure, and placemaking needs. Business improvement areas (BIAs), BIDs, and similar structures are designed to meet these needs, but they require property owner buy-in. The City can help to make the case for business district boundaries through outreach to property owners, education of business owners, and technical assistance with the formal process to create such entities.

Multi-corridor Recommendations for the Orchard Lake Corridor

This Plan advances several recommendations that apply to both the 12 Mile and Orchard Lake corridors. These recommendations begin in the section titled “Multi-Corridor Development Strategies” and begin on page 40.

MULTI-CORRIDOR DEVELOPMENT STRATEGIES

The following development strategies pertain to both corridors and the entire area.

- **Enhance streetscape and pedestrian infrastructure along 12 Mile Road and Orchard Lake Road** to transform their function from a passthrough corridor into a welcoming, walkable destination that aligns with the City's livability goals.
- **Support adaptive reuse and infill development near commercial and institutional hubs** to leverage higher-value properties and reinforce mixed-use activity centers in line with the corridor visions.
- **Strengthen corridor identities through coordinated wayfinding, landscaping, and design standards** to tie together diverse land uses and promote a cohesive, modern corridor experience.
- **Leverage cultural and educational anchors like the Zekelman Holocaust Center and Oakland Community College** to activate the corridors with events, partnerships, and mixed-use site planning that attracts foot traffic and builds community.
- **Target catalytic redevelopment on large or aging sites near high-traffic segments** to maximize visibility, support flexible mixed-use configurations, and align private investment with the City's pedestrian and design goals.
- **Support workforce-serving amenities and services along both corridors**, such as transit access, food options, and affordable housing. This recognizes how most corridor employees live within a 5–25-mile radius and commute in from nearby cities like Southfield, Novi, Farmington, and Westland.
- **Explore first- and last-mile commute solutions for workers** such as shuttle partnerships, micromobility infrastructure, or employer-led transportation programs to reduce drive-alone commutes and increase access for workers who live outside the city.
- **Encourage mixed-use developments with attainable housing options** within walking or biking distance to major employment centers, particularly in the 12 Mile corridor, where only 4% of workers live within a mile of their job.
- **Expand corridor-serving services and retail offerings** that reflect the needs of a diverse commuting workforce, particularly given the higher share of SNAP-receiving households in trade areas compared to the city overall.
- **Leverage existing business and employment**, such as the concentration of FIRES (Finance, Insurance, Real Estate, and Services) employment in both corridors, to attract complementary

industries and small businesses that benefit from proximity to professional and service-sector hubs.

- **Partner with local institutions and employers to develop workforce pipelines** and training programs, targeting sectors with strong corridor presence and addressing regional equity gaps by connecting residents in nearby communities to local jobs.
- **Attract knowledge-sector businesses and innovation-focused industries**—such as tech startups, media firms, and logistics companies—by leveraging Farmington Hills’ upcoming citywide multi-gig broadband infrastructure.
- **Expand zoning and development tools** that allow a greater mix of residential, commercial, and office uses, catalyzing synergistic development and increasing corridor vitality throughout the day.
- **Incentivize and empower shopping centers and property owners** to maintain access roads and invest in property improvements.
- **Pursue branding, placemaking, and corridor-focused programming** efforts to boost local visibility, encourage repeat visitation, and support small businesses along both corridors.
- **Integrate recreational elements** and active mobility infrastructure—such as pocket parks, greenways, or fitness nodes—to serve nearby residents and office workers and enhance quality of life.

SUMMARY

This study was commissioned to develop a strategic vision for the ongoing development and redevelopment of the 12 Mile Road and Orchard Lake Road corridors, enhancing the vitality of Farmington Hills and the surrounding area. These corridors are critical economic hubs, connecting neighborhoods, businesses, and institutions within the city. The study identifies redevelopment opportunities, policy interventions, and investments to enhance community livability, attract private-sector growth, and create vibrant, mixed-use destinations.

Key Strategies:

1. **Streetscape and Infrastructure:** Transform both corridors into walkable destinations with enhanced pedestrian infrastructure, greenways, and recreational elements.
2. **Mixed-Use Development:** Modernize zoning regulations to enable higher-density residential, commercial, and office uses. Support adaptive reuse and infill development near commercial and institutional hubs.
3. **Economic Development:** Collaborate with major employers, developers, and institutions to attract knowledge-sector businesses, innovation-focused industries, and complementary small businesses.
4. **Placemaking and Branding:** Strengthen corridor identities through signage, landscaping, public art, and cultural programming. Create vibrant community hubs that celebrate Farmington Hills' diversity and innovation.
5. **Public-Private Partnerships:** Leverage cultural and educational anchors like Oakland Community College and the Zekelman Holocaust Center to activate the corridors with events and mixed-use site planning.
6. **Amenities and Services:** Expand workforce-serving amenities, such as transit access, food options, and affordable housing, to support the diverse commuting workforce.

The 12 Mile Road and Orchard Lake Road corridors are vital assets for Farmington Hills' future. By aligning land use policies, infrastructure investments, and economic development strategies, the city can transform these corridors into well-connected, attractive destinations that support residents, employers, and visitors. Targeted redevelopment, improved mobility, and inclusive growth plans foster sustained economic and community success.