

Agenda

Economic Development Corporation

Board of Directors

City of Kalamazoo



Thursday, May 16, 2024

7:45 AM

CPED Main Conference Room - 245 N. Rose Street, Suite 100

A. CALL TO ORDER/ROLL CALL

B. ADOPTION OF FORMAL AGENDA

C. APPROVAL OF MINUTES

1. Approval of the minutes from the meetings of the Economic Development Corporation held at the regular Board meeting on April 18, 2024. **(Action: Motion to Approve) - Voice Vote**

D. PUBLIC COMMENTS

E. DIRECTOR COMMENTS

F. NEW BUSINESS

1. Approval of a recommendation to the City Clerk to Approve the 2-year renewal of the Medical Provisioning & Adult Use Retail Permits for AEY Capital, LLC dba Gage Cannabis Company **(Action: Approval of a recommendation to the City Clerk to Approve the 2-year renewal of the Medical Provisioning & Adult Use Retail Permits for AEY Capital, LLC dba Gage Cannabis Company) - Roll Call Vote**

G. UNFINISHED BUSINESS

H. COMMUNICATIONS AND ANNOUNCEMENTS

I. STAFF REPORTS AND UPDATES

1. Economic Development Strategy Update Presentation - Camoin Associates (virtual)

J. ADJOURNMENT

**CITY OF KALAMAZOO
ECONOMIC DEVELOPMENT CORPORATION BOARD MEETING
Thursday, April 18, 2024
Community Planning and Economic Development
245 N. Rose Street, Kalamazoo, MI 49007**

MEMBERS PRESENT: Kevan Hess; Michael Gurnee; Jason Novotny; Kyle Gulau; Sharon Ferraro; Torean Greeley; Alonzo Wilson

MEMBERS ABSENT: Nathan Bolton; Lucas Middleton; Rachel Bair; Andrew Schipper

CITY STAFF PRESENT: Jamie McCarthy (Sustainable Development Coordinator); PJ Thuringer (Economic Development Supervisor); John Weiss (Attorney, Dickinson Wright); David Stegink (Consultant, Fishbeck); Jared Chambers (Business Specialist); Jerrid Burdue (Neighborhood Business & Special Projects Coordinator); Heidi Gartley (Brownfield Project Assistant)

Meeting was called to order at 7:48 AM by Chair Hess.

City Clerk, Scott Borling, performed the Swearing-In of Commissioner Alonzo Wilson to the EDC/BRA Board of Directors.

MOTION TO EXCUSE ABSENT MEMBERS: Director Gurnee moved to excuse absent members; seconded by Director Novotny. Motion approved by voice vote unanimously.

APPROVAL OF AGENDA: Director Greeley moved approval of the agenda as amended; seconded by Director Gulau. Motion approved by voice vote unanimously.

APPROVAL OF MINUTES: Director Gurnee moved approval of the minutes from the meeting of March 21, 2024; seconded by Director Gulau. Motion approved by voice vote unanimously.

PUBLIC COMMENTS

None.

DIRECTORS' COMMENTS

Director Gulau asked if during Item 2 of New Business the board would also be reviewing the quarterly update of the budget, aside from the amendment request. Mr. Thuringer shared he did not put it on the agenda. He said it was reviewed with the Executive Committee, and they had no concerns or questions, but he would be happy to include it in the report for next month if that was requested. Director Gulau said he would like to have it included for next month.

Chair Hess welcomed Commissioner Wilson to the board.

NEW BUSINESS

1. Approval of a recommendation to the City Clerk to Approve the 1-year renewal of the Adult Use Safety Compliance and Medical Safety Compliance for Laja Investments 2 LLC DBA Puer Lab.

Mr. Thuringer shared a presentation on the business, as found in the agenda packet.

Anne Hirsch and Laura Latulip, representatives of Laja Investments 2 LLC, were present for the business item.

**Director Ferraro moved approval of recommendation to the City Clerk to Approve the 1-year renewal of the Adult Use Safety Compliance and Medical Safety Compliance for Laja Investments 2 LLC DBA Puer Lab; seconded by Director Novotny.
A roll call vote was taken, and the motion passed unanimously.**

2. Approval of an Amendment to the Approved 2024 Economic Development Corporation Budget.

Mr. Thuringer shared details of the budget amendment items totaling \$863.00, as highlighted in the agenda packet.

**Director Gulau moved approval of an Amendment to the Approved 2024 Economic Development Corporation Budget; seconded by Director Gurnee.
A roll call vote was taken, and the motion passed unanimously.**

3. Approval of a One-Year Contract Renewal with Dickinson-Wright to provide legal services to the Economic Development Corporation.

Mr. Thuringer shared they have been very happy with their legal services over the last year. This is the second of two renewals that can be done in the contract. Per purchasing standards, Dickinson-Wright is permitted to increase fees. They did so by \$10 per hour. Mr. Thuringer said the board is getting an extremely low rate for their attorney services. He said they are appreciative of all the attorneys have done, including how they have helped staff and the board grow and expand and how they continue working to better the community and this board.

Chair Hess said the board has also been very pleased working with Dickinson-Wright's legal team.

Attorney Weiss said they really appreciate working with the board and staff. He noted this is the first renewal of the contract of two possible renewals.

**Director Novotny moved approval of a One-Year Contract Renewal with Dickinson-Wright to provide legal services to the Economic Development Corporation; seconded by Director Gulau.
A roll call vote was taken, and the motion passed unanimously.**

UNFINISHED BUSINESS

None.

COMMUNICATIONS AND ANNOUNCEMENTS

Mr. Thuringer shared staffing changes will be taking place. He introduced Jerrid Burdue as the department's Economic Development Specialist and explained Mr. Burdue will be staffing the EDC Board, most likely beginning in June. Mr. Thuringer shared he is sad because he likes working with the board. He welcomed Mr. Burdue.

Chair Hess thanked Mr. Thuringer for all his work and said it has been a pleasure.

STAFF REPORTS AND UPDATES

Mr. Burdue shared that Camoin Associates has shared a data report. Staff is reviewing this report and then it will be shared with the Board. The consultant has also been working on individual interviews with members in the community. With the interview content and the data, they will start forming themes. On May 8th, Camoin Associates will be in the city again and an open house will take place. The report and themes can be viewed at this open house and input can be provided. Staff expects Camoin to join virtually for the May board meeting. In June or July, Camoin is expected to come before the EDC board before bringing their recommendation to City Commission.

Mr. Thuringer asked what the hope is to achieve for the future of the board from the themes Camoin is working on.

Mr. Burdue described some examples of themes that may emerge and how not having pre-conceived ideas of what those themes might look like will be beneficial.

ADJOURNMENT: Meeting was adjourned at 8:05 AM by Chair Hess.

Signature

Printed Name/Chair

Heidi Gartley/Recording Clerk

INTER-OFFICE MEMO

To: The Economic Development Corporation Board of Directors

From: Paul Thuringer, Economic Development Supervisor
Jared Chambers, Business Specialist

Date: April 11, 2024

Re: Medical Provisioning & Adult Use Retail Permits Renewal for AEY Capital, LLC dba Gage Cannabis Company

The City Clerk's Office has requested that the Economic Development Corporation (EDC) Board of Directors evaluate the *Marihuana Facility Permit Renewal Application* submitted by: AEY Capital, LLC for its facility at 3528 Stadium Drive and that the EDC Board provide a recommendation regarding the renewal of this permit. The City Operating Permits, issued on June 1, 2023, is scheduled to expire on May 31, 2024, and must be renewed before its expiration for the facility to continue operating. The applicant has submitted the required renewal application and the annual permit fee. Below is the ordinance language that describes the specific role and responsibilities of the EDC in this process:

§ 20B-12

C. In determining whether to grant a renewal of a permit, the members of the City's Economic Development Corporation board will evaluate the permit holder's compliance with the statements it provided with its initial application and submission with its request for renewal of the following information:

1. The Staffing plan for the business which describes the actual number of employees, including the number and type of jobs that the facility has created, and the amount and type of compensation (including benefits) paid for such jobs;
Gage employs 9 people at their Adult Use Retailer and Provisioning Center on 3825 Stadium Drive. 8 full-time and 1 part-time.
 - 1 – General Manager; \$80,000 annually
 - 2 - Assistant Managers; \$52,500 each average annual salary
 - 1 - Inventory Manager; \$52,500 annually
 - 3 - Product Specialists; \$16.14 on average per hour
 - 2 - Inventory Specialists; \$17.00 on average per hour
 - Gage provides employer contributions to health insurance costs when employees elect to receive such costs in their insurance plan. (Employee benefits guide attached.)
2. An explanation, with supporting factual data, of the economic benefits to the City and the job creation for local residents achieved by the business, results of efforts for community outreach and worker training programs;
 - Employees aggregately generate approximately \$400,000 in annual wages.
 - Donated \$2,500 to Building Blocks of Kalamazoo.
 - Donated \$2,500 to Edison Neighborhood Association.
 - Donated \$2,500 to Habitat for Humanity Kalamazoo.

3. An explanation, with supporting factual data, of the efforts and success achieved by the social equity plan of the business to promote and encourage participation in the marihuana industry by local residents that have been disproportionately impacted by marihuana prohibition and enforcement, and the positive impact of the social equity plan on local residents;
 - Began participating in Mission Green's Weldon Project which allows customers to donate to support Mission Green's efforts which is dedicated to funding social change, financial aid, and a re-entry program for those who are still serving prison time for cannabis-related offenses.
4. A statement that the business is not in default to the City for any property tax, special assessment, utility charges, fines, fees, or other financial obligation owed to the City;
 - This business is in good standing with the City.
5. A statement that the hiring and public accommodation practices of the facility conform to the City's Nondiscrimination Ordinance provisions and documentation of the total number of employees broken out by managerial and operational employees, number of women, and number of minority employees and number of employees disproportionately impacted by marihuana prohibition and enforcement.
 - The facility conforms to the City's Nondiscrimination Ordinance provisions.
 - There are 3 employees in management positions, 2 are women.
 - There are 6 employees in operational positions, 1 is a woman.
 - Currently, there are no minority employees.
6. A statement, with supporting documentation, providing answers to the following questions:
 - a. How many City residents do you currently employ?
 - 4 employees are City residents.
 - b. How many current employees reside in Census Tracts 1 (Eastside); 9, 10 (Edison), and/or 2,02,3 (Northside)?
 - Currently, no employees reside in the identified census tracts.
 - c. What is your plan to employ residents of the identified census tracts?
 - Gage specifically targets the Eastside, Northside, and Edison neighborhoods. Members of their recruitment and hiring team utilize the Kalamazoo Public GIS Web Map tool to identify the addresses of candidates to prioritize these candidates.
 - d. How many of your employees have prior marihuana convictions (excepting a conviction for delivery or distribution to a minor)?
 - Currently, no employees have prior marihuana convictions.
 - e. What is your plan for employees with a prior marihuana conviction to move up within your business and/or the marihuana industry?
 - Gage is committed to the "ban the box" initiative during pre-hire.
7. Proof that the marihuana business has received recognition and maintains the status as a Silver Level Social Equity All-Star or better with the Michigan Cannabis Regulatory Agency.
 - They are Gold-tier certified.

Please see the attached Marihuana Renewal Application Checklist, completed by City staff to verify if all requirements of the ordinance have been met. The City Clerk has verified that the applicant has no outstanding financial obligations to the City, there have been no complaints to the City Manager regarding compliance with the City's anti-discrimination ordinance, and the facility has passed its City Fire & Zoning inspections. The applicant has met all the requirements for renewal.

RECOMMENDATION

Staff recommends that the EDC Board recommend to the City Clerk's Office a 2-year approval of the Medical Provisioning & Adult Use Retail Permits to AEY Capital, LLC dba Gage Cannabis Company. The Cannabis Committee supports this recommendation.

ATTACHMENTS

Renewal Application, (Staffing Plan), (Community Benefits Statement), and (Social Equity Plan) from the applicant.

Adult Use Retailer & Medical Provisioning Center Marihuana Renewal Application Checklist for:				
AEY Capital DBA Gage Cannabis Company				
3825 Stadium Drive				
Contact: Peter Grace				
pgrace@terrascend.com				
Type: Adult Use Retailer				
	Date Received	Received By	Comments	
Renewal Application Received	3/25/2024	Scott Borling		
Inspection Type:	Inspection Date	Completed by:	Satisfactory?	Notes
Zoning Inspection	4/4/2024	Pete Eldridge	Yes	
Fire Inspection	4/4/2024	Scott Brooks	Yes	
	Date	Name	Comments	
Business Community Benefits Check-In	4/11/2024	Jared Chambers		
	Invite Sent	EDC Meeting Date		
Invite to EDC Meeting	3/25/2024	5/16/2024		
	Full-Time	Part-Time	Comments	
Jobs Created	8	1		
	Yes/No	Comments:	Verified by:	
Any Past Due Financial Obligations with City? (i.e. taxes owed, fees, fines, etc)	No		Andrew Falkenberg	
Silver Level Social Equity All-Star or better status with the Michigan Cannabis Regulatory Agency	Gold		Jared Chambers	
Attachments	Staffing Plan	City Economic Benefits Plan	Social Equity Plan	Handbook
	Yes	Yes	Yes	N/A
All Items Complete:				Yes

MARIHUANA BUSINESS PERMIT RENEWAL APPLICATION

Pursuant to Chapter 20B of the Kalamazoo City Code

City of Kalamazoo
Office of the City Clerk
241 West South Street
Kalamazoo, MI 49007

(Please Print)

BUSINESS INFORMATION (The entity that is licensed by the state and that holds a City MMF permit)

Official Business Name AEY Capital LLC d/b/a Gage Cannabis Company

Business Address 888 W. Big Beaver, Suite 200

City Troy **State** MI **Zip Code** 48084 **Business Phone**

Business E-mail legal@terrascend.com **Business Website** www.gagecannabis.com

TYPE OF PERMIT BEING RENEWED

Medical

Grower:

☐ Class A (500 plants)

☐ Class B (1,000 plants)

☐ Class C (1,500 plants) No. of Class C Permits _____

☐ Processor

☐ Safety Compliance

☒ Provisioning Center

☐ Secure Transporter

Adult Use

Grower:

☐ Class A (100 plants)

☐ Class B (500 plants)

☐ Class C (2,000 plants) No. of Class C Permits _____

☐ Excess Grower

☐ Processor

☐ Safety Compliance

☐ Microbusiness

☒ Retailer

☐ Secure Transporter

☐ Designated Consumption Lounge

FACILITY INFORMATION

Property Address 3825 Stadium Drive, Kalamazoo, MI 49008

Real Property Parcel Number 06-30-256-001

Advertised Facility Name Gage Cannabis Company "GAGE"

Manager - Full Name Katherine Schinske

CONTACT INFORMATION [the primary point(s) of contact for this application]

Name Peter Grace

Address 888 W. Big Beaver, Suite 200 **City** Troy **State** MI **Zip Code** 48084

Phone 562-972-3871 **E-mail** pgrace@terrascend.com

Name Brianna DiSalvio

Address 888 W. Big Beaver, Suite 200 **City** Troy **State** MI **Zip Code** 48084

Phone 248-808-4789 **E-mail** bdisalvio@terrascend.com

ATTACHMENTS

Please attach the following as separate documents to this application:

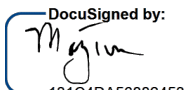
1. The attached Staffing Plan worksheet and any additional pages that provide a description of the actual number of employees, including the number and type of jobs that the licensed facility has created, and the amount and type of compensation (including benefits) paid for such jobs; and
2. An explanation, with supporting factual data, of the economic benefits to the City and the job creation for local residents achieved by the facility; the results of community outreach efforts; and worker training programs.
3. A social equity plan that: (a) promotes and encourages participation in the marihuana industry by local residents who have been disproportionately impacted by marihuana prohibition and enforcement; and (b) positively impacts local residents.
4. Documentation that indicates your business qualifies as a Silver Social Equity All-Star or better with the Michigan Cannabis Regulatory Agency. **A marihuana business must meet this qualification to be eligible for permit renewal with the City of Kalamazoo.**

The City's Economic Development Corporation will use the information provided in these documents to evaluate the permit holder's compliance with the statements it provided with its initial application (specifically the representations made in Attachment G – Staffing Plan and Attachment H – Community Benefits Statement).

Please complete the following certifications:

- ☒ The permitted facility is not in default to the City for any property tax, special assessment, utility charges, fines, fees or other financial obligation owed to the City.
- ☒ The hiring and public accommodation practices of the permitted facility conforms to the City's anti-discrimination ordinance provisions.
- ☒ I consent to an inspection of the permitted premises as required by ordinance to ensure the premises and its systems are in compliance with the requirements of Chapter 20B of the Kalamazoo City Code.
- ☒ I understand that renewal of a City Operating Permit is contingent on the renewal of the State Operating License for this facility.

I hereby certify under the penalty of perjury that the statements made in this application, including all attachments thereto, are true. I further certify that I am an officer, director, or managerial employee of the applicant or a person who holds a direct or indirect ownership interest in the applicant.

Applicant Signature:  Date: 3/7/2024
 Name (printed): Mary Turon Position: Managerial Employee

STAFFING PLAN

Summary

Please indicate the number of employees who work at the licensed facility:

Full-time employees (32+ hours per week) 8 Part-time employees (< 32 hours per week) 1

Position Types and Compensation

Please provide a description of the types of jobs the licensed facility has created, along with the amount of compensation and benefits paid for such jobs:

Position Title: General Manager Annual Average Compensation \$ 80,000

How many people are employed in this position at the licensed facility? 1

Are health insurance benefits available for employees in this position? Yes ☒ No ☐

If yes, please indicate the employer contribution to health insurance costs: All ☐ Partial ☒ None ☐

Position Title: Assistant Manager Annual Average Compensation \$ 52,500

How many people are employed in this position at the licensed facility? 2

Are health insurance benefits available for employees in this position? Yes ☒ No ☐

If yes, please indicate the employer contribution to health insurance costs: All ☐ Partial ☒ None ☐

Position Title: Inventory Manager Annual Average Compensation \$ 52,500

How many people are employed in this position at the licensed facility? 1

Are health insurance benefits available for employees in this position? Yes ☒ No ☐

If yes, please indicate the employer contribution to health insurance costs: All ☐ Partial ☒ None ☐

Position Title: Product Specialist Annual Average Compensation \$ 33,571

How many people are employed in this position at the licensed facility? 3

Are health insurance benefits available for employees in this position? Yes ☐ No ☐

If yes, please indicate the employer contribution to health insurance costs: All ☐ Partial ☐ None ☐

Position Title: Inventory Specialist Annual Average Compensation \$ 35,360

How many people are employed in this position at the licensed facility? 2

Are health insurance benefits available for employees in this position? Yes ☒ No ☐

If yes, please indicate the employer contribution to health insurance costs: All ☐ Partial ☒ None ☐

Please provide information on any benefits other than health insurance that are offered to all employees:

For more information related to GAGE's staffing policies and procedures, please see attached documents. GAGE provides employer contribution to health insurance costs when employees elect to receive such costs in their insurance plans.

Attach additional pages as necessary.

ECONOMIC BENEFITS

Please fill out the information below relating to Economic Benefits to the City and the job creation for local residents achieved by the business, results of efforts for community Outreach and worker training programs

ECONOMIC BENEFITS		
Economic Benefit	Description	Amount
See attached "Economic Benefits Overview"		

JOB CREATION FOR LOCAL RESIDENTS		
Initiative/Description	Date(s)	Outcomes
See attached "Economic Benefits Overview"		

COMMUNITY OUTREACH		
Initiative/Description	Date(s)	Outcomes
See attached "Economic Benefits Overview"		

WORKER TRAINING PROGRAMS		
Initiative/Description	Date(s)	Outcomes
See attached "Economic Benefits Overview"		

SOCIAL EQUITY

Please fill out the information below relating to Social Equity with an explanation, with supporting factual data, of the efforts and success achieved by the social equity plan of the business to promote and encourage participation in the marihuana industry by local residents that have been disproportionately impacted by marihuana prohibition and enforcement, and the positive impact of the social equity plan on local residents;

SOCIAL EQUITY PLAN INITIATIVE		
Initiative/Description	Date(s)	Outcomes
See attached "Social Equity Plan Overview"		

EMPLOYEE DEMOGRAPHIC INFORMATION

Total Number of Employees:		
Employees in Managerial Positions	Total Employees	3
	Number of Women	2
	Number of Minorities	0
Employees in Operational Positions:	Total Employees	6
	Number of Women	1
	Number of Minorities	0

How many City Residents do you currently employ?	Total Employees	4
How many residents do you currently employ from these Census Tracts?	Census Tract 1 (Eastside Neighborhood)	0
	Census Tracts 9 and/or 10 (Edison Neighborhood)	0
	Census Tracts 2.02, and/or 3 (Northside Neighborhood)	0

1. What is your plan to employ residents of the identified Census Tracts?

See attached "Employee and Staffing Plan Overview"

Attach additional pages as necessary.

2. How many of your employees have prior marihuana convictions or expungements (excepting a conviction for delivery or distribution to a minor)?

Number of employees with marihuana convictions 0

3. What is your plan for employees with a prior marihuana conviction to move up within your business and/or the marihuana industry?

See attached "Employee and Staffing Plan Overview"

Attach additional pages as necessary.

4. Please attach proof that the marihuana business has received recognition and maintains the status as a Silver Level Social Equity All-Star or better with the Michigan Cannabis Regulatory Agency.



Adult Use Retailer & Medical Provisioning Center Renewal Application

3825 Stadium Drive, Kalamazoo, MI 49008

EMPLOYEE AND STAFFING PLAN OVERVIEW

AEY Capital LLC's (AEY Capital uses the names "Cookies," "Gage Cannabis Company," or "Gage" interchangeably) core belief is that the success of our business will be dictated by the professionalism and commitment of our employees. As such, we have made efforts to ensure that our employees are not only trained in the scientific aspects of cannabis but are also thoroughly trained in the day-to-day operations of the business.

- A few of the points that will be covered in this Employee and Staffing Overview are:
- We currently employ nine (9) employees at our 3825 Stadium Drive adult use retail and medical provisioning center establishment.
- We employ (4) City of Kalamazoo residents and eight (8) Kalamazoo County residents.
- We offer benefits to eligible employees in addition to competitive wages and salary, paying above the minimum wage, and offer regular merit salary increases.
- We offer paid employer health insurance to eligible employees.
- We have a professionally written employee handbook including a code of ethics to ensure employee honesty and integrity.

A. Job Creation, Adult Use & Provisioning Center:

Concerning our adult use marijuana retailer and medical provisioning establishment at 3825 Stadium Drive (the "Facility"), for 2023-2024, the Facility currently employs nine (9) full-time and part-time individuals. Employees are offered competitive wages and benefits, and it is in our hiring practices to employ residents and individuals with societal barriers to employment.

B. Pre-Hiring Overview:

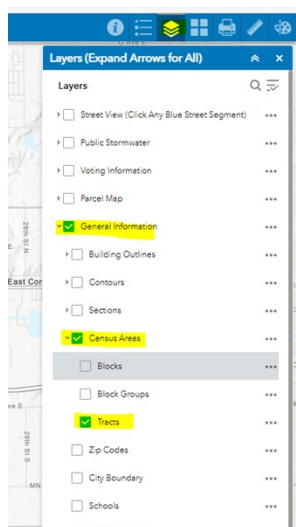
Gage prioritizes recruitment efforts and candidate selection according to specific Kalamazoo Census Tracts and within certain areas of the city utilizing the census tract tool. Gage specifically targets the Eastside, Northside, and Edison neighborhoods. Members of our recruitment and hiring team utilize the Kalamazoo Public GIS Web Map tool to identify addresses of candidates in order to prioritize these candidates. See below:

- [Public GIS Web Map \(kalamazoocity.org\)](https://www.kalamazoo-city.org/gis/) (Census Tract Link)
 - How to pull the map: In the upper right corner click the "layers" button > general information>Census Areas>Tracts (screen shot below)



Adult Use Retailer & Medical Provisioning Center Renewal Application

3825 Stadium Drive, Kalamazoo, MI 49008



Gage is also committed to “ban the box” initiative and does not inquire about prior convictions on job applications or posting materials – to give equal consideration to those candidates who may fall into this category. We are conscious of individual’s privacy and their right to choose whether or not to disclose certain prior convictions and arrests.

C. Post-Hiring Overview:

Upon hire, all employees undergo a comprehensive three-day orientation in the business, including receiving information on company policies, procedures, and expectations. *See attached Employee Handbook.* Orientation also includes training on the requirements under MRTMA, MMFLA, and the rules promulgated thereunder as well as the local ordinances overseeing the Facility. This orientation also includes training on security, emergency protocol, point-of-sale systems, inventory systems, product, and sanitation protocols. Training also includes an introduction to all the facility’s human resources policies, including vacation and leave time, disciplinary procedures, and personal hygiene and grooming requirements. *See “Worker Training Programs” section under Economic Benefits Overview below.*

D. Benefits Information:

At GAGE, we believe in going above and beyond minimum requirements of care; therefore, we offer the below benefits to all our employees. *See attached benefit plan documents.*

- Health insurance
- Health Savings Accounts
- Dental
- Optical
- Life Insurance
- Disability insurance
- Pet insurance
- 401K
- Unlimited PTO for salary workers



Adult Use Retailer & Medical Provisioning Center Renewal Application

3825 Stadium Drive, Kalamazoo, MI 49008

ECONOMIC BENEFITS OVERVIEW

AEY Capital has delivered value to many municipalities which range in size from small townships to the City of Detroit.

AEY Capital already employs hundreds of Michigan residents and continues to grow. Every facility that is owned and operated by AEY Capital employs between 8-25 Michigan residents. As much as possible, AEY Capital hires local talent. In every municipality, AEY Capital is committed to positively impacting the communities which have accepted us into the local business community.

A. Job Creation for Local Residents:

Gage currently employs 9 people at our Adult Use Retailer and Provisioning Center on 3825 Stadium Drive in Kalamazoo. We employ:

- 1 – General Manager; \$80,000 annually
- 2 - Assistant Managers; \$52,500 each average annual salary
- 1 - Inventory Manager; \$52,500 annually
- 3 - Product Specialists; \$16.14 on average per hour
- 2 - Inventory Specialists; \$17.00 on average per hour

Annually, these positions aggregately generate approximately \$400,000 in wages. These wages are used to further strengthen the municipalities in which our employees reside. These amounts are in addition to revenue related to property taxes, application and renewal fees, and the City's share of excise tax revenue under MRTMA. Moreover, we are prioritizing local residents for each of these positions, meaning that these wages would stay in the City, as well as the commitment to hire those with societal barriers.

Gage is proud to provide all its employees with competitive benefits. Whether answering phones or making strategic decisions, every employee of Gage may elect to have medical, dental, vision, life, and disability insurance. *See attached benefit plan documents.* Further, Gage understands that life happens, and a healthy workforce is a productive workforce. Accordingly, Gage has relaxed policies toward vacation time and family leave. *See attached Employee Handbook.*

B. Worker Training Programs:

Gage has developed a rigorous employee training program to ensure that our employees comport their actions to local requirements and state law. Further, Gage has developed standard operating procedures (SOPs) consistent with state law to eliminate operational variability amongst our establishments. Gage utilizes Eloomi—an Employee Learning Management System that is used to deliver role-based training to all employees, as well as a robust leadership development program. The goal is better retention through career development and training in order to ensure the Facility's staff is developing professionally while employed. See below for the various trainings employees at the Facility complete during orientation.



Adult Use Retailer & Medical Provisioning Center Renewal Application

3825 Stadium Drive, Kalamazoo, MI 49008

New Hire Orientation-Retail People Leader

Day 1				Day 2			
New Hire Orientation-Day 1		HR Compliance-People Leader		Safety & Security		Compliance	
Welcome to TerrAscend Company Orientation (30)	HR Team Led	Code of Conduct & Ethics (30)	eloomi eLearning	Fire Safety (15)	"Check In" & eloomi	Cannabis Science (30)	eloomi eLearning
HR Orientation (30)	HR Team Led	Cyber Security Awareness (20)	eloomi eLearning	Sanitation & Personal Hygiene (15)	"Check In" & eloomi	POS Training (60)	"Check In" & eloomi
Total	60m	++Sexual Harassment & Abusive Conduct Prevention (60)	eloomi eLearning	HazCom (15)	"Check In" & eloomi	Customer Experience (30)	eloomi eLearning
		Preventing Discrimination & Harassment (55)	eloomi eLearning	First Aid/ Med Emergency Incident Reporting (15)	"Check In" & eloomi	Product Knowledge • CBD 101 (15) • Tinct/Sol/Cap (20) • Edibles (15) • RSO (10) • Concentrates (20) • Topicals (5) • Total: 1h25m	eloomi eLearning
		Diversity & Inclusion (30)	eloomi eLearning	Active Shooter (15)	eloomi eLearning	Total	3h25m
		Workplace Violence (30)	eloomi eLearning	Robbery Prevention (15)	eloomi eLearning		
		Avoiding Insider Trading (20)	eloomi eLearning	Emergency Action Plan (20)	"Check In" & eloomi		
		total	4h3m	total	1h50m		

New Hire Orientation

- Day 1 Total: 5h8m
- Day 2 Total: 5h25m
- Total: 10h32m



New Hire Orientation-Retail Employee

Day 1				Day 2			
New Hire Orientation-Day 1		HR Compliance-Employee		Safety & Security		Compliance	
Welcome to TerrAscend Company Orientation (30)	HR Team Led	Code of Conduct & Ethics (30)	eloomi eLearning	Fire Safety (15)	"Check In" & eloomi	Cannabis Science (30)	eloomi eLearning
HR Orientation (30)	HR Team Led	Cyber Security Awareness (20)	eloomi eLearning	Sanitation & Personal Hygiene (15)	"Check In" & eloomi	POS Training (60)	"Check In" & eloomi
Total	60m	++Sexual Harassment & Abusive Conduct Prevention (30)	eloomi eLearning	HazCom (15)	"Check In" & eloomi	Customer Experience (30)	eloomi eLearning
		Preventing Discrimination & Harassment (40)	eloomi eLearning	First Aid/ Med Emergency Incident Reporting (15)	"Check In" & eloomi	Product Knowledge • CBD 101 (15) • Tinct/Sol/Cap (20) • Edibles (15) • RSO (10) • Concentrates (20) • Topicals (5) • Total: 1h25m	eloomi eLearning
		Diversity & Inclusion (30)	eloomi eLearning	Active Shooter (15)	eloomi eLearning	Total	3h25m
		Workplace Violence (30)	eloomi eLearning	Robbery Prevention (15)	eloomi eLearning		
		Avoiding Insider Trading (20)	eloomi eLearning	Emergency Action Plan (20)	"Check In" & eloomi		
		total	3h23m	total	1h50m		

New Hire Orientation

- Day 1 Total: 4h23m
- Day 2 Total: 5h25m
- Total: 9h58m



C. Community Outreach:

AEY Capital has established positive relationships with our neighbors, and engagement throughout the broader City of Kalamazoo/Kalamazoo County community. This is done in a myriad of ways. In 2023:



Adult Use Retailer & Medical Provisioning Center Renewal Application

3825 Stadium Drive, Kalamazoo, MI 49008

- Donated \$2,500 to Building Blocks of Kalamazoo, a community group organization that focuses on developing and improvement projects in Kalamazoo.
- Donated \$2,500 to Edison Neighborhood Association Kalamazoo, a community association which focuses on improving the quality of life in the Edison Neighborhood.
- Donated \$2,500 to Habitat for Humanity Kalamazoo, a non-profit focusing on building houses for families in need.
- Began participating in Mission Green's Weldon Project which allows customers to donate to support Mission Green's efforts which is dedicated to funding social change, financial aid, and a re-entry program for those who are still serving prison time for cannabis-related offenses.

We are still in the planning phase for 2024 but have begun outreach to community partners for volunteer opportunities. We are working to expand our outreach for community service and additional potential partners.

Building deeper connections with Kalamazoo's vibrant neighborhood community organizations, specifically the Eastside, Northside, and Edison neighborhoods, is a top priority for AEY Capital. We aim to cultivate strategic partnerships by actively participating in various community events surrounding the cannabis industry and sponsoring targeted recruitment initiatives to elevate our employer brand, which will demonstrate our ongoing commitment to the community beyond merely fulfilling basic recruitment requirements.

Additionally, we developed a professional rapport with local law enforcement agencies and a coherent contingency plan for incidents that require law enforcement involvement at our facility including setting up active shooter & emergency response training. We have open communication with local law enforcement officials to make sure our security design stays up to date for any potential safety changes that may be needed.



Adult Use Retailer & Medical Provisioning Center Renewal Application

3825 Stadium Drive, Kalamazoo, MI 49008

SOCIAL EQUITY PLAN OVERVIEW

A. Social Equity to date and Kalamazoo updates:

AEY Capital's Social Equity initiative is a fundamental tenet of the company's corporate philosophy. AEY Capital's progressive grant program has donated nearly \$1 million to companies located in cities disproportionately impacted by marijuana prohibition.

AEY Capital recognizes that the growth of the Michigan cannabis industry is directly related to the ability of individual municipalities to prosper from the success of their local entrepreneurs. Through our social equity initiative, selected entrepreneurs have been able to expand their business endeavors by receiving the funds they need to either kick-start or grow their businesses.

In 2019:

- Donated \$50,000 to its first recipient of the Society Equity Program, Redemption Cannabis. Founded by Ryan Basore, Redemption Cannabis is a Lansing-based marijuana company that donates a portion of its proceeds to less fortunate families affected by marijuana prohibition.

In 2020:

- Funded the Runners High 5k 2-hour walk/run on Belle Isle in Detroit. All proceeds and donations were used to fund university-based marijuana research projects at various academic institutions within the state of Michigan.

In 2021:

- Awarded two Social Equity Recipients a total of \$100,000.
- Conducted an 8-week virtual Social Equity Cohort Program to educate people on how to apply for social equity grants; develop, plan, and run a marijuana business.
- Participated in expungement fairs throughout Michigan.

In 2022:

- Participated in the Last Prisoner Project's (LPP) Roll It Up For Justice Program, which grants customers an opportunity to donate to the LLP at checkout.
- Donated a \$50,000 social equity grant to the MidWest Canna Nurses.
- Held a canned food drive during the month of November with the food being donated to SW Michigan Food Bank; and
- Held a warm clothing drive for coats, hats, gloves/mittens, scarves, socks, etc. during the month of December. Clothing was donated to local area shelters.

In 2023:

- Began participating in Mission Green's Weldon Project which allows customers to donate to support Mission Green's efforts which is dedicated to funding social change and financial aid for those who are still serving prison time for cannabis-related offenses.
- Donated \$2,500 to Building Blocks of Kalamazoo, a community group organization that focuses on developing and improvement projects in Kalamazoo.



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- Donated \$2,500 to Edison Neighborhood Association Kalamazoo, a community association which focuses on improving the quality of life in the Edison Neighborhood.
- Donated \$2,500 to Habitat for Humanity Kalamazoo, a non-profit focusing on building houses for families in need.

We are excited about what is in store for 2024. We look forward to the opportunity to support the City of Kalamazoo by funding local businesses and participating in many other community outreach initiatives.

B. Gold Level Social Equity All-Star with CRA:

AEY Capital continues to be a member of the CRA' Social Equity All-Star Program at the **Gold** level. AEY Capital was renewed for 2024. *See attached.*



GRETCHEN WHITMER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
LANSING

ORLENE HAWKS
DIRECTOR

April 4, 2023

AEY Capital LLC (DBA: Gage Cannabis Company)
1551 Academy St
Ferndale, MI 48220

The Cannabis Regulatory Agency's social equity team reviewed your form for the Social Equity All-Star Program and would like to congratulate you on your acceptance into the program at the gold level. The following license numbers will be displayed on our website under the gold level. These license numbers were provided on your form:

- | | | |
|-----------------|------------------|---------------|
| • AU-G-C-000253 | • AU-G-CX-000128 | • AU-P-000138 |
| • AU-G-C-000254 | • AU-G-EX-000275 | • AU-P-000279 |
| • AU-G-C-000255 | • AU-G-EX-000281 | • AU-R-000386 |
| • AU-G-C-000256 | • AU-RA-000900 | • AU-R-000614 |
| • AU-G-C-000257 | • AU-RA-000959 | • AU-R-000908 |

Now that you have been accepted into the Social Equity All-Star Program here are some important things to know:

- You are being awarded a digital copy of your Social Equity All-Star Program Gold seal. Feel free to use this seal on your website, social media, or in your licensed establishment(s) in any way that makes sense to highlight the establishment's efforts.
- Acceptance into this program is only valid for one year. In order to remain active in the program you will need to submit a Social Equity All-Star Program Renewal form each year you want to participate.
 - If at any time you would like to update your plans on the CRA website, you can email us your updated plan along with the [Social Equity All-Star Program Amendment form](#).

If there are any questions regarding this acceptance letter, please contact the social equity team via email at CRA-SocialEquity@Michigan.gov.

Thank you,

Social Equity Representative
Cannabis Regulatory Agency
www.michigan.gov/CRA

From: [Brianna DiSalvio](#)
To: [Peter Grace](#)
Subject: FW: Social Equity All-Star Program Renewal Status
Date: Monday, January 29, 2024 8:49:27 AM
Attachments: [image599641.png](#)
[Gold Seal \(transparent\).png](#)

Brianna DiSalvio
Licensing Manager



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From: CRA-SocialEquity <MRA-SocialEquity@michigan.gov>
Sent: Wednesday, December 27, 2023 4:11 PM
To: CRA-SocialEquity <MRA-SocialEquity@michigan.gov>
Subject: Social Equity All-Star Program Renewal Status

Hello,

The Social Equity Program of the Cannabis Regulatory Agency has renewed your All-Star Program eligibility and is pleased to announce that your status will continue to remain in effect for 2024. Please see attached for updated seals.

If your entity wishes to update your documents or advance to a higher tier, you may still do so by submitting the [Social Equity All-Star Program Amendment Form](#) with a copy of the amended plan(s) to be posted on the website. Published plans can easily be updated at any time by emailing this form to the social equity team.

If you have questions or need further assistance, the social equity team may be reached by email at CRA-SocialEquity@michigan.gov.

Thank you,

Social Equity Representative
Cannabis Regulatory Agency
(517) 284-8599
CRA-SocialEquity@michigan.gov
www.michigan.gov/CRA



ONE TERRASCEND

TOGETHER WE GROW

2023 Employee Handbook

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1.1 WHO WE ARE

TerrAscend Corp. and its affiliated companies (“TerrAscend”, “Company”, “us”, “our”, or “we”), is a leading North American cannabis operator with vertically integrated operations in Maryland, Michigan, Pennsylvania, New Jersey, and California and licensed production in Canada. TerrAscend operates retail locations under multiple brand names, as well as scaled cultivation, processing, and manufacturing facilities in its core markets.

TerrAscend’s cultivation and manufacturing practices yield consistent, high-quality cannabis, providing industry-leading product selection to both the medical and legal adult-use markets. The Company owns several synergistic businesses and brands, including but not limited to Gage Cannabis, The Apothecarium, Ilera Healthcare, Kind Tree, Legend, Prism, State Flower and Valhalla Confections.

TerrAscend USA Services LLC and your local TerrAscend Affiliate are co-employers, and, while employed, you report to both entities. TerrAscend USA Services LLC has the power to consider and help decide with its TerrAscend Affiliate all issues related to your employment. In addition, TerrAscend USA Services LLC has the power to set and enforce Company-wide employment policies in the U.S., draft a Company-wide handbook for U.S. employees, run payroll, sponsor all employee benefit plans of the U.S. business, and otherwise manage the employment function of the U.S. TerrAscend business operations.

1.2 CORE VALUES

TerrAscend’s core values describe how we work with one another, our customers, and our communities. Our core values set the expectations for how we work together to accomplish our common set of goals. We hold each other accountable for living these values, leading by example every day.

Caring and Collaborative

We are part of an **inclusive** and **collaborative** team where each employee is **respected** and **accountable to one another**.

Commitment to Quality

We consistently produce **high-quality, high-value** products and deliver **exceptional** service to our customers.

Customer Obsessed

Our focus is to create an experience that fosters **engagement**, builds **loyalty**, and positions us as the brand of choice in the industry.

Financial Discipline

We use numbers, insight, and data to make **informed decisions** and always understand the cost/benefit/impact of our decisions.

Continuous Improvement

Our team **drives continuous improvement** in our products and processes, our customer experience, and ourselves.

1.3 COMPLIANCE AND ETHICS

a) Code of Ethical Principals

TerrAscend's code of ethics are the principles we believe in and live by. They represent our business culture. TerrAscend's Leadership Team reviews the code annually to ensure it truly represents our business, where we want to be, and how we want to be viewed by others. Our Code of Ethical Principles includes:

Honesty

We will be honest in all communications and actions.

Integrity

We will earn the trust of others by doing the right thing.

Compassion

We will demonstrate compassion and a real concern for the well-being of others.

Respect for Others

We will respect everyone, inclusive of their experiences and varied points of view.

Reputation and Morale

We will build and protect the Company's good reputation and the morale of its employees.

Accountability

We will be accountable for our own actions and be mindful of the consequences of our actions to our patients/customers, our community, and ourselves.

b) No Prior Conflicting or Restrictive Contracts

You (the "**Employee**") represent to the Company that your employment by the Company is not in violation of any contract or covenants to which the employee is a party with any employer (past or present), entity, or person. In the event the employee is found liable for any violation of any contract or covenant; the employee shall be responsible for any costs or expenses incurred by the Company as a result of such breach or violation and may be subject to discipline, up to and including termination.

c) Integrity and Accountability

Our reputation depends upon the actions and integrity of our employees and those

outside the Company whom we hire to help advance our business. It is imperative we avoid any relationship or activities that might impair, or even appear to impair, our ability to make objective and fair decisions when performing our jobs. We all have the duty to advance legitimate interests and must never use property or information for personal gain. We should never take personal advantage of opportunities that arise in the performance of our duties. We are responsible for conducting our business with integrity to protect those who invest in our Company and rely on us to maintain our good reputation in the marketplace. True integrity also requires that we be accountable for our actions and speak up whenever we see that our principles are not being upheld.

d) Preventing Corruption

We are committed to succeeding on the merits of our business, including the superior quality of our products and our customer service. Corruption impedes the justice necessary for trustworthy markets.

e) Gifts and Entertainment

Gifts and entertainment must be reasonable and related to the promotion of the Company. Make sure you have a valid business reason before giving a gift. Gifts should not exceed \$25, and should not be in exchange for any improper advantage. Examples of gifts and entertainment include event tickets, commemorative gifts and promotional items. Never use your own money to buy a gift to avoid reporting it or to avoid the established approval process.

f) Bribes and Kickbacks

As we do not seek to gain any improper advantages through the use of gifts, entertainment, gratuities, or other courtesies, similarly, our judgment should be uncompromised through the receipt of such courtesies. Depending on your role and management approval, you may have an opportunity to accept gifts, meals, travel, and other things of value in your dealings with customers, suppliers, and other third parties that do business with our Company. Employees are prohibited from soliciting or accepting a personal benefit in exchange for securing our business or giving customers or suppliers favorable terms.

We do not tolerate giving bribes to anyone to gain their business or develop important business relationships. This commitment extends to anyone we choose to act on our behalf.

g) Conflicts of Interest

A conflict of interest can occur when our personal activities, investments, associations, or relationships compromise our judgment or our ability to act in the best interest of the Company. We must scrupulously avoid even the appearance of a conflict between personal interests and those of the Company. Any potential conflict must be promptly disclosed in writing to your manager, Human Resources, and Finance Department representative to avoid any corrupt action based on the conflict. Failure to report conflict of interest information may result in disciplinary action up to and including termination.

h) Supplier Bias

Select suppliers in a fair, equitable, and nondiscriminatory manner based upon appropriate criteria such as quality, price, service, delivery, financial strength, capabilities, terms, and similar competitive factors. When you are involved in the purchasing process, you must be fair and objective and never base your decisions on personal interest. You should not take unfair advantage whether through improper

manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or through some other unfair dealing practice.

i) Non-Competition

Avoid activities that can potentially compete with the Company or take time away from performing your job. We all have a duty to advance the Company's legitimate interests and if outside activities have the potential to impact Company performance or job performance, such must be avoided.

j) Political Contributions

You should not make a contribution of Company funds, property, or services to any political party, committee, candidate, or holder of a public office. In some instances, a political contribution may be approved, for example, to the operation of a political action committee.

k) Avoid Insider Trading

Any trading of the Company's securities is prohibited if prompted by material nonpublic information, if applicable.

Insider trading means trading when in possession of "**Material Nonpublic**" information that could affect securities prices, either positively or negatively, and that is not generally available to the investing public. Material Nonpublic information is further defined as any nonpublic or confidential information about a Company that can affect the price of a stock if its release can affect the price of a stock.

If you have Material Nonpublic information relating to the Company, partners, affiliates, or subsidiaries, you may not buy or sell the Company's securities or engage in any other action to take advantage of, or pass on to others, that information. This prohibition also applies to trading securities of another Company, such as customers, suppliers, vendors, and business partners, if you have inside information obtained by virtue of your position. Even the appearance of an improper transaction must be avoided. Insider trading violates securities law, and that type of transaction can result in severe civil or criminal penalties, including imprisonment.

Additionally, if you pass along Material Nonpublic information to friends or family in circumstances that suggest you were trying to help someone make a profit or avoid a loss, this can also be considered insider trading ("**Tipper**" and "**Tippee**" liability). This type of disclosure could also be a breach of corporate confidentiality. For this reason, be careful to avoid discussion of sensitive information anywhere that others may hear it. For more information, please review the Company's **Insider Trading Policy**.

l) Pending Charges, Arrest, and Conviction Reporting Policy

All employees are required to immediately (within 24 hours of occurrence or as soon as practically possible) report to management any arrests, criminal charges, or convictions under federal, state, or local law for which a pardon has not been granted.

m) Immigration Law Compliance

United States immigration laws prohibit employers from recruiting, hiring, or continuing to employ individuals without authorization for employment. The Company is committed to meeting its obligations under United States immigration laws. To ensure that the Company employs only those authorized to work in the United States, each new employee is required to complete an employment eligibility verification Form I-9 and present appropriate documentation establishing identity and employment eligibility. This information is then verified through E-Verify to

confirm work authorization. Former employees rehired must also complete the I-9 Form if one has not been completed for the Company within the past three (3) years or if their previous I-9 is no longer retained or valid. The Company does not discriminate against applicants based upon citizenship or national origin.



2.1 EMPLOYMENT DEFINITION AND STATUS

An “Employee” is a person who regularly works for the Company on an hourly or salary basis. Employees may include exempt, non-exempt, full-time, part-time, temporary persons, and others employed with the Company who are subject to the control and direction in the performance of their duties.

a) Employment Classification

Pursuant to the Fair Labor Standards Act (“**FSLA**”) and applicable state laws, employees are classified as either “**exempt**” or “**non-exempt**”. Exempt employees meet certain criteria under federal and state labor statutes. Exempt employees include certain executive, administrative, professional, and other positions exempt from minimum wage and overtime pay requirements. Non-exempt employees are entitled to overtime pay, and depending on where employed, other entitlements such as meal and rest breaks. Your employment offer will inform you of your classification status.

Employees are assigned an employment status classification of either full-time or part-time employment at the time of hire. Said employment status classification is subject to change with notification to accommodate business needs. Full-time employees work a minimum of 30 hours a week while part-time employees are those employees who work fewer than 30 hours a week on a regularly scheduled basis. Employees are also classified as regular or temporary. The designation of this classification is dependent on the expected or anticipated duration of the employee’s employment with the Company. A regular employee is not limited to a specific period of time or purpose, while a temporary employee is intended to fulfill a need for a short-term assignment or project.

Notification of your employment classification and status is not a guarantee of continued employment and does not, in any way, alter your at-will employment status.

b) Pay Status Definitions

- Non-Exempt, Hourly:
 - Employees are paid for all hours worked by the employee at no less than that applicable minimum hourly rate. Employees in this pay status are eligible for overtime in accordance with federal and state laws. TerrAscend prohibits deductions from a nonexempt employee's pay except as required or permitted by applicable law. If deductions reduce a nonexempt employee's wages significantly, TerrAscend will ensure that applicable minimum wage and overtime pay requirements are satisfied.
- Non-Exempt, Salary:
 - Employees are paid on a salary schedule and receive a salary rate for a fixed number of hours. When they exceed the fixed number of hours and work more than 40 hours in a week, they receive overtime compensation. Employees are paid at 1.5 times the hourly rate when their hours exceed the fixed number of hours.
- Exempt, Salary:
 - Certain exempt administrative, professional, and executive employees are paid a salary regardless of the actual number of hours work per week. Exempt employees are ineligible for overtime pay.

c) Employment At-Will Statement

All employees are employed "**At-Will**". At-Will means that both you and the Company have a right to terminate your employment at any time, with or without notice, reason, or cause. Any oral statements, promises, or assurances to the contrary are not binding on the Company and should not be relied upon by any employee.

Further, statements contained in any employment application, training materials, guidelines and procedures, or other materials do not constitute or imply an employment contract of a particular term and should not be relied upon by any employee or applicant under any circumstances as assuring continued employment or superseding your at-will employment relationship with the Company.

Only Executive Management has the authority to engage in any employment agreement, which must be in writing, signed by an authorized agent of the Company, for any specified period or to make any promises or commitments contrary to the foregoing.

2.2 EQUAL EMPLOYMENT OPPORTUNITY

It is our desire to recruit and employ individuals that enable the Company to utilize their diverse experiences, knowledge, and backgrounds to continually develop our organization. Our human capital is the most valuable asset we have, and we are committed to providing equal opportunities to all employees, applicants, vendors, customers, and suppliers.

For this reason, the Company strictly adheres to equal employment opportunities ("**EEO**") for all employees, applicants, visitors, vendors, customers, and suppliers, at all levels and in all areas of the work environment without regard to national or ethnic origin, race, color, sex (including pregnancy, childbirth, gender identity or expression, sexual orientation, and related medical conditions) religion, creed, age, ancestry, marital status, qualified mental or physical disability, veteran status or military service, or any other status protected by federal, state, and local laws.

To implement our EEO Policy, the Company will ensure that qualified individuals are recruited, hired, trained, and promoted for all jobs without regard to any protected status, as specified above. Other employment-related actions included in our EEO efforts are compensation, benefits, transfers, layoffs, returns from layoff, Company-sponsored training, and education, coaching and corrective action, and the administration of social and recreational programs. All placement decisions are based on business needs and individual qualifications for the position being filled.

A discrimination-free environment requires cooperation between the Company's leadership and all employees. It is the responsibility of every employee to interact and communicate with their fellow employees utilizing common courtesy, respect, and dignity.

TerrAscend complies with applicable federal, state, and local laws governing nondiscrimination in employment in every state in which the Company has employees. TerrAscend strictly prohibits any form of discrimination against any employee, applicant, vendor, customer, or supplier. If you have any questions about this EEO policy, please contact your supervisor or Human Resources.

2.3 DIVERSITY AND ANTI-DISCRIMINATION/RETALIATION

a) Diversity, Equity, Inclusion, and Belonging

TerrAscend and all its affiliated companies recognize the value of attracting, hiring, and retaining a diverse pool of talented people. We are invested in creating equity across our sites while fostering and advancing a culture of inclusion. To that end, we regularly engage in several diversity, equity, and inclusion initiatives to ensure we employ people from diverse backgrounds and populations, have respectful and cooperative communication, and drive innovation and business growth through inclusion. The Company embraces and encourages employee differences and appreciates their cooperative power to meet the Company's achievements and business goals.

b) Anti-Discrimination / Anti-Retaliation

The Company is committed to treating its employees with dignity and respect. Discrimination or harassment occurring in the workplace, or in other settings in which employees may find themselves in connection with their employment, will not be tolerated.

As part of our EEO Policy, the Company prohibits abusing the dignity of any employee, applicant, customer, vendor, visitor, or work-related business contact through ethnic, racist, sexist, religious or age-related comments, references, or materials, or with respect to any employee's disability (actual or perceived), height, weight, veteran, marital status, ancestry, or other protected category under state or federal law or under the Company's EEO policy. Derogatory comments, slurs, statements, or derogatory or objectionable conduct will result in disciplinary action up to and including immediate termination of employment.

As a Company, we comply with the Genetic Information Nondiscrimination Act of 2008 ("**GINA**"), and as such, we will not request or use any genetic information about you or a family member, except as may be specifically allowed by this law. Please notify your medical providers not to provide any genetic information when responding to a request for medical information from the Company.

Retaliation is prohibited against any person by another employee or by the Company for using the complaint procedure, reporting discrimination or retaliation, assisting or participating in an internal investigation, or for filing, testifying, assisting, or participating in any manner in any investigation, proceeding, or hearing conducted by a government enforcement agency. Prohibited retaliation includes, but is not limited to, termination, demotion, suspension, failure to hire or consider for hire, failure to give equal consideration in making employment decisions, failure to make employment recommendations impartially, adversely affecting working conditions or otherwise denying any employment benefits.

Any employee found to have committed an act that constitutes discrimination or retaliation will be subject to coaching and corrective action, up to and including termination. This includes any act by an employee against the Company employees, customers, vendors, visitors, applicants, or other business contacts who interact with our employees while on the job.

c) Discrimination and Retaliation Reporting Procedure

Our commitment to preventing discrimination and retaliation requires the cooperation of all employees to speak out when a co-worker, manager, or anyone connected to our Company, including non-employees, engages in discrimination or retaliation. If you feel you have experienced or witnessed any discrimination or retaliation, you should:

- Verbally report it to someone in authority whom you trust, such as your manager, someone in compliance/legal, or Human Resources;
- Make a written report containing all the relevant information about the discrimination or retaliation;
- If you prefer to remain anonymous, call the EthicsPoint Help Hotline at (1-833) 589-0389 or visit: <https://terrascend.ethicspoint.com>

After a complaint has been made, the Company will thoroughly investigate complaints of discrimination or retaliation promptly. Employees are required to cooperate with any Company investigation. The Company will make reasonable attempts to keep complaints and the terms of the resolution confidential, to the extent that it is practical. Following the investigation, the Company will take prompt action to stop and remedy any employment harassment discovered and prevent any recurrence. Any employee found to have unlawfully discriminated or retaliated against another employee, customer, supplier, vendor, or guest will be disciplined, up to and including termination of employment.

2.4 ANTI-HARASSMENT AND REPORTING POLICY

The Company strives to create and maintain a work environment in which people are treated with dignity, decency, and respect. The Company will perform annual harassment training with all employees and will not tolerate any form of harassment by an employee, customer, vendor, visitor or other non-employee that affect job benefits or job opportunities, interferes with an individual's work performance, or creates an intimidating, hostile, or offensive working environment. Harassment consists of unwelcomed conduct, whether verbal, physical, or visual, that is based on a person's gender, color, race, religion, national origin or ancestry, ethnicity, age, citizenship, sexual orientation, genetic information, marital status, physical or mental disability, or any other characteristic protected under federal, state, and local law or regulation. All employees, regardless of their position, are covered by and are expected to comply with this policy and take appropriate measures to ensure that prohibited conduct does not occur.

a) What Is Considered Sexual Harassment?

Sexual harassment refers to behavior of a sexual nature, which is not welcome, is personally offensive, hampers morale, and interferes with the work performance and effectiveness of its victims. Unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature constitute harassment when: submission to the conduct is an explicit or implicit term or condition of employment; submission to or rejection of the conduct is used as the basis for an employment decision; or the conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. If comments or conduct of a sexual nature are unwelcome by an individual, and persist after that is made clear, they may constitute harassment. An aggregation of a series of incidents can constitute sexual harassment even if one of the incidents considered on its own would not be harassing.

Sexual harassment may take different forms. The following are some examples of conduct, which, if unwelcome may constitute sexual harassment:

- Directly or indirectly promising something to an employee if the employee complies with a sexually orientated request;
- Unwanted sexual advances, propositions or other sexual comments, such as: sexually oriented gestures, noises, remarks, jokes or comments about a person's sexual experience directed at or made in the presence of any employee who indicates or has indicated in any way that such conduct in her/his presence is unwelcome;
- Engaging in sexually suggestive physical contact or touching another employee in a way that is unwelcome; and
- Displaying, storing, or transmitting pornographic or sexually oriented materials on the Company's equipment or premises.

This list is not exhaustive. Sexual harassment may involve individuals of the same or different sex.

b) Other Types of Harassment

Other forms of harassment include any other unwelcome verbal, physical, or visual conducts that belittle, show hostility, or ridicule an individual because of race, religion, color, national origin, age, disability, or any other characteristic protected by federal, state, and local law. This includes bullying, cyberbullying, third-party harassment, and quid pro quo. Characteristics of harassment include:

- Have the purpose or effect of creating an intimidating, hostile, or offensive working environment;
- Have the purpose or effect of unreasonably interfering with an individual's work performance; or
- Otherwise adversely affects an individual's employment opportunities.

c) Reporting Harassment

Our commitment to preventing harassment requires the cooperation of all employees to speak out when a co-worker, manager, or anyone connected to our Company, including non-employees, engages in conduct that makes them uncomfortable or intimidates them in the workplace or in connection with their employment with the Company. If you feel you have experienced or witnessed any harassment you should:

- Make a written or verbal report containing all the relevant information to someone in authority whom you trust, such as your manager, Legal, or Human Resources;
- If you prefer to remain anonymous, call the EthicsPoint Help Hotline at (1-833) 589-0389 or visit: <https://terrascend.ethicspoint.com>

After a complaint has been made, the Company will thoroughly investigate complaints of harassment promptly. Employees are required to cooperate with any Company investigation. The Company will make reasonable attempts to keep complaints and the terms of the resolution confidential, to the extent that it is practical. Following the investigation, the Company will take prompt action to stop and remedy any employment harassment discovered and prevent any recurrence. Any employee found to have unlawfully harassed another employee, customer, supplier, vendor, or guest will be disciplined, up to and including termination of employment.

2.5 ACCOMMODATIONS IN THE WORKPLACE

The Company is committed to complying with all applicable provisions of the Americans with Disabilities Act (“**ADA**”) and the Americans with Disabilities Act Amendments Act of 2008 (“**ADAAA**”). It is the Company’s policy not to discriminate against any qualified employee or applicant regarding any terms or conditions of employment because of such individual’s disability or perceived disability so long as the employee can perform the essential functions of the job with or without reasonable accommodation. Consistent with this policy of nondiscrimination, the Company will provide reasonable accommodations to a qualified individual with a disability, as defined by the ADAAA, who has made the Company aware of his or her disability, provided that such accommodation does not constitute an undue hardship on the Company.

Further, the Company is committed to protecting employees’ religious beliefs, and will provide reasonable accommodations if requested in writing to Human Resources.

An employee or job applicant who has questions or believes that he or she has been discriminated against based on a disability or religion should notify Human Resources. All such inquiries or complaints will be treated as confidential to the extent permissible by law.

a) Requesting Reasonable Accommodation

Any employee who believes they need an accommodation because of a disability or religious belief is responsible for requesting a reasonable accommodation in writing to Human Resources. The Company will keep confidential any medical information obtained. The request should include all relevant information such as:

- A description of the requested accommodation;
- The reason for the accommodation request;
- Details regarding how the accommodation will allow the employee to perform the essential functions of the job.

After receiving the accommodation request, the Company will engage in interactive dialogue with the employee to determine the specific limitation due to the disability or religious belief and explore reasonable accommodations that could overcome those limitations. However, the Company is not required to make the specific accommodation requested and may provide an alternative effective accommodation, to the extent any reasonable accommodation can be made without imposing undue hardship on the Company.

If the employee's disability or need for accommodation is not obvious, the Company may ask the employee to provide supporting documents showing they have a disability or limitation within the meaning of applicable law, and that the disability or limitation necessitates a reasonable accommodation. If the information provided in response to the employee's request is insufficient, the Company may require the employee to see a health care professional of the Company's choosing, at the Company's expense. In those cases, if the employee fails to provide the requested information or see the designated health care professional, the request for a reasonable accommodation may be denied.

The Company makes determinations about reasonable accommodations on a case-by-case basis and strives to make determination on reasonable accommodation requests quickly and will inform the employee once a determination has been made. Any questions about a reasonable accommodation request should be direct to the Human Resource Department.

2.6 CONFIDENTIALITY

We are committed to protecting the Company's confidential and proprietary information and acting responsibly with the sensitive information of employees, customers, and stakeholders. Employees are expected to keep all confidential information within TerrAscend and the appropriate audience to disclose information. Each employee must use reasonable care to protect and prevent unauthorized disclosure of TerrAscend's confidential and proprietary information.

For the purposes of this policy, confidential information means all information relating to the Company including, without limitation and whether oral or written, information relating to the Company and its business (and its assets, operations, and finances), prospective business opportunities, all technical and non-technical information, patent, copy right, trade secret, trademark, and other proprietary information, techniques, sketches, inventions, innovations, samples, business plan, designs, routines, programs, manual, ideas, graphics, art, concepts, business methods, drawings, models, know-how, processes, equipment, algorithms, software programs, software source documents, source code, object code, and formulae related to the current, future, and proposed products and services of the Company. Confidential information also includes, without limitation and whether oral or written, information concerning research, experimental work, development, design details and specifications, engineering, financial information, customer information, customer lists, procurement requirements, pricing information, business forecasts, sales and merchandising and marketing plans and information related to the current, future and proposed products and services of the Company.

If an employee is uncertain about whether certain information is confidential, they should presume the Company information is confidential and not disclose it without proper authorization.

a) Data Privacy

We respect privacy related to personal information, personal identifying information ("**PII**"), and personal health information ("**PHI**"). PII is any information that standing alone or in conjunction with any other data can identify a person or their personal address. PHI is any information about a person that pertains to their health or attributes of that person including, but not limited to, any physical attributes.

It is critical that we safeguard all PII and PHI and follow the same rules for protecting our Company's confidential information. Consult with the Company's Legal Department before transferring personal information to individuals between countries and before establishing or updating any system, process, or procedure to collect, use, disclose, or transmit PII and PHI.

b) Intellectual Property

Among the Company's most valuable assets is its intellectual property such as patents, trademarks, trade secrets, copyrights, and other similar proprietary non-public information. To protect these assets, we establish, protect, maintain, and defend our rights in all commercially significant intellectual property and use those rights in a responsible way. In addition to protecting the Company's intellectual property rights, we respect the valid intellectual property of others. Unauthorized use of the intellectual property rights of others may expose the Company to liability. New Company products, services, processes, and software, as well as any proposed use of the intellectual property of others, should be reviewed by the Company's Legal Department. Make sure your manager knows about such use so that they can notify the Company's Legal Department.

c) Protecting Intellectual Property

Be aware that photocopying, excerpting, electronically copying, or otherwise using copyrighted materials may be prohibited by law. Even if the material is available for copying, such as information downloaded from the Internet, does not mean it is automatically permissible to copy or recirculate (for example, by email or by posting to an intranet site). All copies of work that can be made public must bear the prescribed form of copyright notice. Our intellectual property includes ideas, inventions, and works (recipes, grow techniques, etc.) relating to our business created during your employment with the Company, or while using the resources of the Company. This means you are required to promptly disclose all such developments to management, so the Company can evidence ownership or obtain legal protection.



3.1 HEALTH AND SAFETY POLICY

The Company is committed to providing a safe and healthy working environment. Employees are responsible for observing the health and safety rules, policies, practices, laws, and regulations that apply to their jobs and for taking precautions necessary to protect themselves, their co-workers, and other persons present in Company facilities. Employees are also responsible for immediately reporting accidents, injuries, occupational illnesses, and unsafe practices or conditions to their manager. Questions about possible health and safety hazards at any Company facility should be directed to a manager, local security, or Compliance Department.

Every employee is required to observe and comply with the requirements of applicable workplace health and safety legislation and is expected to work safely. The following is general guidance for all employees:

- Physical acts that may endanger employees or cause accidents are prohibited, including horseplay, roughhousing, and any other physical acts.
- Employees must complete safety training as assigned and follow all leadership safety instructions in all areas.
- Certain areas of our facility may require employees to wear protective equipment such as hairnets, hard hats, safety glasses, work boots, earplugs, masks, work gloves, or rubber gloves.
- All equipment, machinery, and safety devices must be used properly and may only be operated by employees who are trained to use them.

All environmental or safety concerns must be reported to your manager upon discovery.

For any additional questions related to safety, please reference the safety materials provided at each facility, including but not limited to the Emergency Response Plan referenced below.

a) Emergency Response Plan

Each facility has its own Emergency Response Plan (ERP) available onsite and electronically. The ERP provides employees and managers with information about a variety of emergency situations including fire, inclement weather, and critical incidents.

Please refer to the ERP for your location for more specific information. In general, the following rules apply to all locations:

- Employees should not be unsupervised in any area where they are not authorized.
- Employees must use their Company-provided entry pass (badge or fob) to gain access to any facility. Employees must scan their pass before entering a secure area to record the foot traffic in and out of the various areas of the building.
- If an employee observes anyone in a secure area that does not belong in that area, and they are not accompanied by a manager or security, they are required to report the presence to a manager or security.
- No tailgating is permitted, i.e. door must be completely closed between every employee into any area where a key is required.

3.2 BULLETIN BOARDS

Bulletin boards are for business notices, health and safety notices, and employment-related postings only. Approved postings are those required by law and/or are necessary for Company business. Discretion will be given to facility managers to post other items.

3.3 BUILDING SECURITY

The Company is committed to providing a safe and secure work environment for its employees, customers, vendors, contractors, and visitors. All employees must follow their location's specific rules and regulations.

a) Visitors

Visitors are required to sign in to any licensed facility and be escorted by an employee when in restricted areas. Visitors may be required to sign a confidentiality agreement before entering licensed facilities or offices as our processes are nonpublic and proprietary. Employees should report the presence of any unauthorized individuals to their manager immediately. Employees should contact their local leadership team with questions regarding visitors.

b) Security Inspections

The Company is committed to maintaining a safe and healthy work environment that is free of illegal drugs, alcohol, weapons of any kind, explosives, or other unauthorized materials and to protecting the safety and security of all employees and the communities in which we are located. To that end, to the extent of the law, the Company prohibits the possession, transfer, sale, or use of such on its premises, and requires the full cooperation of all employees to meet this commitment.

While the Company recognizes the interests of employees and maintaining a work environment that respects the individual privacy rights of all employees, the Company must, on occasion, balance those interests with its need to maintain a safe, healthy, and productive work environment. Accordingly, the Company reserves the right to inspect the contents of any packages, boxes, or containers being removed from the workplace and may do so periodically on an intermittent or random basis. Additionally, the Company reserves the right to open any lockers, desks, file cabinets, or other containers as it deems necessary and/or appropriate to maintain a safe, healthy, and productive work environment. This may include the cutting of locks if keys or combinations are unavailable. The Company will, in its sole discretion, reimburse, repair, and/or replace any damaged or broken locks or items which may occur in this process. The Company will also re-secure, with locks or otherwise, the item opened upon completion of the procedure, and to the extent practicable under

the circumstances, attempt to maintain the privacy and/or confidentiality of any personal articles. For this reason, the Company recommends employees do not maintain objects or materials which they desire to remain strictly private and confidential on Company premises.

c) Firearms and Weapons

Bringing or attempting to bring any firearm, weapon, explosive, flammable or combustible substance or hazardous or dangerous material onto Company property is strictly prohibited to the extent permitted by state law. The Company reserves the right to take the necessary action against those suspected or confirmed to be in violation of our firearms and weapons policy. For the purpose of this policy, Company property shall include the corporate office, the land on which the office is located, the premises of any affiliate or subsidiary, and any Company vehicle.

In states with laws permitting employees to keep firearms in a locked employee vehicle, employees may do so if they are in compliance with state law. Any failure to comply with state law may result in disciplinary action up to and including termination of employment.

3.4 WORKPLACE VIOLENCE

Workplace violence is any conduct on Company premises, at Company events, or which otherwise relates to an employee's work, which is sufficiently severe, offensive, or intimidating to cause an individual to reasonably fear for their personal safety or the safety of their family, friends, and/or property. This unacceptable conduct creates a hostile, abusive, or intimidating work environment for one or more employees.

a) Prohibited Conduct

Examples of prohibited conduct include but are not limited to the following instances of violence in the workplace or other settings in connection with an employee's employment:

- Harassing or threatening telephone calls, text messages, instant messages, email, or any other form of communication.
- Possessing, conducting the use of, or using firearms, weapons, or explosives.
- Damaging, destroying, or threatening to destroy or damage Company property or employees' property.
- Communicating an endorsement of the inappropriate use of firearms or weapons.
- Physically injuring, surveillance or stalking, and/or threatening to injure a person, their family, or their friends including harmful acts like domestic violence, assault, or sexual harassment.
- Using abusive, obscene, or threatening language or gestures (verbal or written, including but not limited to using language or gestures on social media).
- Retaliating against anyone who reports a violation of this policy.

b) Preventing Workplace Violence

Employees must inform their supervisors or Human Resources of any threats or acts of prohibited conduct as soon as possible. Reports of workplace violence will be investigated by the Company immediately and in a manner to protect confidentiality to the extent practicable under the circumstances. Further, employees reporting instances of workplace violence in good faith are protected against retaliation. Failure to comply with this policy will result in disciplinary action up to and including termination of employment.

3.5 INCLEMENT WEATHER

TerrAscend is always mindful of inclement weather in short-term and long-term conditions. Inclement weather may include bad weather, natural disasters, and/or local emergencies. The Company's main objective is to protect employees during potentially dangerous situations. For this reason, this policy has been developed to provide guidance for employees on what to expect during inclement weather.

a) Shelter-in-Place

In short-term severe weather or local emergencies, the Company requires local leadership teams to follow their Emergency Response Plan (ERP) including requiring employees to shelter-in-place outside of normal work hours. Please see your local leadership team and the Emergency Response Plan for more information regarding your evacuation plan, designated shelter location, or if you have additional questions.

b) Facility Closure

The Company will make every effort to maintain normal work hours even during inclement weather. If a facility is closed on a given day due to inclement weather or due to emergency conditions, your manager will notify you of whether to stay home and what the procedure for closure is in your area. Exempt employees should remotely work when possible. Non-exempt employees may use their paid time off to replace the lost scheduled time due to closure.

3.6 ELECTRONIC DEVICES AND TECHNOLOGY

a) Mobile Devices Usage

Each manager is responsible for creating a cell phone policy that fits the needs of the facility. In general, cell phones should not be used for personal use during work hours by employees. In the event that an employee is abusing the cell phone policy by using it for personal use repeatedly or for an extended period of time, the employee could be subject to disciplinary action, up to and including termination.

When using Company-provided mobile devices, they should be connected to the TerrAscend network to conduct Company business. The employee must permit TerrAscend to configure the Company-provided mobile device and implement security measures as the Company believes is necessary. The Company recommends caution when using public wi-fi as it is easily hacked and can cause a breach of sensitive information contained on the device. Employees are not permitted to modify the configuration or the security measures set by the Company on a Company-provided mobile device at any time during the employee's employment with TerrAscend. Upon separation from the Company, employees should remove all Company information including accounts, photos and videos from their devices.

b) Video or Audio Recording Devices and Pictures

Camera phones or other audio or video recording capable devices must not be used within the Company to invade employees' personal privacy or breach the confidentiality of the Company's trade secrets or other Company protected information. For example: Other than those who are explicitly allowed to take such pictures for the Marketing Department or managerial purposes, no pictures of the products are allowed (plant photos, intermediate product, or finished product). Any such pictures shall be deleted, and the posting of any such unauthorized pictures online may result in disciplinary action up to and including termination.

c) Company-Provided Devices

Company-provided devices, including but not limited to computers, smartphones, tablets, laptops, and mobile devices that are used for business purposes, including the email server, must be password protected.

At any time upon request, the employee may be asked to produce the Company-provided device(s) for inspection. Upon resignation or termination of employment, the former employee must return all Company devices and equipment with any such protective passwords. The Company reserves the right to access and monitor all information, communications, and messages on Company-provided devices. The Company has the right to inspect, retract, or delete any Company data on personal devices. Employees are always expected to follow applicable state and federal laws or regulations regarding the use of mobile devices. Please be advised that you should have no expectation of privacy in the use of any Company provided devices and other Company provided electronic equipment and programs. You are assumed to be responsible for all devices assigned to you, and you should treat them with the same care you would your own devices. Any loss or significant damage beyond reasonable wear and tear to any Company provided devices may be assessed to you.

d) Safety Issues for Cellular Phones and Smart Phones

The Company prohibits the use of mobile devices or texting while driving a motor vehicle for Company business or operating a Company vehicle. In jurisdictions permitting the use of handheld devices while operating a motor vehicle, their use is prohibited as a matter of Company policy. Your phone's Bluetooth system should be set up before driving. Employees must adhere to all federal, state, and local laws and regulations regarding the use of mobile devices while driving.

Employees charged with traffic and/or other infractions because of the use of electronic devices while driving will be responsible for paying any fines, penalties, and/or associated costs. The Company expressly disclaims any liability for such.

e) Computer, Email, and Internet Use

The Company may provide employees with computers, software, network access, Company email accounts, and workplace internet access needed to facilitate work performance. These systems are the property of the Company, and as such, shall be treated as confidential.

Timed, password-protected screensavers must be used for the purpose of safeguarding data that may appear on an employee's screen should the employee briefly leave the workstation. Employee passwords are confidential and should not be given to anyone. Employee passwords should be changed every 90 days. This includes, but is not limited to, passwords for email and laptops. Employees should not use the same password for multiple accounts.

To help mitigate risk, employee computers are to be used only by the designated employee. Employees are prohibited from sharing passwords or Company devices. Employees are required to prevent unauthorized access to or loss of any sensitive, confidential, or proprietary Company or customer information. Employees are not permitted to grant access to any of the Company's systems, information, or network to any third-party vendor without prior written approval from the Company.

Employee computers are to be used only for work purposes. Employees are prohibited from installing any non-Company approved programs and games on their work-provided electronics. If employee-installed software is found to be interfering with their computer or their work, the software will be removed, and the employee may be blocked from installing software in the future. This will be subject to disciplinary action, up to and including termination.

The Company reserves the right to access and monitor all information, communications, messages, data, and files on all Company-owned equipment including phones, computers, or email system. Please be advised that you should have no expectation of privacy in the use of any Company-provided computers, phones, and other equipment.

The Company email system exists to facilitate business communications. Computer systems, software, network devices, Company email, and the internet/intranet are not to be used in any way that may be illegal, fraudulent, harassing, discriminating, disrespectful, defamatory, offensive to others, or harmful to morale.

Unacceptable use or behavior includes, but is not limited to, the following:

- Searching, viewing, sending, receiving, downloading, printing, or visiting internet sites that contain inappropriate, unlawful information, obscene, hateful, or pornographic material;
- Distributing, displaying, or knowingly storing inappropriate information advertisements, promotions, destructive programs (viruses), or unauthorized information on Company electronic communication systems;
- Undertaking deliberate activities that waste staff effort or networked resources;
- Installing or using unlicensed, pirated, or unauthorized software;
- Breaking into the system or unauthorized use of a password/mailbox;
- Unauthorized sharing of passwords or user ID information or accessing another employee's devices (such as computer files, voicemails, or email) without authorization;
- Violating licensing agreement, copyright or trademark, or local, state, or federal law;
- Entering, using, examining, transferring, or interfering with electronic communication systems and resources without authorization;
- Attempting to modify the electronic communication system configuration or account restrictions, or attempting to breach the Company's computer security systems without authorization;
- Storing or processing Company information on systems or services that are unauthorized or not compliant with TerrAscend's policies (including the Privacy and Information Management Policy) or on personal electronic devices.

Any employee found to be in violation of this policy may be subject to disciplinary action, up to and including termination and/or legal repercussions. All communications, including texts and images, may be disclosed to law enforcement and other third parties without the prior consent of the sender or receiver. Nothing in this policy, in general, should be construed to interfere with or otherwise restrict an employee's exercise of their Section 7 rights under the National Labor Relations Act.

f) Reporting Procedure

Employees must report the loss or theft of any Company-owned devices, including personal devices connected to the Company's network within 24 hours of discovery. The Company will not be liable for the loss of personal phones and portable devices brought into the workplace. Reports of loss or theft should be directed to your supervisor, corporate security personnel, or IT Department.

g) Collection of Company Property

Employees are required to return all Company property that is in their possession at the time of their separation of employment or immediately upon a request made by TerrAscend. Examples of Company property include, but are not limited to, electronic devices, desktop computers, laptops, portable storage devices (CDs, flash drives, etc.), Company-issued mobile devices, access badges or cards, and office or building keys. TerrAscend will not hesitate to take necessary legal action to protect and retrieve its property if there is a violation of this policy.

Upon notification of the termination of employment, regardless of reason, no information belonging to TerrAscend can be copied for the employee's use. The Company may take all action deemed appropriate to recover or protect the Company's property or proprietary and confidential information including, but not limited to, inspection or collection of personal electronic storage devices and other electronic devices that contain Company information.

3.7 SOCIAL MEDIA POLICY

The Company recognizes online social networks including Instagram, Facebook, Twitter, Twitch, and professional networking sites such as LinkedIn (collectively, "Social Media") are an important and engaging day-to-day way to share information and interact with third parties, both to the benefit of the organization and for our employees' personal use. We look forward to building a positive and engaging digital work environment together here at TerrAscend.

The Company supports and encourages our employees' right to act responsibly online with the organization's core integral brand values in mind. The line between work and personal life, however, may become blurred, whereby the use of social media to post content including, but not limited to, text, images, or videos ("content"), at or outside of work may have a negative and often unintended impact on the organization, our guests, coworkers, business partners, and the overall public perception of TerrAscend.

In addition, employees' use of social media can pose a risk to TerrAscend's confidential and proprietary information, reputation, and brands. It can also expose the Company to discrimination and harassment claims, jeopardize the Company's compliance with business rules and law, and create a negative Company culture.

We have therefore developed this [Social Media Policy](#) to support our employees in understanding best practices to remain compliant with Company policy and regulatory compliance and minimize business and legal risks to avoid loss of productivity, distraction, and ensure the Company resources and communication systems are used appropriately. TerrAscend expects all employees to adhere to the following guidelines listed in the Social Media Policy, but also in the [Electronic Devices and Technology Policy](#). Failure to adhere to these guidelines will result in disciplinary action, up to and including termination of employment.

a) General Conduct

This policy is not intended to restrict communications or actions protected or required by state or federal law. This policy was created to maintain a positive and engaging social climate. We ask you to conduct your digital behavior with integrity, exercising common sense and good judgment. Always consider the need to protect the confidentiality and reputation of the Company and of the Company's customers while also adhering to all applicable laws and regulations.

We always encourage you to be yourself while demonstrating respect and professionalism to other individuals, even if you disagree with them. Do not flood, spam, post junk mail, or link to third-party sites or content that violates any of these guidelines. Any unacceptable content reported (specifically the use of sexually graphic or offensive, discriminatory, defamatory, obscene language, or promotion of illegal activity, etc.) will be requested to be deleted immediately and may result in disciplinary action, up to and including termination if connected to the Company in any way. Anything you post online, whether a quote, comment, photograph, or article must either be owned by you; must have expressed permission to use the content from the copyright owner; or must demonstrate credited reference-in-full of the original author. The Company reserves the right to request employees withdraw certain posts from a social media site if it deems the content inappropriate, offensive, or otherwise contrary to this policy.

b) Posting Authority

When engaging online there is a difference between:

- Speaking on behalf of the Company: "We are proud to announce here at TerrAscend"
- Speaking about the Company: "I think that working at TerrAscend is awesome..."

As employees, we are free and entitled to use our Social Media accounts in any manner outside of work. However, it is important to remember that we must not post content in a manner that is to be perceived that we are speaking on behalf of the Company, or to post content that might be perceived to reflect negatively on the organization. Unless your role expressly authorizes you to speak on behalf of the Company, or you have been given the authorization to do so by the Marketing Department, you are not permitted to post content on behalf of the Company or respond to comments made by any third party across any online platform or site, including those owned by TerrAscend.

If you do post content about the Company using your personal social media accounts, there is an increased risk that personal opinions expressed on your personal account could be misconstrued by the general public as opinions of the Company. Remember you are not speaking on behalf of the Company. You must clearly indicate your relationship with the Company and that you are providing your opinion only. You must make it clear in your posting that you do not have the capacity to speak on behalf of the Company.

For this reason, the Company strongly encourages employees to use good judgment when posting about the Company and keep social media posts related to the Company to a minimum. TerrAscend does not systematically monitor the content of employees' personal social media accounts, however, TerrAscend reserves the right to take any appropriate action if posts are brought to the attention of the Company that were made on personal social media accounts. If you are permitted by the Marketing Department to post on behalf of TerrAscend, all content must follow clear

directions provided by and be edited or removed subsequently as required or deemed inappropriate.

c) Accountability

As an employee, your conduct is subject to the Company's Code of Ethics in all public settings, whether or not you are authorized to act on behalf of the Company. This includes the content you post through Social Media platforms while at work or in your personal lives. TerrAscend trusts and expects that as an employee, you will exercise good personal judgment when you engage in online activity.

While we are allowed to repost other users' accounts online if given permission to do so; reposting any content that is of illegal activity, high-risk activity, or any that may be construed as advertising in the context of us posting the content is prohibited. The following examples highlight what is not allowable:

- Reposting yourself or someone smoking cannabis products in their car (operating machinery including cars is illegal), or in any other obvious public place (as it would appear, we are endorsing such illegal or ill-advised activity);
- Reposting someone with fistfuls of cash and product (this is ill-advised and high risk as it gives the optics of illegality);
- Reposting medical claims made by a third party, whether it is a company or an individual;
- Making certain health claims regarding cannabis products, such as claiming that the product "treats" or "cures" any condition or "alleviate symptoms of" various ailments.

Any posting that includes illegal activity is grounds for termination.

In addition, your use of social media while at work should not interfere with your duties or work commitment. Be conscious of mixing your work and personal lives. Be mindful of the fact that anyone, including co-workers, managers, and supervisors, may have access to the information you post online.

Recognize you are ultimately solely responsible for anything you post online across your accounts. If any content you post is harassing, creates a hostile work environment, is confidential or proprietary in nature, defamatory, inaccurate, or misleading, you may be subject to disciplinary action, up to and including termination without notice, and any subsequent legal liability.

d) Integrity

TerrAscend does not condone or encourage the creation of any false posts, blogs, or comments, or the use of pseudonyms that are designed to mislead the public.

While any TerrAscend content or copy may be written by employees of the Company, or by individuals who have been retained to write them on our behalf, comments about such content may be made by any individual. Any employee who does comment on the content, or third-party content, shall disclose their relationship with the Company, the capacity to which they have permission to respond, or whether the comments are merely personal opinions.

e) Respect

TerrAscend encourages employees to post meaningful, respectful comments online and not engage in spam or any other abusive use of the internet or social media site.

At all times, when posting online, you should speak respectfully about the Company, your co-workers, our guests, our partners, and our competitors. Do not post content or engage in any name-calling or behavior that will reflect negatively on the Company's reputation or that would appear to be discriminatory or harassing. Remember, while you may intend for your comments to remain private, they may be visible or forwarded to others outside your circle of friends.

f) Confidential Information

TerrAscend is subject to numerous industry regulations. As an employee, you may have access to confidential or proprietary information, including but not limited to legal or financial matters, pricing strategies, new programs, or information from third-party suppliers or partners, for more information, please see our [Confidentiality Policy](#). The release of this information or the inaccurate reporting of such material could have severe consequences for the Company. When using social media, it is important to exercise common sense and good judgment, and always consider the need to protect the confidentiality and reputation of the Company and of the Company's customers while also adhering to all applicable laws and regulations. Any breach of confidentiality is subject to disciplinary action, up to and including termination, and may be subject to further legal consequences.

TerrAscend does not systematically monitor the content of employees' personal social media pages, however, we reserve the right to take appropriate action if posts are brought to our attention that were made to a personal social media account. The following is not allowed on social media:

- Video and photos of the inside of any facility are strictly prohibited unless posted as part of your job description and expressly authorized expressly allowed with the Social Media Inbox process;
- Videos and photos of any product which includes its label and/or SKU;
- Content created in a manner that appeals to individuals under the age of 18;
- Using information that is false, misleading, deceptive, or that is likely to create an erroneous impression about the product's, purity, quality, merit, safety, health effects, or health risks;
- Communicating information about product price (unless posting as part of your job description and allowed by specific State regulations); and
- Giving health advice as it relates to specific products of the Company.

g) Privacy

TerrAscend is committed to protecting individuals' rights to privacy and the personal information of our guests and employees. We will never disclose your personal information or ask individuals to provide us with their personal information via Social Media platforms. Any personal information that individuals choose to share is up to them. The privacy of fellow employees must be respected. If posting on a Company account, photos or videos of another employee may not be posted without their prior, written consent to using to the use of their images and likeness. To protect patient privacy, no photos of customers' faces, while they are in or immediately outside a licensed facility, are prohibited.

h) Copyright & Ownership Rights

The Company respects the rights of copyright owners and will not post content that we do not own or have the right to reproduce anywhere. In the event that we are made aware of any potential copyright violations in the material we have posted or that have been posted by third parties on our website, or through our Social Media

platforms, TerrAscend will investigate the matter and remove the offending content where applicable within a reasonable timeframe.

As an employee of TerrAscend, you are not permitted to use any material in which you do not have ownership rights. This includes materials owned by the Company. You must receive permission to use material owned by the Company, including our trademarks and logos, and such use must not be done in a manner that would suggest you are acting on behalf of the Company or in a manner that may be confusing to the public. No photos of the store or inventory may be posted online without the written consent of management.

3.8 EXTERNAL COMMUNICATIONS

Employees are not authorized to speak or engage with the press, analysts, investors, or anyone else seeking related Company information on behalf of the Company unless they are given permission from the Company. For the purposes of this policy, the press includes television, radio, newspaper, bloggers, or periodical reports or representatives. This policy applies to all contact including phone, email, and/or social media. Employees must report any contact from the press, analysts, investors, or other similar persons or groups regarding the Company to their supervisor. This includes general calls from the press or calls from the press with requests that the Company supplies someone to speak on behalf of the Company.

Employees who are contacted by anyone outside the Company, including a member of the news media, an analyst, an investor, or anyone looking for information, must not engage in dialogue on behalf of the Company or represent in any way that they are entitled to speak on behalf of the Company unless otherwise authorized to do so by the Company. These inquiries should be directed to the site manager or HR representative to be delegated appropriately.

3.9 TOBACCO-FREE ENVIRONMENT

The Company is committed to providing a safe and healthy environment for employees and visitors. In accordance with applicable law, the Company adheres to a smoke-free work environment and prohibits the use and smoking of cigarettes, cigars, pipes, other tobacco products and e-cigarettes by our employees, customers, vendors, and visitors within all areas of our indoor facilities.

Tobacco is not allowed to be consumed on the premises at any licensed or permitted facility. This includes but is not limited to cigarettes, e-cigarettes, and chewing tobacco.

Employees may only use tobacco products in specifically designated outdoor smoking areas. These outside areas are on the perimeter of the building and away from the entranceways and other openings to the building (including windows) or at such further distance that does not permit smoke to migrate, seep or be recirculated into the building through doors, windows, and other openings.

All smokers are responsible for the disposal of their tobacco products in the appropriate receptacles and to take measures to assure against fire and other safety hazards that may result from the use of lighted tobacco products and litter-free outside spaces.

3.10 SUBSTANCE USE/ABUSE POLICY

The Company recognizes that its own well-being and future are dependent upon the health of its employees. We are committed to providing a safe, healthy, and productive work

environment that is free from alcohol and unlawful drugs as classified under local, state, and federal laws while employees are working on the employer's premises. Consistent with this commitment, TerrAscend maintains a drug and alcohol-free workplace. Being under the influence of alcohol or illegal drugs (as classified under federal, state, or local laws) or under the influence of any substance that can impair cognitive abilities while on the job poses serious health and safety risks to employees and others, which is not tolerated.

Substance abuse is defined as the use of alcohol or other controlled substances as defined by federal, state, or local law that may interfere with an employee's ability to work in a safe, healthy, and productive manner. Any visible intoxication or inebriation of any employee can result in disciplinary action up to and including termination.

Employees are prohibited from using marijuana or vape products on any Company premises, including any permitted or licensed facilities, corporate offices, all Gage, Cookies and Apothecarium facilities and any other business affiliated with TerrAscend, in accordance with all state agencies, administrative rules, local laws, and facility policies.

While the use of marijuana has been legalized for medicinal and recreational use under certain state laws, it remains an illegal drug under federal law and its use as it impacts the workplace is prohibited by TerrAscend's policy. The Company does not discriminate against employees on the basis of their off-duty use of marijuana in compliance with state marijuana laws as they apply to the employee. However, employees may not consume cannabis on Company premises. If any employee is deemed to be cognitively impaired, whether by marijuana or any other mind-altering substance while on duty or at work, said employee will be subject to disciplinary action, up to and including termination.

Nothing in this policy is meant to prohibit the appropriate use of over-the-counter medication or other medication that can legally be prescribed or recommended by a physician under either federal or state law, to the extent that it does not impair an employee's job performance, safety, or the safety of others. The Company has a performance-based medicinal drug policy. If your work is impaired due to any medicinal use of any legal drug, you may be dismissed from work with or without pay as determined by the totality of the circumstances. If your work is impaired due to any illegal or unauthorized drug or substance, you may be dismissed from work with or without pay and subject to discipline up to and including termination.

In the event that the Company has reason to believe that an employee may be violating this policy, TerrAscend reserves the right at all times to inspect employees' belongings, as well as their surroundings and possessions, for substances or materials in violation of this policy. This right extends to the search or inspection of clothing, desks, lockers, bags, briefcases, containers, packages, boxes, tools and toolboxes, lunch boxes, and employer-owned or leased vehicles where prohibited items may be concealed.

If any employee is suffering from substance abuse problems, they may contact Human Resources to discuss options available to assist with recovery, including our employee assistance program, which can be accessed at benefitsatterrascend.com. Any employee found in violation of this policy is subject to disciplinary action up to and including termination.

3.11 WORK ENVIRONMENT EXPECTATIONS

Employees are expected to maintain a clean and professional working environment. All employees share the workspace, and it is the responsibility of all employees to maintain a clean kitchen, break room, and workspace.

- Food and beverages are only permitted in designated break areas.
- Clean up – wash your dishes, throw away your food, and wipe up messes immediately.
- Microwaves – monitor your food while in use and share the microwave(s).
- Refrigerator – eat or dispose of food stored in the fridge, label containers, and be aware that the fridges may be cleaned out as needed with or without notice.
- If applicable, personal desks and workspaces, including keyboards, phones, etc., should be well maintained and cleaned periodically.
- No food or drink (except water and approved water bottle) is allowed in any facility's locker room or clean area. Please confirm with your leader if you are unclear about what kinds of water bottles are approved/not approved.

3.12 WHISTLEBLOWER POLICY AND ETHICSPPOINT PLATFORM

TerrAscend is committed to providing a safe work environment. Employees are often the first to become aware of potential or actual unethical behavior; however, they fail to express their concerns for fear of retaliation. The Company will not tolerate harassment, retaliation, or reprisals of any kind against an employee who has, in good faith, protested or raised a complaint against some policy or practice of the Company or any of its employees.

What Can Be Reported

This policy is to address serious concerns relating primarily to unethical, fraudulent, or illegal business conduct. This policy is not intended to address every concern that may arise in the workplace. Employees should be aware the Company has other policies and procedures, as well as other available channels of communication, to report concerns not covered by this policy. Employees should report serious concerns to their direct supervisor, a senior member of management, or Human Resources as soon as reasonably possible using the procedure below.

Submitting Whistleblower Complaint

Employees may submit complaints, concerns, and information regarding potential unethical, fraudulent, or illegal conduct to their immediate supervisors, another member of management, or Human Resources. Additionally, employees can file an anonymous complaint through our EthicsPoint system on the TerrAscend intranet site or by calling the EthicsPoint hotline at 1-833-589-0389. Employees who submit a report may be contacted by a Company representative and asked to provide additional information. TerrAscend will endeavor to protect the privacy and confidentiality of the reporting employee and all other parties involved to the extent possible, consistent with a thorough investigation.



SECTION 4: EMPLOYMENT

4.1 INTERNAL APPLICATION PROCESS

As a Company, we are committed to investing in our employees and supporting their professional growth and career advancement. The internal hiring process policy describes the process for recruitment from within the Company to fill available roles. The policy applies to all employees interested in career growth within the Company. The policy gives the procedure to be followed for Internal recruitment and explains the Company's role in facilitating internal growth.

Policy Guidelines

Internal promotions allow employees to advance their careers and grow with the Company. To ensure a fair and consistent internal application process this policy provides guidance for managers and team members alike.

Eligibility

- Employees should have six months' tenure in their current role. **Exceptions with Department Head approval will be considered.**
- Employees must be in good standing (**NO** coaching and corrective action on file in the past six months).
- Employees applying for a management role should have six months' tenure in their current role and meet the minimum qualifications of the position. If you do not meet the minimum qualifications your manager is required to provide an endorsement that highlights why you are qualified for the position.

Process

- Employees wishing to move to a new position should check our internal postings often. Employees that apply within the first five days of the internal posting and meet the eligibility requirements will be given first opportunity at an interview with the hiring manager before external applicants are considered. Any resumes received after five days internal posting has closed will still be considered, if qualified, but will be given the same consideration as external applications.
- Employees that wish to apply to a job posting must have a discussion with their manager prior to applying.

- Once the employee has spoken with their manager, they can apply to the position via the Company's applicant tracking system. Employees **must** upload an updated resume that includes Company experience when applying.
- Employees selected for the role may be subject to additional background checks and/or motor vehicle driving record check (if applicable).

4.2 EMPLOYMENT REFERENCES / EMPLOYMENT VERIFICATION POLICY

The Employment References and Employment Verification Policy outlines the reference request and employment verification process for current or former employees. If a current or former employee is requesting a professional reference or employment verification, they need to submit their request to Human Resources. Human Resources may only disclose dates of employment and the title of the last position held. Further information requested, including salary or wages earned, requires the employee's specific written permission. No manager, supervisor, or employee is required to provide a reference for a current or former employee.

4.3 DRESS CODE AND PERSONAL HYGIENE

Employees contribute to the Company's culture and the reputation of the Company in the way they present themselves. As such, a professional appearance is essential to making a good impression with customers as well as Company shareholders. Good grooming and appropriate dress reflect employee pride and inspire confidence. Employees are relied on to exercise common sense and good judgement regarding their clothing and appearance in the workplace and to dress in a manner that is consistent with the goals of this policy.

Generally, employees should maintain a clean and neat appearance in the workplace and dress according to the requirements of their position, which may include concerns about safety/interactions with customers and/or accurately representing our organization's image to the public.

The overall Company dress code is described as business casual. In the event of a shareholder or executive meeting, business attire may be requested. If you have any doubt as to the appropriate dress code, please ask your manager.

All employees must follow the minimum guidelines listed below:

a) General Expectations

- Ensure that you are neat, clean, and well-groomed in your dress and personal hygiene.
- Use good judgment. If your attire is something you would wear to do yard work or play sports, it is inappropriate for work.
- Closed-toe shoes must be worn at all grow, processing/manufacturing and retail locations at all times.
- Undergarments should not be visible.
- If your job responsibilities put you in front of customers and the public, you may need to dress beyond your normal business casual dress code.
- If you are unsure, ask your manager or Human Resources for clarification on proper attire for your position.

b) Inappropriate Clothing (Cannot Be Worn)

- Worn out or stained clothes and shoes.
- Clothing with rips, holes, tears, or frayed edges.
- Muscle shirts, tank tops, tube tops, halter-tops, or strapless tops.
- Tight-fitting, revealing clothing, or clothes that are not properly sized.

- Low-cut tops or crop tops (tops that show the midriff).
- Shorts or skirts that are more than two (2) inches above the knee, rompers.
- Athletic pants of any type including sweatpants, running/biking pants or shorts, leggings, and yoga pants.
- Clothing with foul, obscene, provocative language, or images that may be offensive (including but not limited to religious and political statements).
- Flip-flops, beach sandals, or slippers.

Please use good judgment. If you are unsure or have questions, please ask your manager or Human Resources.

Inappropriate or offensive tattoos must not be visible. TerrAscend also does not permit employees to wear clothing or accessories containing any offensive, harassing, or discriminatory words, terms, logos, pictures, cartoons, slogans, or writing or images. Generally, “offensive” or “inappropriate” means something that contains an image or wording that could be viewed as creating a hostile or offensive work environment. TerrAscend reserves that right to determine what may be considered offensive or inappropriate.

Cultivation, Processing, and Provisioning may include additional dress code requirements. Please refer to your location-specific dress code policy.

c) Personal Hygiene

Microbes are everywhere, and the cleaner you are, the cleaner your workplace will be as a result. Therefore, we expect that employees bathe regularly as poor hygiene can jeopardize operations and our ability to function as a successful business.

Employees who fail to meet the dress code or personal hygiene criteria will be asked to make an immediate change to conform with Company policy, or not return to work until they have corrected the issue. Disciplinary action will be taken if an employee continues violating the dress code or hygiene policy, up to and including termination.

4.4 NO SOLICITATION / NO DISTRIBUTION

Employees may not solicit any other employee or third party for any purpose during working time. Working time includes the time for which the employee is paid and expected to be performing services for the Company. Examples of solicitation and distribution activities include, but are not limited to:

- Selling merchandise on Company property other than that sold by the Company itself;
- Engaging in solicitation during working time or during the working time of the employees at whom the solicitation is directed, which does not include meal or other break times;
- Distributing any non-business related literature or materials during work time and in any work areas, excluding break times and any employee lounges, cafeterias, locker rooms or other non-working areas.
- Posting, distributing, or soliciting any non-business-related material on the Company-owned bulletin boards and electronic communication systems, including email, the Internet, or the intranet is prohibited, unless otherwise required by law. Employees must obtain manager approval prior to posting any Company-related notice, writing, poster, sign, or object on any space provided by the Company.

Verbal solicitation is permitted during non-working times like a break in the break room or any outside area. However, employees may not distribute literature, notices, circulars, cards, or papers of any kind, at any time, in working areas. Employees wishing to display or post information on Company bulletin boards must receive prior authorization from Human Resources. Any non-business material posted on a Company-owned bulletin board or electronic resource or posted in other areas of the Company will be removed.

Similarly, except for bona fide Company purposes and as authorized by the Company, individuals not employed by the Company may not at any time solicit, survey, petition, or distribute literature on Company property; this includes charity solicitors, salespersons, or any other form of solicitation or distribution.

Third-party visitors are prohibited from trespassing or being present at the Company unless visiting for a bona fide business purpose relating to work and approved in advance by the Company. These individuals not employed by the Company are prohibited from soliciting and distributing materials anywhere on Company property at any time.

4.5 EMPLOYEE PERSONAL RECORDS

The Company must gather and maintain personal information about our employees on certain occasions. The Company recognizes each employee's right to privacy and actively seeks to avoid any unwarranted intrusion upon that right. We take reasonable steps to ensure the accuracy, completeness, and timeliness of the information in our possession. The purpose of this policy is to set forth the guidelines regarding the collection, maintenance, usage, and disclosure of employee information.

a) Employment Records

Your employment application and all other records that require specific information about you become a part of your employment record. Information submitted on the employment application and other employment forms is subject to verification by the Company. If the Company determines you have provided false or misleading information, you may be subject to termination regardless of whether or not accurate disclosure of the information would have disqualified you at the time.

To keep our records current, employees are responsible for promptly updating any changes like an address, phone number, marital status, additional dependents, insurance, beneficiaries, military status, etc. in the WURK system.

b) Personnel Files

The Company maintains a personnel file on each employee. The personnel file includes all documents related to the employee including onboarding, training, pay adjustments, and other employment records. Personnel files are the property of the Company, and access to employment records is restricted to authorized employees of the Human Resource Department and managers on a need-to-know basis or as allowed or required by law. Requests for such information received from other departments, as well as requests from outside the Company, including references of former employees, will be directed to Human Resources.

Employees who wish to review their own file should contact their Human Resources representative. With reasonable advance notice, employees may review their own personnel files in the Company's office and in the presence of an individual appointed by the Company to maintain the files. Employees may receive copies of the documents in their file to the extent required by applicable laws and may be required to pay for copy expenses.

Employee medical information provided to the Company is restricted to Human Resources only and will be kept separate from personnel files. Medical information will be released only upon written authorization of the employee or proper request from persons or agencies, which have a verifiable legal right to such information.

4.6 EMPLOYMENT OF RELATIVES

All relatives of employees may be considered for employment at any time. As a matter of good business sense, however, the Company does not intend for its employees to practice nepotism or to be put in a position where they may feel pressure to practice nepotism. Nepotism is defined as favoritism shown to a family member based on that relationship. Good judgment will be applied when the employee's relatives are hired. However, it is our philosophy to avoid situations where an employee would have a direct reporting relationship with a relative who is a member of management or supervision. Designated relatives: Relatives or step-relatives (spouse, parents, children, grandchildren, brothers, sisters) or others who cohabitate or otherwise share a romantic or sexual relationship. If familial relationship between two employees causes a disruption in the workplace, the individuals involved will face disciplinary action, up to and including termination of employment.

4.7 WORKPLACE / PERSONAL RELATIONSHIPS

It is not the intent of the Company to interfere with the private lives of employees. Nevertheless, it is important to advise employees of the potential problems inherent in workplace and/or personal relationships. Favoritism should not play a role in business decisions (e.g., hiring, discipline, termination, promotions, demotions, compensation, etc.). Personal relationships between employees are not allowed if one or more of the following statements are true:

- A direct reporting or supervisory relationship exists between the two employees;
- Either employee holds a job with responsibilities to audit the work of the other;
- One employee has direct involvement in business decisions (e.g., Human Resources decisions) that affect the other employee;
- One employee (e.g., the CEO) has such high influence within the Company that knowledge of the relationship can cause the other employee's manager to give them special treatment;

Additionally, management, as well as anyone involved in the hiring process, is prohibited from:

- Influencing hiring on the primary basis of a personal relationship with the applicant;
- Contracting an outside vendor to do work for TerrAscend on the primary basis of having a personal relationship.

Employees must not engage in behavior that could be interpreted as intimate or sexual in nature at work or at any event hosted by the Company.

Violations of TerrAscend's Personal Relationships at Work policy, include but are not limited to:

- Misuse or abuse of position for personal gain;
- Engaging in sexual or other intimate acts in the workplace;
- False, reckless, or malicious accusations against another employee, vendor, customer, or outside contractor.

Employees who are in a workplace and/or personal relationship are obligated to disclose their workplace relationships to the Company. This includes all employees who are

cohabitating or in an ongoing romantic or sexual relationship. Failure to adhere with this policy, including the reporting obligation, may result in disciplinary action, up to and including termination of employment.

4.8 OUTSIDE EMPLOYMENT

The Company expects each full-time employee to devote their full time and attention to Company interests during regular hours of employment and any additional time that may be required. TerrAscend will not take adverse employment action against any employee for engaging in lawful outside employment, so long as it occurs away from the Company premises, does not compete with Company interests, does not interfere with the employee's duties, and is performed during nonworking hours. For the purposes of this policy, self-employment is considered outside employment.

Outside employment or other gainful business activity by employees could involve an actual or potential conflict of interest or could affect the impartiality, judgment, effectiveness, or productivity that is expected in the performance of their duties as employees of the Company. Employees may not be engaged in outside employment if it interferes with their position or obligations to the Company, or otherwise creates a conflict of interest or is likely to interfere with or create a conflict of interest for the Company. Employees who have access to confidential information may not engage in any outside activity that would involve the use or disclosure of any such confidential information.

TerrAscend will not assume any responsibility for outside employment. Specifically, we will not provide workers' compensation coverage or any other benefit for injuries occurring from or arising out of such outside employment.

If an employee's outside employment begins to adversely affect their performance on the job, appropriate disciplinary action up to and including termination may be appropriate.

4.9 LITIGATION AND INVESTIGATIONS

Like other businesses, the Company may become, directly or indirectly, involved in litigation and other legal proceedings. Legal papers regarding these matters normally flow through established channels, but other employees may occasionally receive such papers. Employees may also receive formal or informal requests for information from lawyers for private parties concerning litigation or from governmental agencies and their representatives concerning litigation or an investigation. In such instances, to protect the rights of the Company, employees must immediately contact their manager and/or the Company's Legal Department with such information.

Under no circumstances shall an employee submit to interviews, answer any questions about the Company's business, produce any documents, or respond to any such requests without the written authorization from the Company's Legal Department. At all times thereafter, the employee is required to act pursuant to the counsel of the Legal Department. There should be no public statements relating to pending lawsuits without the prior written approval of the statement by the Company's Legal Department. Please refer to the External Communications section for more information.

4.10 TELECOMMUTING POLICY

Telecommuting involves working from home or at another off-site location that is linked electronically (and consistent with the Company standards) to the employee's principal place of employment. Telecommuting is not a guaranteed, universal employee benefit. Rather, it is a cooperative arrangement between TerrAscend and the employee based on

the needs of the job, employee, work group, and the Company. Telecommuting must be approved by the employee's supervisor and by Human Resources.

Employees must adhere to all Company policies, procedures, and agreements, regardless of where the work is performed. Assigned workspaces in Company facilities will likely change for employees who telecommute. Telecommuting does not change the basic terms and conditions of employment between the employee and the Company, nor the compensation or benefits available to the employee, unless otherwise stated. At times, a telecommuting employee may decide to, or be requested to, go to their primary business location.

Telecommuters working at home are responsible for having a designated, properly appointed work area, maintaining a safe work environment, and securing their equipment and work products.

Eligibility

To be eligible for telecommuting, the employee must perform work that is suitable for telecommuting. In general, this means that the employee's productivity can be monitored or measured, even though the employee is working remotely.

Accurate Timekeeping

Non-exempt employees who are permitted to telecommute are responsible for accurately recording and capturing time worked each day, whether working remotely due to the telecommuting relationship or at a Company facility. Accurate timekeeping includes recording accurate stop and start times, any meal breaks, rest periods, and overtime.

For exempt salary workers who telecommute, the Company expects employees to be online and responsive during the standard 40-hour work week, unless other arrangements have been made between the employee and his or her manager.

Breaks, Rest Periods, and Overtime

Non-exempt employees who are permitted to telecommute are responsible for following the meal breaks and rest periods schedule established by the employee's supervisor. In addition, a non-exempt telecommuting employee must also obtain approval from their supervisor before working overtime.

Equipment

Based on business needs of the position, VPN access and phone may be minimum mandatory requirements to telecommute. TerrAscend may provide the following authorized equipment to a telecommuting employee: laptop and/or desktop computer. The employee's family members cannot use telecommuting computers. Generally, printers or other peripherals are not provided or supported by the Company. Any exceptions will be based on Company needs and the nature of the work assignment, as well as any remote work resources or support required by law. Any such exception needs to be approved by management. All Company Electronic Devices and Technology guidelines must be maintained during telecommuting.

Establishing Network and Data or Equipment Services

The employee is generally responsible for the payment of any fee employed with the setup, maintenance, and monthly fee of the Internet connection for a remote workspace, unless otherwise required by law. The employee use of the equipment, software, data, and supplies provided by TerrAscend is only for business-related purposes. The employee must also engage in reasonable efforts to work with Information Services for any maintenance or repairs on laptop or desktop computers, including bringing the equipment to a Company facility as necessary. The decision to remove or discontinue use of such equipment rests

solely with the Company. TerrAscend will not assume any liability for loss, damage, or wear of employee-owned equipment.

4.11 PERFORMANCE MANAGEMENT

Every employee contributes to the success of the Company. We expect each employee to perform to the highest level possible. When an employee exhibits poor performance, it affects other employees, customers, applicants, vendors, and suppliers. If it is noted that your performance does not meet acceptable standards, you and your manager will work together to develop objectives and goals for each review period. These will serve as criteria for your annual performance appraisal and help you develop a plan for your ongoing success, growth, and development. It is recommended that you and your manager meet to discuss your performance throughout the year. Failure to meet performance expectations will result in disciplinary action up to and including termination.

4.12 COACHING AND CORRECTIVE ACTION

The Company's coaching and corrective action policy models a progressive discipline procedure. This procedure is designed to provide a structured corrective action process to improve and prevent a recurrence of undesirable employee behavior and performance issues. Management is responsible for documenting performance counseling discussions with employees and distributing such documentation in accordance with this policy. Management is also responsible for notifying and consulting with Human Resources when dealing with employee performance problems.

Scope

This policy applies to full-time and part-time employees. Outlined below are the steps of the Company's coaching and corrective action policy. The Company reserves the right to combine or skip steps depending on the facts of each situation and the nature of the offense. Illegal behavior is not subject to the progressive coaching and corrective action policy and may result in immediate termination. Some of the factors that will be considered are whether the offense is repeated despite coaching, counseling, or training; the employee's work record; and the impact the conduct and performance issues have on the organization. Written documentation will occur at every step of the process. The employee will be asked to sign copies of this documentation attesting to his or her receipt of the coaching and corrective action outlined in the document that will remain effective for a 12-month rolling period.

Employees in their first 90 days of employment may be given verbal or written feedback to address their performance and attendance. Any performance issues that occur will be addressed in the moment or at the managers discretion. If improvements are not made to meet Company standards, further disciplinary action may occur, up to and including termination.

Nothing in this policy provides any contractual rights regarding employee discipline or counseling, nor should anything in this policy be read or construed as modifying or alerting the employment-at-will relationship between the Company and its employees. Furthermore, employees can be subject to temporary suspension, performance improvement plans (PIP), or termination without prior notice or disciplinary action.

Procedure

Step 1: Coaching and Verbal Warning

Step one creates an opportunity for the manager to bring attention to the existing performance, conduct, or attendance issue. A verbal warning addresses the nature of the

problem or violation of Company policies and procedures. Written documentation will outline the issue and a plan on how the issue can be resolved.

Step 2: Written Warning

If the employee's performance does not improve following a verbal warning or the employee begins exhibiting further behavioral or performance issues, a written warning will be issued for the performance, conduct, or attendance issues and consequences. A written warning will address any additional incidents or information about the performance, conduct, or attendance issues and provide any prior relevant corrective action plans.

Step 3: Final Written Warning

If the employee's performance and/or behavior does not improve following a written warning, a final written warning will be issued. Employees, at this point, should understand if expectations are not met following the final written warning the next step is termination.

Step 4: Termination

The last step in the coaching and corrective action process is to terminate employment. Generally, the Company will try exercising the progressive nature of this policy by providing warnings and issuing a final written warning before proceeding to terminate employment.

4.13 TERMINATION OF EMPLOYMENT

As the Company is an at-will employer and thus cannot guarantee employment for a specific duration, employees, like the Company, may terminate employment at any time, with or without cause or notice.

Employment with the Company may cease under each of the following circumstances:

- When an employee resigns, retires, or their employment is terminated by the Company;
- When an employee walks off the job, whether or not the employee clocks out or notifies his or her manager (this will be considered a voluntary termination);
- When an employee fails to report for work the workday following completion of an approved leave of absence;
- When an employee is absent for three or more consecutive shifts without notifying the Company (this will be considered voluntary termination).

In the event of a termination, all Company property must be returned, including physical items such as hardware as well as any Company information, whether printed or electronic (the "***Company Property***"). Company Property may include, but is not limited to, business reports and information, credit cards, keys, removable media, mobile devices including laptops, cell phones, tablets and accessories, security access card and badge, paper printouts of any nonpublic information, etc.

The employee's mailing address will be confirmed upon termination to ensure any future correspondence like the mailing of tax documents. The cost of replacing any missing property not returned may be assessed and charged to the employee that failed to return such Company Property.

In your final paycheck, you will receive payment for all hours worked up through your last day of employment. Fringe benefits cease on the day of termination ("last-day worked"). Exceptions to this *last-day worked* provision apply to layoffs and leaves of absence. The Company will comply with all applicable state or local laws.

a) Voluntary Termination (Resignation)

Voluntary termination means an employee has made the decision to end their working relationship with the Company. Voluntary termination includes, but is not limited to, written or oral resignation, retirement, and job abandonment.

Employees are encouraged to submit a written resignation letter to their manager and copy Human Resources at least two (2) weeks in advance of the date of termination (the “**Notice Period**”). Employees who resign without providing the Company with two weeks of written notice may be ineligible for rehire. Moreover, employees may not use Paid Time Off (“**PTO**”) or vacation time during the Notice Period. The Company, at its discretion, may choose to accept a resignation early rather than having the employee work up to the indicated final day.

All employees leaving the Company on a voluntary basis will have the opportunity to participate in a confidential exit interview conducted by Human Resources.

b) Involuntary Termination

Involuntary termination means the Company decides to end the working relationship with an employee. Involuntary terminations for cause include, but are not limited to, violating Company policy, insubordination, misuse/theft of resources, falsification of information, conflict of interest, excessive absence/tardiness, and unsatisfactory work performance. Involuntary terminations for reasons other than cause include, but are not limited to, job elimination and workforce reductions.

If an employee is involuntarily terminated, no notice or pay in lieu of notice will be given unless required by federal or state law. Involuntarily terminated employees are eligible for a payout for any unused and accrued PTO or vacation.

The Company reserves the right to discipline and terminate employees for reasons not explicitly stated in this Handbook. Failure to enforce these rules shall not be deemed a waiver of their applicability. The use of coaching and corrective action procedures does not alter the at-will relationship between the employee and the Company.

Some issues are of such a serious nature that they may result in immediate termination without previous counseling. Any violation of policies as set forth herein will be cause for disciplinary action, up to and including immediate termination of employment; including but not limited to the following situations:

- Violation of the Substance Use/Abuse Policy;
- Using, possessing, soliciting, distributing, selling, or purchasing alcohol and marijuana on the premises at any licensed or permitted facility or office. This includes but is not limited to vapes, edibles, and cartridges;
- Reporting to work under the influence of alcohol or drug impairment;
- Harassment/discrimination of any kind while on Company premises or while conducting Company business;
- Leaving the facility during working hours without the permission of the manager or sleeping on the Company property during working hours;
- Clocking in another employee's hours or falsifying records of time worked;
- Fighting, using abusive, coercive, intimidating, profane or threatening language, and/or behavior or actions on Company property. This includes any form of harassment, violence, or threat of violence toward a fellow employee or leader;

- Conducting gambling devices, lotteries, punchboards, bookmaking, or performing immoral or indecent acts;
- Theft/destruction of the Company or another employee's property. This includes having knowledge of theft and not reporting it to management or HR;
- Dishonesty, such as falsifying any records or reports including personnel, absence, sickness, and production;
- Possession of firearms, explosives, or weapons of any kind on Company property, except as permitted by state law;
- Insubordinate conduct or refusal to follow a leader's instructions, including refusal to perform a job;
- Being convicted of a crime that indicates unfitness for the job or raises a threat to the safety or well-being of co-workers;
- Disclosing Company confidential or proprietary information to unauthorized persons including manipulation and/or distribution of Company financial or inventory information;
- Tampering with, careless use of, or damaging of tools, machines, or equipment to produce scrap or delay work;
- Engaging in "horseplay", running, scuffling, throwing things, or interfering with fellow employees or leaders;
- Collecting money or soliciting contributions on the Company's property for any purpose whatsoever during working time without the permission of the Company;
- Solicitation or distribution of written or printed material during working hours;
- Loitering in restrooms or any place where the employee's duties do not call for his or her presence;
- Failure to begin work at the scheduled start time or quitting work before your scheduled quitting time (including lunch and breaks);
- Failure to comply with all obligations imposed upon employees by the Company;
- Failure to observe all safety rules, regulations, or practices, including traffic speed limits and operating procedures of any vehicle and/or machine on the Company's property;
- Altering of any safety equipment.
- Failure to meet standards of quality and performance as established by the Company;
- Failure to observe all facility regulations as published;
- Failure to comply with prescribed treatment programs for work-related injury or illness;
- Lack of cooperation with co-workers, customers, or vendors;
- Violation of the Company's [Code of Ethics policy](#);
- Misusing Company electronic communication systems, including but not limited to email, internet, intranet, voice mail, phones, handheld devices, computer/equipment, and software as outlined in the [Electronic Devices and Technology Policy](#);
- Refusal to cooperate with Company investigations;
- Knowingly sharing false or misleading information about the Company that is likely to or has damaged the business relationships, reputation, and/or goodwill of the Company.

The foregoing is not intended to be all-inclusive of the required discipline, and the Company reserves the right to change or amend these rules and regulations. The Company may also establish supplemental rules and regulations that apply only to specific equipment, areas, or conditions.

4.14 REHIRING EMPLOYEES

Former employees can apply to job postings and may be considered on the same basis as other applicants. Prior performance and the circumstances surrounding the termination of previous employment will also be considered. Pre-employment background checks will be required. Re-verification of authorization to work may be necessary. Rehired employees will become eligible for Company benefits based on their most recent hire date.



5.1 WAGE AND HOUR POLICY

It is the Company's policy and practice to accurately compensate employees in compliance with all applicable state and federal laws. To ensure you are paid properly for all time worked and that no improper deductions are made, you should review your pay statement in a timely manner. Please use the following information when determining if your compensation is accurate:

a) Overtime

Flexibility is a necessity and, as such, your work schedule may change at times during your employment. There may be occasions when it is necessary to work overtime. When operating requirements or other business needs cannot be met during an employee's regularly scheduled working hours, an employee may be scheduled to or required to work additional hours and/or overtime.

When overtime is available, the Company will attempt to distribute overtime evenly and accommodate individual schedules, in its sole discretion and in accordance with the needs of its business. Overtime is considered a condition of employment, and refusal to accommodate any such request may be cause for disciplinary action up to and including termination of employment.

In the absence of contrary law or agreement, non-exempt full-time employees will be paid overtime at a rate of one and a half times their regular rate of pay for all hours worked in excess of 40 hours in a workweek. Actual hours worked, including employee attendance at lectures, meetings, and training programs (as long as the Company requires the employee to attend), will be considered in computing overtime. Paid and unpaid leaves of absence, including PTO, vacation, holidays, and leave under the Family Medical Leave Act, will not be considered in computing overtime. Workers' compensation will not be considered in computing overtime.

If a non-exempt employee is required by their manager to take a work-related call, answer an email, or work on any work-related project after normal work hours from home or any other location, the employee should record such time on his or her

timesheet and that time will be eligible for compensation. If a manager has not specifically requested work outside of work hours, the employee must get prior approval in writing.

Exempt employees are expected to work as much of each workday as is necessary to complete job responsibilities. No overtime, additional compensation or compensatory time off for additional hours worked will be provided to exempt employees. Exempt employees cannot accrue time to be used later as time off.

All employees must receive permission to work overtime. Abuse of the Overtime Policy will not be tolerated and can result in the employee being sent home at 40 worked hours or other disciplinary measures.

b) Pay Corrections

The Company takes all reasonable steps to ensure that all employees receive the correct amount of pay and that all employees are paid promptly. If you believe that an improper deduction has been taken from your pay or if there is any payroll error, you should immediately notify your supervisor or Payroll Department. Reports of improper deductions and payroll errors will be promptly investigated. If you have been underpaid, the Company will pay you the difference as soon as possible and by no later than the next regularly scheduled payday. If you have been paid in excess of what you have earned, you must return the overpayment to the Company as soon as possible. No employee is entitled to retain any pay in excess of the amount he/she has earned according to the agreed-upon rate of pay or their compensation plan. Where allowed by law, if an overpayment occurs, the overpayment will be regarded as an advance of future wages and will be deducted in whole or in part from the next pay until the overpaid amount has been fully repaid.

c) Pay Upon Separation

Upon termination of employment, the employee will be paid for all hours worked through the date of termination by no later than the next regularly-scheduled payday, less all applicable federal, state, and local taxes and other required or elected withholdings, in accordance with applicable law, unless otherwise required by state or local law.

5.2 SCHEDULE

a) Work Schedule

Work schedules refer to the specific days and times an employee is expected to complete the tasks of their employment position. All employees will receive their schedules from their direct supervisor. All employees are expected to perform their jobs within their scheduled work hours. These work hours may be modified by their manager as necessary to meet the needs of the department or the Company. The Company operates on a standard work week schedule of Monday – Sunday.

b) Non-Exempt Time Records

If you are classified as a non-exempt employee, time spent working each day must be recorded. Like any organization, TerrAscend requires employees to accurately record hours worked, overtime hours, and absences. The Company asks that you record with care all hours worked so that the Company may fulfill its obligations under federal and state law.

All employees are responsible to record time worked as described below:

- Accurately record all hours you spend on the job performing assigned duties'

- Record when you begin and end work, as well as at the beginning and ending time of each break period in excess of 20 minutes'
- You should also record the beginning and ending time of any departure from work for personal reasons'

You should be on site to clock in for the start of your shift, as well as returning from any breaks.

Altering, falsifying, or tampering with your time records or another employee's time records, or intentionally over- or under-recording work time may result in disciplinary action, up to and including termination. Failure to accurately document working time or to perform work during unrecorded time may result in disciplinary action up to and including termination.

5.3 BREAKS

a) Breaks and Lunches

TerrAscend complies with all federal, state, and local requirements concerning meal breaks and rest periods. Please see your direct supervisor for your location's specific break and rest period rules. Exempt employees may take the time needed for breaks and meals each workday, however, are not required to take a set schedule break or rest period.

b) Lactation Breaks

All employees who are nursing mothers and/or lactating are eligible to take a reasonable break to express breast milk for up to one year. Prior to taking a lactation break, employees should notify their manager of their intent, frequency, timing, and duration needed.

The Company prohibits any form of discipline, reprisal, intimidation, retaliation, or discrimination against any individual for requesting or taking lactation breaks or filing a complaint for violations of this policy or of applicable state or local law. If you believe you have been subjected to conduct that violates this policy, please let your manager or Human Resources know promptly.

5.4 ATTENDANCE

Each employee has an important job that fits into the successful operation of TerrAscend. To fulfill commitments to our customers and to assure a smooth-running operation, employees are expected to come to work every day and on time. Employees are expected to know their schedule, report to work on time, and complete their shift. The Company believes in developing and fostering a professional work environment. The Attendance Policy is created and enforced by the local management, please see your manager for full details.

General Expectations

- Arrive to work no later than the scheduled start time, as determined by your manager. Any late arrivals past your scheduled start time may be considered tardy.
- Remain at work through the duration of your scheduled shift.
- Return from all breaks (including lunch) on time.
- If telecommuting, you are expected to be online and available for the full workday. Any deviation to your schedule must be communicated to and approved by your manager.
- Communicate, in advance (at least two weeks), to your manager of a prearranged absence.

- Notify your manager at least two hours before the start of your schedule shift of a tardy or unplanned absence, unless an emergency situation prevents you from doing so.
- If an employee's absence is for several days, the employee must contact their manager each day they are unable to work, unless the employee is on an approved leave of absence.
- Repeated tardiness and "no-call-no-shows" (where an absence is not reported before such is taken) will not be tolerated and could result in disciplinary action up to and including termination.

Employees who fail to meet the minimum expectations of the attendance policy will be coached by their Manager. Disciplinary action will be taken if an employee continues violating the attendance policy.

Three or more consecutive absences without proper notice and/or proper documentation will be voluntary termination for job abandonment.

5.5 EMPLOYEE PAYCHECKS

Paychecks are distributed to employees via direct deposit, pay card, or check based on the capabilities at each location. Please contact your local leadership team or Human Resources representative for more information about your regular pay schedule and payday. If you find any errors on your paycheck, please report them immediately to your supervisor or the Payroll Department.

5.6 PAYROLL DEDUCTIONS

Deductions will be made from your pay for federal, state, and local withholding tax, Social Security (FICA), Medicare, other taxes as required by law, and any voluntary deductions elected by the employee. Examples of voluntary deductions include portions of your health, dental, life insurance premiums, voluntary contributions to applicable retirement plans, repayment, or other types of voluntary contributions.

Further, if the Company receives a lawfully issued wage garnishment order, the required amount will be deducted from the employee's paycheck. Examples of wage garnishments include judgments, back taxes, and child support. Employees will be notified in the event the Company receives a wage garnishment against them.

No other deductions will be made unless specifically authorized in writing by the employee, and all deductions will be itemized on the employee's pay statement.

Cash, in any form (bonus, prize, etc.), and gift cards are considered supplemental wages under tax law and are always reported as taxable income, regardless of the dollar amount. Any such compensation will be processed through payroll and is subject to applicable taxes. You must be employed at the time the cash, bonus, prize, etc. is awarded to claim it.

5.7 HEALTH AND WELFARE BENEFITS

Employees are eligible for benefits based on the employee's exemption and employment status classification. All benefits are described in the [Employee Benefits Guide](#) provided at the time of hire or Open Enrollment. Hourly employees who consistently work an average of 30 hours or more per week (considered full-time for health benefits purposes) are eligible for these types of benefits on the first day of the month following thirty days of employment.

- | | |
|----------|---------------------|
| • Health | • Prescription |
| • Vision | • Flexible Spending |
| • Dental | |

Employees who work more than 37 hours per week qualify for other voluntary benefits such as:

- Short- and Long-Term Disability
- Life insurance

The Company, at its discretion, reserves the right to alter, amend, modify, change, or terminate these benefits, or the allocation of premium payments, at any time. Any coverage of health benefits provided by the Company terminates on the last day of the month of employment with the Company.

This description of employee benefits only summarizes the provisions of a formal benefit Plan documents and does not attempt to cover all of the details contained in the Plan documents. The operation of the Plan, including events making you eligible or ineligible for benefits, the amount of benefits to which you (or your beneficiaries) may be entitled, and actions you (or your beneficiaries) must take to request and support a claim for benefits will be governed solely by the terms of the official Plan document. To the extent that any of the information contained in this employee handbook, a summary plan description ("SPD"), or any information you receive orally is inconsistent with the official Plan document, the provisions set forth in the Plan document will govern in all cases. If you wish to review the Plan document, please refer to the section of the SPD for this benefit plan entitled "YOUR RIGHTS," which discusses your ability to review the Plan document.

5.8 401(K) RETIREMENT PLAN

All employees are eligible to contribute to the 401(k) after six months of employment and 500 hours worked, or after 1 year of employment and 1000 hours worked, whichever comes first. The Company matches up to 4% of employee contributions, and funds are vested immediately. Rollover is available for employee with existing 401(k) funds. Please see the formal summary plan description for more information related to eligibility, beneficiaries, claims, or other 401(k) information. The Company, at its discretion, reserves the right to alter, amend, modify, change, or terminate this benefit at any time. To review more about the current 401(k) plan, please see the [Enrollment Kit](#).

5.9 TRAVEL AND EXPENSE POLICY

Some employees may be required to travel in the course of their duties and may be eligible for compensation for the time they spend traveling. The compensation an employee receives depends upon the kind of travel and whether the travel time takes place within normal work hours or outside of normal work hours.

The Company's Travel and Expense Policy is a guide for requesting, documenting, and reimbursement of relevant business travel and expenses. Authorizing an expense report indicates to the Company the expenses reported are legitimate, reasonable, and comply with this policy. Failure to follow the Travel and Expense Policy can result in delay or disqualification for reimbursement or disciplinary action. Please refer to the Travel and Expense Policy on the Company Intranet for more information.



6.1 PAID TIME OFF / VACATION

The Company believes its employees are the key to what makes a great Company. Although work makes up a large portion of an employee's life, we believe a balance between work and non-work activities is essential to maintain quality performance and a positive work atmosphere. Please view your region's Handbook Addendum for more information on the Paid Time Off (PTO), Sick Leave, and Vacation policy as applies to your employment with the Company.

6.2 HOLIDAYS

The Company recognizes eight (8) paid holidays as listed below. Please view your region's Handbook Addendum for more information on Holiday pay and observation as it applies to your employment with the Company.

- New Year's Day
- MLK Day
- Memorial Day
- Juneteenth
- Fourth of July
- Labor Day
- Thanksgiving Day
- Christmas Day

6.4 BEREAVEMENT LEAVE (FUNERAL)

The Company recognizes the importance of allowing employees time away from work following a death in the family. As such, all full-time employees are eligible for three (3) paid bereavement leave days immediately following the death of a family member. Employees may be eligible for additional unpaid leave under state law and should contact their Human Resources department. Employees who require additional paid leave for bereavement may use accrued and unused PTO or vacation.

6.5 JURY DUTY (CIVIC LEAVE)

The Company understands the importance of citizens serving on our jury system. When any regular full-time employee is called to and reports for jury duty, or as a witness, they are entitled to take time off, as necessary, to fulfill legal obligations. This leave will be paid to a maximum of forty hours, no more than eight (8) hours on any given day. Any regular full-time employee called to and reporting for jury duty will be compensated at their regular rate

of pay. Employees who require additional leave to serve jury duty may substitute accrued and unused PTO in lieu of unpaid time off. Exempt employees will be paid for only weeks in which they perform work.

Approved jury duty will count as hours worked for the purposes of computing overtime. Such compensation will be payable only if the employee gives the Company as much notice as possible of the need to attend jury duty and provides a copy of the summons and presents proper evidence of attendance. Employees must return to work when their presence is no longer required for jury duty and notify their manager as far in advance as possible when the employee learns they will be able to return to work. Employees must check in with their supervisors daily during the civic leave so the Company is aware when you are expected back at work. No employee will face disciplinary action or retaliation for their service.

6.6 FAMILY MEDICAL LEAVE ACT (FMLA)

The Family and Medical Leave Act ("**FMLA**") provides eligible employees with up to 12 workweeks of unpaid leave for certain family and medical reasons during a 12-month period. During this leave, the Company is required to maintain an eligible employee's group health plan coverage as if the employee had continued working. An employee eligible for FMLA leave, with the exception of those employees designated as "highly compensated" or "key" employees, will be returned to the same or to an equivalent position, provided that the employee returns to work within or at the end of the 12-week period.

a) Employee Eligibility Criteria

To be eligible for FMLA leave, you must have been employed:

- for at least one year (which need not be consecutive);
- for at least 1,250 hours during the 12-month period immediately preceding the commencement of the leave.

b) Events Which May Entitle an Employee to FMLA Leave

FMLA leave may be taken for anyone, or for a combination of, the following reasons:

- the birth of the employee's child or to care for the newborn child;
- the placement of a child with the employee for adoption or foster care or to care for the newly placed child (entitlement to leave for the birth or placement of a child for adoption or foster care will expire 12 months from the date of the birth or placement);
- to care for the employee's spouse, child or parent (but not in-law) with a serious health condition;
- to care for the employee's own serious health condition that makes the employee incapable of performing the functions of his or her job; and/or
- A qualifying exigency¹ arising out of the fact an employee's spouse, son, daughter, or parent on active duty or called to active-duty status in the National Guard or Reserves in support of a contingency operation may use their 12-week entitlement.
- FMLA also includes a special leave entitlement that permits eligible employees to take up to 26 weeks of leave to care for a covered service member during a single 12-month period. A covered servicemember is a current member of the Armed Forces, including a member of the National Guard or Reserves, who has a serious injury or illness incurred in the line of duty on active duty that may render the servicemember medically unfit to perform his or her duties for which

¹ Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

the service member is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list.

For any employee who is eligible for FMLA leave, TerrAscend may designate time off for any of the above reasons as FMLA leave even if an eligible employee does not ask to do so during the approved leave period. TerrAscend will inform the employee of the amount of time off that will be counted against the employee's FMLA leave entitlement. The employee will be notified if TerrAscend determines that any of the time off does not qualify as FMLA leave.

c) How Much Leave May Be Taken

An eligible employee is entitled to up to 12 workweeks of unpaid leave during a 12-month period for any FMLA qualifying reason(s). The 12-month period is calculated as a rolling 12-month period, measured backward from the date the new leave period is to commence. However, there is a special entitlement to take up 26 workweeks of unpaid FMLA leave during a single 12-month period to care for a covered servicemember. The special leave entitlement only applies to care for a covered servicemember and does not expand the length of leave (12 workweeks) available to eligible employees to other FMLA-qualifying reasons.

When both spouses are employed by the Company, they are together entitled to a combined total of 12-workweeks of FMLA leave within the designated 12-month period for the birth, adoption, or foster care placement of a child with the employees, for aftercare of the newborn or newly placed child, and to care for a parent (but not in-law) with a serious health condition. Each spouse may be entitled to additional FMLA leave for other FMLA qualifying reasons (i.e., the difference between the leave taken individually for any of the above reasons and 12-workweeks, but not more than a total of 12-workweeks per person). For example, if each spouse took six (6) weeks of leave to care for a newborn child, each could later use an additional six (6) weeks within the same 12-month period due to his or her own serious health condition or to care for a child with a serious health condition.

d) Intermittent or Reduced Schedule Leave

An FMLA eligible employee may also be entitled to take unpaid leave intermittently. Intermittent leave is leave taken in separate blocks of time. A reduced work schedule leave is a leave schedule that reduces an employee's usual number of hours per workweek or hours per workday. Leave to care for a newborn or for a newly placed child may not be taken intermittently or on a reduced work schedule without advance approval by the Company.

Leave because of an employee's own serious health condition, or to care for an employee's spouse, child, or parent with a serious health condition may be taken all at once or, where medically necessary, intermittently or on a reduced work schedule. If an employee takes leave intermittently or on a reduced work schedule basis, the employee must, if possible, attempt to schedule the leave so as not to unduly disrupt operations. When an employee takes intermittent or reduced work schedule leave for foreseeable planned medical treatment, the Company may temporarily transfer the employee to an alternative position with equivalent pay and benefits for which the employee is qualified and which better accommodates recurring periods of leave.

e) Requests for FMLA Leave

You should request FMLA leave by completing the Employee's Request for FMLA form and submitting it to Human Resources. You can obtain one of these forms from the Human Resource Department.

When leave is foreseeable for childbirth, placement of a child, or planned medical treatment for the employee's or family member's serious health condition, the employee must provide Human Resources with at least 30 days advance notice, or such shorter notice as is practicable (i.e., if possible, within one or two business days of learning of the need for the leave). When the timing of the leave is unforeseeable, the employee must provide Human Resources with notice of the need for leave as soon as practicable (i.e., if possible, within one or two business days of learning of the need for the leave).

The notice must include sufficient information to enable TerrAscend to determine whether the leave qualifies for FMLA protection. This includes the reason for the leave and the anticipated frequency and duration of the leave, including, where known, the beginning and end dates of the leave. If an employee requests leave for a reason for which FMLA leave was previously taken or certified (including in the case of intermittent leave), the employee must specifically reference that FMLA leave is again being requested.

f) Required Documentation

FMLA leave or return to work may be delayed or denied if the appropriate documentation, listed below for each reason for leave, is not provided in a timely manner.

- FMLA leave based on the serious health condition of the employee or the employee's spouse, child, or parent:
 - Request for FMLA form
 - Certification of Health Care Provider – must be completed by the applicable health care provider and state the date on which the health condition commenced, the probable duration of the condition, and the appropriate medical facts regarding the condition. If the employee has a serious health condition, the certification must state the employee cannot perform the functions of their job.
- FMLA leave based on the serious injury or illness for covered servicemembers:
 - Request for FMLA form
 - Certification for Serious Injury or Illness of Covered Servicemember for Military Family Leave – must be completed by the applicable health care provider.
- FMLA leave due to a qualifying exigency:
 - Request for FMLA form
 - Certification of Qualifying Exigency for Military Family Leave

If the employee is needed to care for a spouse, child, or parent, the certification must state that, along with an estimate of the amount of time the employee will be needed. In addition, the employee may be asked to provide documentation or statement of family relationship (e.g., birth certificate or court document).

During FMLA leave, the Company may request the employee to provide periodic updates/recertification of a serious health condition at intervals, as allowed by the FMLA. In addition, during FMLA leave, the employee must provide Human Resources with periodic reports regarding the employee's status and intent to return to work. If the employee's anticipated return to work date changes and it becomes necessary for the employee to take more or less leave than originally anticipated, the employee must provide the Human Resource Department with reasonable notice of the employee's changed circumstances and new return to work

date. If the employee gives the Human Resource Department notice of the employee's intent not to return to work, the employee will be considered to have voluntarily resigned.

Before the employee returns to work from FMLA leave for the employee's own serious health condition, the employee is required to submit a Return-to-Work Medical Certification form or fitness for duty certification from the employee's health care provider with respect to the condition for which the leave was taken, stating the employee's return to work date. It also must include information about any situation or condition which may prohibit the employee from performing his or her normal responsibilities and include work restrictions, if any, and the length of time these restrictions will be in effect. To return to work at "full-duty" status, employees must submit this information to benefits@terrascend.com that states the return-to-work date, and that the employee has "no restrictions".

The opinion of the attending health care provider will be considered in determining the employee's eligibility for a Family and Medical Leave and for fitness for duty upon return to work. The Company reserves the right to require a confirming opinion from a physician of its choosing, at the Company's expense. If it is necessary to resolve a conflict between the original certification and the second opinion, the firm will require the opinion of a third physician. The Company and the employee will jointly select the third physician, and the Company will pay for the examination and opinion. The third opinion will be considered final.

g) Use of FMLA concurrent with other Leaves

FMLA provides eligible employees with up to 12 workweeks of unpaid leave. If the employee has any accrued or earned PTO time available, the employee must use at least one week of PTO concurrently with and not in addition to FMLA. However, if the employee is receiving workers' compensation benefits concurrently with FMLA, the employee will not be required to use any accrued PTO time. The remainder of the 12 workweeks of leave, if any, will be unpaid FMLA leave. Any leave used for an FMLA qualifying reason will be charged against an employee's entitlement to FMLA leave. This includes, but is not limited to, use of accrued leave time and leave for disability or workers' compensation injury/illness, provided that the leave meets FMLA requirements. The use of paid leave during an unpaid leave of absence does not extend the 12 workweek leave period.

FMLA leave is without pay, unless the employee substitutes PTO, floating holidays or paid leave provided according to applicable state or local law that may be used for the same covered purpose. In addition, an employee may be eligible for short-term disability benefits, family leave insurance benefits, or workers' compensation benefits during the period of FMLA leave. In any event, an employee receiving any compensation from TerrAscend or other source during FMLA may not exceed the employee's regular rate of pay.

Where FMLA leaves runs concurrently with any Company paid time off, an employee will continue to accrue paid time off and sick time benefits in proportion to the amount of compensation being received directly from TerrAscend. When the employee is on FMLA leave but is not concurrently using paid time off, vacation or sick time, paid time off and sick time benefits will not continue to accrue.

h) Designation of Leave

The Human Resource Department will notify the employee that leave has been designated as FMLA leave, either upon the employee's request, or if it believes the leave to be for an FMLA qualifying purpose. The Company may provisionally

designate the employee's leave as FMLA leave if the Company has not received medical certification or has otherwise been unable to confirm the employee's leave qualifies as FMLA leave. If the employee has not notified the Human Resource Department of the reason for the leave, and the employee desires that leave be counted as FMLA leave, the employee must notify Human Resources within two (2) business days of the employee's return to work that the leave was for an FMLA reason. In addition, if the Company determines an employee's leave was for an FMLA purpose, it may designate the leave as retroactive FMLA leave in appropriate circumstances in accordance with FMLA requirements.

i) Benefit Coverage during FMLA Leave

An employee may be able to continue coverage under certain benefit plans sponsored by the Company during his or her FMLA leave. The Summary Plan Description for each benefit plan will specifically set forth the rights, terms, and conditions to continue benefits during a leave. At a minimum, a covered employee on FMLA leave will have the right to continue his or her coverage under the Company's group health plan (e.g. medical, prescription, dental, and vision) on the same terms and conditions and at the same cost as if the employee had been continuously employed during the entire FMLA leave period.

An employee will be required to make timely payment of any required premium or other employee contributions under and in accordance with the applicable Company benefit plan. If an employee fails to timely pay his or her required contribution, coverage under the benefit plan generally will be suspended as provided in the applicable Company benefit plan.

If the employee does not return to work at the end of their FMLA leave, the Company, in its discretion, will have the right to collect the employer-paid share of the cost of the employee and his or her covered dependents coverage during the leave. This provision does not apply if the employee does not return to work for a serious health reason (either affecting the employee or an immediate family member) that would entitle the employee to leave under FMLA; or other circumstances beyond the employee's control, as approved by the Company. In such cases, the Company may require the employee to provide medical certification of the employee's or the family member's serious health condition. When an employee does not return to work at the end of the FMLA leave, the employee and/or their covered dependents may have the right to continue coverage under a Company's group health plan as provided under COBRA and the terms of the applicable Summary Plan Description. You will receive a notice regarding your COBRA rights.

Taking FMLA will not result in the loss of any fringe benefit otherwise available to other similarly situated employees on a non-FMLA leave or any benefit that had accrued to the employee prior to taking FMLA leave.

j) Return or Failure to Return from FMLA

Upon return from FMLA leave, the Company will place the employee in the same position the employee held before the leave or an equivalent position with equivalent pay, benefits, and other employment terms and conditions.

An employee is entitled to reinstatement only if he or she would have continued to be employed had FMLA leave not been taken. Thus, an employee is not entitled to reinstatement if - because of a layoff, reduction in force, or other legitimate business reason - the employee would not have been employed at the time job restoration is sought.

In addition, the Company reserves the right to deny reinstatement to salaried, eligible employees who are among the highest-paid ten (10) percent of the Company's employees employed within 75 miles of the worksite ("key employees") if such denial is necessary to prevent substantial and grievous economic injury to the Company's operations. In such circumstances, the Company will notify the key employee at the time they request leave that under certain circumstances they will be denied restoration to their original position at the end of the leave. If the key employee designation is made after leave commences, the Company will provide the employee with a reasonable time in which to discontinue the leave and return to work.

k) Failure to Return to Work Following FMLA Leave

If the employee does not return to work following the conclusion of FMLA leave, the employee will be considered to have voluntarily resigned. The Company may recover benefit premiums from the employee as described in the Benefit Coverage section above.

It is TerrAscend's policy to comply with the FMLA laws. TerrAscend will not interfere with, restrain, or deny the exercise of any right provided under these laws, or discharge or discriminate against any employee for opposing any practice made unlawful by these laws, or for involvement in any proceeding under or relating to these laws.

For more information on or to request leave under the FMLA, contact Human Resources.

6.7 NON-FMLA LEAVES (PERSONAL)

In the event of extraordinary circumstances and where there is a justifiable reason, active employees may request an unpaid Personal Leave of Absence not to exceed 30 days. In such cases, the advance written approval of Human Resources is necessary, and the Company shall decide, in its sole discretion, whether a reason is justifiable or not and whether the Company, in its sole discretion, is able to accommodate the request given current and anticipated operating conditions, staffing levels, and other such considerations.

If the employee is unable to return to work after the expiration of thirty (30) days, the Company may grant up to an additional sixty (60) days, unless otherwise required by law. Employees must meet with Human Resources prior to the leave to discuss requirements regarding the leave and insurance during the leave.

During this personal leave of absence, the employee will be required to make timely payment of any required premium or other employee contributions under and in accordance with the applicable Company benefit plan. If an employee fails to timely pay his or her required contribution, coverage under the benefit plan generally will be suspended as provided in the applicable Company benefit plan.

6.8 MILITARY LEAVE OF ABSENCE

Employees participating in military reserve duty or activated to regular active military service will be granted a leave of absence in compliance with applicable federal, state, and local laws upon receipt of a written request from the employee. A request for such leave should be made a minimum of three (3) weeks prior to the date when the employee must report for the scheduled military leave unless government requirements make such notice impossible.

Military leave will be unpaid, except exempt employees paid on a salary basis will be paid for any workweek in which the employee performs work. In addition, the employees may choose to use accrued vacation for military leave in lieu of unpaid leave.

Pursuant to the Federal Uniform Services Employment and Reemployment Rights Act of 1994 ("**USERRA**"), a person who is a member, applies to be a member, performs, has performed, applies to perform, or has an obligation to perform service in a uniform service will not be denied rehire, retention of employment, promotion, or any benefit of employment on the basis of that membership, application for membership, performance of service, application for service, or obligation.

The Company will provide continuation of the premiums for group health coverage (but not payment of the employee's share if the leave is more than 30 days) for employees and their dependents for up to 24 months during and after any period of service. Any employee who chooses this health care coverage will not be required to pay more than 102 percent of the full premium under the plan if the service was for 31 days or more. Employees who serve less than 31 days will not be charged more than the active employee's share of the premium. Waiting periods will not be imposed upon reinstatement.

These provisions are adopted consistent with the Uniform Services Employment and Reemployment Rights Act of 1994 ("USERRA") as may be amended from time to time and do not supersede or nullify any current federal or state law including existing COBRA and HIPAA.

6.9 PARENTAL LEAVE

Except where other state or local laws apply, TerrAscend offers the following parental leave to employees.

Policy Guidelines

The Company will permit eligible employees to take up to two weeks of paid parental leave in a 12-month period for the following reasons:

- Birth of the employee's child or;
- Placement of a child with the employee for adoption.

If both spouses work for TerrAscend and are eligible for paid parental leave under this policy, the spouses will be limited to a combined total of four workweeks of the birth or adoption of the same child.

Eligibility

To be eligible for paid parental leave under this policy, an employee must meet the following criteria:

- The employee is regularly scheduled to work at least 30 hours per week
- The employee is classified as benefits-eligible; and
- The employee has been employed with a TerrAscend Company for a minimum of six consecutive months

The following employees are not eligible for paid parental leave under this policy: part-time employees, temporary employees, employees who work on a per diem basis, freelancers, and/or independent contractors.

Request for Paid Parental Leave

Employees must notify Human Resources at least four weeks in advance with written notice of their anticipated date of departure for leave unless unforeseen circumstances prevent the employee from properly notifying the Company. In the event of unforeseen circumstances, such as premature birth or the unexpected placement of an adopted child, notice must be given as soon as possible.

All requests for paid parental leave must be substantiated with appropriate documentation, such as a birth certificate. The documentation must be provided before the leave begins or as soon as otherwise practicable.

Use of Paid Parental Leave

During the paid parental leave, TerrAscend will maintain the employee's group health and welfare insurance coverage under the same terms and conditions that would apply had the leave not been taken.

If an employee fails to return to work after the period of paid parental leave has ended, TerrAscend may seek to recover any premiums paid for maintaining applicable insurance coverage, e.g. health, disability, life, unless the employee's failure to return to work was due to unforeseen circumstances beyond his or her control. Employees will not be eligible for payment of any unused leave upon separation. The Company reserves the right to take disciplinary action up to and including termination for any employee who uses paid parental leave for a purpose other than those described in this policy.

If an employee's paid parental leave also qualifies as unpaid leave under any federal, state or local leave law, the leaves will run concurrently, where possible under the law(s). For example: if an eligible employee requests and is granted parental leave to care for their child due to premature birth; the employee may take the first two weeks of eligible FMLA leave as Paid Parental Leave and the balance of the FMLA leave as unpaid leave up to a maximum of job-protected leave of 12 weeks.

In the event of an employee who has given birth, the two weeks of paid parental leave will commence at the conclusion of any short-term disability leave or benefit provided to the employee for the employee's own medical recovery following childbirth. For example: if an eligible employee requests and is granted parental leave to care for their child due to childbirth; the employee may take the two weeks of paid parental leave after the Short-Term Disability (STD) leave period is exhausted. The short-term disability (STD) leave period varies depending on the type of birth. For a natural birth, the STD leave period is typically six weeks. So, for natural childbirth, the eligible employee would receive six weeks of STD paid leave through the Disability Insurance Company and an additional two weeks of Paid Parental Leave from TerrAscend, for a total of eight weeks.

Employees may alternatively qualify for additional paid benefits for bonding time with a new child through the state where the employee works. Employees should contact their local Human Resources Department for additional information.

Returning from Parental Leave

When an employee returns from paid parental leave, TerrAscend will reinstate the employee to his or her former position, or one with equivalent status, pay, and benefits that the employee held as of the date of their leave unless the employee's position has been eliminated due to layoff or reorganization. If an employee requests and is granted an extension of paid parental leave beyond two weeks, the employee's job will not be protected beyond the initial two weeks unless the extension is covered by another leave law.

The Company will not discriminate or retaliate against employees because they request or take paid parental leave. The Company will follow all regulations in accordance with federal, state, and local laws, even if that means a more generous leave. In no event may an employee earn more than their regular rate of pay during paid parental leave. Employees who have questions regarding this policy should contact Human Resources.

6.10 RETURNING FROM LEAVE

An employee returning from a leave of absence approved for their own medical condition or birth of a child must notify Human Resources of their definite date of return at least five (5) workdays prior to their return and present a written release to work from the attending physician.

When returning from a Personal leave of absence, employee will be placed in their former position if the employee had not been replaced during the leave. If the former position is not available, the employee may be placed in any position they are qualified for at the rate of pay for that position. If no position is available for the employee, the Company will have no obligation to return the employee to work.

The Company cannot guarantee any position to employees who are absent due to short-term disability leaves, FMLA leaves or non-FMLA unpaid sick leaves for longer than 12 weeks in any 12-month period, unless otherwise required by law. The placement of an employee at the end of such extended leaves will be subject to the length of the leave, the nature of the employee's job, business conditions, staffing needs, and the availability of openings for which the employee is qualified, as determined by the Company. If the employee's position is no longer open, efforts will be made to provide an appropriate alternative position at a comparable salary. If the Company determines that no appropriate alternative position is available, an employee who is returning from an extended leave may be terminated.

6.11 WORKERS' COMPENSATION

Pursuant to state law, employees are covered by workers' compensation insurance for job-related illnesses or injuries from the date of employment. Workers' compensation insurance pays all medical costs and a portion of the employee's regular pay (if the work-related injury results in lost time) for all approved claims. Job protection may also be provided in accordance with applicable state laws.

An employee who suffers an accident or injury at work must report the incident to his or her manager as soon as possible and notify Human Resources so that appropriate documentation can be completed within 24 hours of the accident. Failure to do so may result in loss of benefits. All claims of work-related injury or illness will be investigated thoroughly. Fraudulent claims or failure to report claims within a 24-hour timeframe will be subject to disciplinary action, up to and including termination of employment.

a) On the Job Injuries

All employees involved in an on-the-job accident - whether causing the accident or being injured as a result of the accident - which results in a personal injury requiring medical treatment or other than minimal damage to property may be required to be tested for the presence of drugs or alcohol unless the Company determines in its sole discretion that the testing would be inappropriate under the circumstances. The Company will not require testing where the accident was very unlikely to have been caused by the use of drugs or alcohol (e.g., repetitive strain injury, bee sting, etc.). The Company will make the determination for testing at its sole discretion depending on the facts and circumstances surrounding the injury or property damage. All

employees responsible for causing another employee to be injured on the job may also be required to take a drug and/or alcohol screen and may be suspended from their duties pending the test results.

It is the duty of each employee to report all accidents, unsafe conditions, and unsafe acts to your manager and Human Resources immediately!

6.12 OTHER TYPES OF LEAVES

The Company recognizes many state and local regulations. For this reason, employees are advised to see their region's Handbook Addendum for additional leaves such as Court Appearance, Witness, and Crime Victim Leave; Voting Leave; Emergency Response Leave; Civil Air Patrol Leave; and Bone Marrow Donor Leave. If you are unable to locate the local addendums or need to exercise a state or local leave, contact Human Resources.

TERRASCEND

January 1, 2023 –
December 31, 2023

Employee Benefits Guide



CONTENTS & CONTACT INFORMATION

Refer to this list when you need to contact your Advocate or insurance carriers.
For general information contact Human Resources.



BENEFITS ADVOCATE

Viridis

Rebecca Gebelein

T: 215-660-0367

E: rebeccag@viridisinsurance.net

Visit www.benefitsatterrasend.com for more information on your benefits, FAQs, enrollment instructions, and much more.

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MEDICAL

Meritain Health

T: 1-800-925-2272

W: www.meritain.com

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PRESCRIPTION

SmithRx

T: 1-844-385-7612

W: www.smithrx.com

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FLEXIBLE SPENDING ACCOUNT

Accrue

T: 1-866-657-7991

W: www accruecms.com

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TELEMEDICINE

98point6

T: 1-866-657-7991

W: www.98point6.com

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DENTAL

Delta Dental

T: 1-800-932-0783

W: www.deltadentalins.com

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VISION

VSP

T: 1-800-877-7195

W: www.vsp.com

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DISABILITY & LIFE

United Healthcare

T: 1-888-299-2070

W: www.myuhc.com

BENEFIT INFORMATION

YOUR BENEFITS PLAN

TerrAscend offers a variety of benefits allowing you the opportunity to customize a benefits package that meets your personal needs.

In the following pages, you'll learn more about the benefits offered. You'll also see how choosing the right combination of benefits can help protect you and your family's health and finances – and your family's future.

Please refer to your official plan documents for detailed plan information.

ELIGIBILITY

Employees who meet the eligibility requirements based on weekly hours worked may participate in the benefits program (see the chart below for details). Benefits begin on the first of the month following 30 days of employment. Part-time and internship employees are not eligible to participate.

Eligibility	Benefit
30+ hours per week	Medical
30+ hours per week	Prescription
30+ hours per week	Flexible Spending Account
30+ hours per week	Dental
30+ hours per week	Vision
37+ hours per week	Life
37+ hours per week	Short-Term & Long-Term Disability

ELIGIBILITY

WHO'S AN ELIGIBLE DEPENDENT?

- Your legal spouse or domestic partner with legal certificate
- Your child(ren) for whom you have legal guardianship, up to age 26

WHEN CAN YOU ENROLL?

You can sign up for Benefits at any of the following times:

- As a new hire at your initial eligibility date
- During the annual open enrollment period, effective January 1st each year
- Within 30 days of a qualified life event

If you do not enroll at one of the above times, you may enroll during the next annual open enrollment period.

MAKING CHANGES

Generally, you can only change your benefit elections during the annual benefits enrollment period. However, you may be able to change your benefit elections during the plan year if you have a change in status including:

- Your marriage or divorce
- Birth or adoption of an eligible child
- Death of your spouse or covered child
- Change in your spouse's work status that affects your benefits
- Change in your work status that affects your benefits
- Change in your child's eligibility for benefits

You must notify and provide TerrAscend with the necessary documentation within 30 days from the life event. The IRS allows changes to be made within 60 days for those eligible for Medicaid or CHIP under HIPAA Special Enrollment Rights. Visit www.benefitsatterrascend.com for more information.

If you fail to do so, you will be required to wait until the next annual enrollment period to make benefit changes, unless you have another qualified life event.

WHEN DOES COVERAGE END?

Coverage will end at the end of the month following date of termination/resignation.

TERMS TO KNOW

Coinsurance

Coinsurance is a cost share. Once you meet the deductible, Meritain will share in the cost of your claims. The percent of the cost for the claim you are responsible for. The amounts you pay in coinsurance apply to your out-of-pocket maximum.

Copays

Copays are set dollar amounts you pay for specific services. These costs are typically collected at the time of services.

Deductible

Your deductible is the amount you pay for covered health care services before your insurance plan starts to pay.

Discounted Rate/Allowed Amount

When you enroll in coverage you become a Meritain member. As a member, you get access to their network of providers (doctors and facilities) – these are in-network providers. Meritain members receive Discounted Rates with these in-network providers.

Explanation of Benefits (EOB)

You will receive an EOB from Meritain for any of your services that would have a member cost. The EOB will state the provider, name, date of service, charges covered by your insurance, and your responsibility. The EOB is not a bill, and you can expect to receive the bill directly from your provider.

Out-of-Pocket Maximum

This amount is the maximum amount you will pay towards covered services on the plan for the plan year. This amount includes the amounts you pay in deductible, coinsurance, copays, and prescription copays when you use in-network providers.

MEDICAL & PRESCRIPTION INSURANCE

TerrAscend offers two medical plans with Meritain using the Aetna network. The chart on the next page provides an overview and comparison of the plans. Please refer to the benefit summary for further detail.

Your prescription drug plan is administered by SmithRx and is included for employees enrolled in a medical plan.

Visit your benefits website, www.benefitsatterrascend.com, for information on how to register for your account, login, and find in-network providers.

You can also find a list of covered medications on your benefits website as well.



PLAN A

PLAN B

IN-NETWORK

DEDUCTIBLE

Individual / Family	\$0	\$2,000 / \$4,000*
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*if you are enrolled with a family member, each person is capped at the individual deductible

MAXIMUM OUT-OF-POCKET

Individual / Family	\$7,350 / \$14,700	\$7,350 / \$14,700
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PREVENTIVE CARE

Annual Well Check, Immunizations, and Other Related Services	\$0
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FACILITY VISITS

Primary Care	\$15 copay	\$20 copay
Specialist Visits	\$30 copay	\$40 copay
Telemedicine – 98point6	\$0	\$0
Imaging or Procedure through KISx Card	\$0	\$0
Inpatient Hospital	\$400/day	You pay 20% after deductible
Outpatient Surgery	\$400 copay	You pay 20% after deductible
Emergency Room	\$300 copay	\$300 copay
Urgent Care	\$100 copay	\$100 copay

OUTPATIENT DIAGNOSTIC SERVICES

X-Ray Services	\$60 copay	\$60 copay
CT/PET Scan, MRI	\$200 copay	\$200 copay

PRESCRIPTIONS

Tier 1 – Generic	\$15 copay
Tier 2 – Preferred Brand	\$35 copay
Tier 3 – Non-Preferred Brand	\$50 copay
Tier 4 – Specialty**	Covered at 100%/\$0 copay

OUT-OF-NETWORK

Refer to Summary of Benefits and Coverage

COST FOR MEDICAL & PRESCRIPTION COVERAGE – 26 PAYS

Employee Only	\$41.40	\$18.40
Employee + Spouse	\$164.45	\$94.30
Employee + Child(ren)	\$70.15	\$29.90
Employee + Family	\$310.50	\$204.70

Successful completion of the Passport to Health Wellness Program will reduce the monthly cost of your health insurance coverage by \$20.

**May require a small manufacturer's copay.

FLEXIBLE SPENDING ACCOUNT

HEALTHCARE FSA

A Healthcare Flexible Spending Account (FSA) is a health care account that lets you set aside pretax money to help pay for qualified medical, dental and vision expenses that occur during a 12-month period.

BENEFITS

- Deduct money from your paycheck on a pre-tax basis
- By contributing pre-tax dollars to an FSA, you lower your taxable income
- Use it for office visit copays, Rx, and more
- Contribute up to \$3,050 in 2023
- Use it with either medical plan

COMMUTER FSA

This benefit allows you to set aside pretax dollars for mass transit commuting and parking fees.

BENEFITS

- Save 40% or more on your costs commuting to and from work
- Contribute up to \$280 for transit and \$280 for parking in 2023
- Use it for train, bus, subway, ferry, vanpool, and parking garage/meter near your place of employment
- Any money contributed to your transit or parking benefit rolls over every month until it is used, or you are no longer eligible

DEPENDENT CARE FSA

A Dependent Care FSA can only be used for qualifying eligible dependent care services, such as preschool, summer day camp, before or after school programs, and child or adult daycare.

BENEFITS

- Deduct money from your paycheck on a pre-tax basis
- Contribute up to \$5,000 in 2023
- Contribute up to \$2,500 if married and filing taxes separately
- Use with either medical plan or no plan



TELEMEDICINE – 98POINT6

98point6 provides unlimited, 24/7 access to board-certified doctors. Through the text-based app, you'll receive a personalized care plan, a transcript of the entire visit and an option for follow up visits. 98point6 also provides you access to up to 36 mental health services each year.



With this program, doctors can diagnose and treat a vast range of non-emergency medical conditions and provide services such as writing a prescription, if needed.

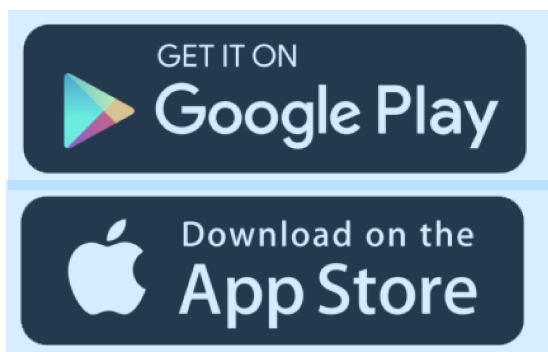
This includes:

- Allergies
- Bladder infection
- Bronchitis / Sore throat
- Cold / Cough
- Fever
- Migraines / Headaches
- Pink eye
- Seasonal flu
- Sinus problems
- Stomachaches

ACCESS 98POINT6

- **Install the App** – download 98point6 from the [Apple App Store](#) or [Google Play](#)
- **Create your Account** – enter your mobile number and you'll be sent a unique plan
- **Start your Visit** – get text-based diagnosis and treatment and a personalized Care Plan, with any necessary labs ordered and prescriptions sent to your local pharmacy

For more information, visit www.benefitsatterrascend.com



Primary care and mental health visits through 98point6 are completely free for you – there is no copay!

KNOW WHERE TO GO

98POINT6	DOCTOR'S OFFICE	URGENT CARE	ER
Access 98point6 to treat minor medical conditions. Connect with a board-certified doctor via text when, where, and how it works best for you.	The best place to go for routine or preventive care, or to keep track of medications.	For conditions that aren't life threatening. Staffed by nurses and doctors and usually have extended hours.	For immediate treatments of critical injuries or illness. Open 24/7. If a situation seems life-threatening, call 911 or go to the nearest emergency room.
▪ Colds and flu ▪ Rashes ▪ Sore throats ▪ Headaches ▪ Stomachaches ▪ Fever ▪ Allergies ▪ UTIs and more	▪ General health issues ▪ Preventive care ▪ Routine checkups ▪ Immunizations and screenings	▪ Non-life threatening injuries/illnesses ▪ Minor broken bones ▪ Strep throat	▪ Life threatening emergencies ▪ Moderate to severe burns ▪ Severe abdominal pain or difficulty breathing ▪ Signs of a heart attack or stroke



DENTAL INSURANCE

TerrAscend offers one dental plan through Delta Dental. It is a PPO plan, which allows you to use in-network or out-of-network benefits. If out-of-network dentists are used, you will be responsible to pay the difference between Delta Dental's allowed amount and what the dentist may charge, also known as "balance billing". The chart below provides a brief overview of the plan.

Visit your benefits website, www.benefitsatterrascend.com, for information on how to register for your account, login, and find in-network providers.

DELTA DENTAL PPO

IN-NETWORK

DEDUCTIBLE

Individual / Family	\$50 / \$150
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ANNUAL MAXIMUM

Per covered person	\$1,500
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PREVENTIVE CARE

Exams, X-rays, Cleanings, Fluoride Applications	\$0
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BASIC PROCEDURES

Fillings, Periodontal Maintenance, Simple Extractions, General Anesthesia	You pay 20%
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MAJOR PROCEDURES

Crowns, Inlays, Bridges, Dentures	You pay 50%
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ORTHODONTIA

(Children up to age 19) Maximum Lifetime Benefit	Not Covered
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COST FOR DENTAL COVERAGE – 26 PAYS

Employee Only	\$10.19
Employee + Spouse	\$20.21
Employee + Child(ren)	\$21.33
Employee + Family	\$33.42

VISION INSURANCE

TerrAscend offers one vision plan through VSP. Visit your benefits website, www.benefitsatterrascend.com, for information on how to register for your account, login, and find in-network providers.

VSP CHOICE PLAN

	IN-NETWORK
EYE EXAM	Every 12 months
	\$5 copay
LENSES	Every 12 months
Single Vision	\$10 copay
Bifocal Lenses	\$10 copay
Trifocal Lenses	\$10 copay
Lenticular Lenses	\$10 copay
FRAMES	Every 24 months
	\$130 allowance
CONTACT LENSES	Every 12 months
Elective	\$130 allowance
Medically Necessary	\$0 copay

COST FOR VISION COVERAGE – 26 PAYS

Employee Only	\$2.98
Employee + Spouse	\$5.96
Employee + Child(ren)	\$6.37
Employee + Family	\$10.20

DISABILITY & LIFE

TerrAscend offers these disability and life insurance benefits at no cost to you!

LIFE INSURANCE & AD&D

Life Insurance & AD&D provides additional financial protection for you and your family in the event of your death. TerrAscend provides you with \$50,000 of life insurance, and \$50,000 AD&D, through United Healthcare.

SHORT-TERM DISABILITY

The short-term disability program, through United Healthcare, provides income protection if you are unable to work due to sickness or accidental injury. The benefit begins when you are disabled for more than 7 days. You will receive 60% of your weekly income, up to \$1,000, for a maximum of 12 weeks. When you receive this benefit, it is taxable income.

LONG-TERM DISABILITY

The long-term disability program, through United Healthcare, begins when you are disabled for more than 90 days. The benefit is 60% of your monthly income, up to \$5,000. When you receive this benefit, it is taxable income.

VOLUNTARY LIFE INSURANCE

TerrAscend offers voluntary life insurance and AD&D through United Healthcare. This voluntary coverage will enhance the limit provided to you by TerrAscend. You may choose coverage at a minimum of \$10,000 and a maximum of \$500,000, with a guaranteed issue limit of \$150,000 for employees, \$25,000 for spouses, and \$10,000 for children.

ADDITIONAL BENEFITS

TerrAscend offers these additional benefits at no cost to you!

KISX PROGRAM

The KISx program allows you to receive medical care for certain procedures and imaging services at no cost to you. This benefit is available to you and your dependents if they are covered on our health insurance plan. Talk to a KISx Card Nurse about a procedure at 1-877-GET-KISX (438-5479) or visit www.getkisx.com for details.

EMPLOYEE ASSISTANCE PROGRAM (EAP)

Personal Assistance Services (PAS) is a FREE* resource provided to you by TerrAscend, which you and your family members can use when needed.

PAS provides a wide array of counseling and life coaching services to support you and your dependents through the full spectrum of life events – including those that are exciting and inspiring as well as those that are difficult. PAS helps enhance wellbeing at any stage of life – whether you are single, married, or divorced, healthy or facing medical challenges, starting your career or considering retirement.

All PAS services are confidential and available to you and your dependents at no cost.* California residents are eligible for up to 8 sessions.

To access services,

- If you live in California, call the PAS Helpline at **1-877-828-3635**
- If you live in any other state, call the PAS Helpline at **1-800-356-0845**

You can also register for free at <https://mypaseap.com/register>. Use code **TERUSA** to register.

*Short-term counseling is provided at no cost to you. If you need more extensive and in-depth counseling beyond the initial sessions, there may be a cost required.

ADDITIONAL BENEFITS

TerrAscend offers these additional benefits at no cost to you!

PASSPORT TO HEALTH

TerrAscend offers a voluntary reward-based wellness program. The *Passport to Health*™ program will reward you for your smart decisions; and the steps you take to a new, healthier lifestyle.

Earn points for the healthy activities you do throughout the year and earn savings on your health insurance. Successful completion of the Passport to Health Wellness Program will reduce your monthly cost for medical & prescription coverage by \$20. For more information about the *Passport to Health*™ program, visit passport.attentivehealth.com.

PET INSURANCE THROUGH FIGO

Quality, affordable pet insurance can help pay for unexpected veterinary bills. As a TerrAscend employee, you are eligible to receive a discount on plans through Figo Pet Insurance. If your pet becomes sick or injured, seek treatment from any licensed veterinarian in the world. Then submit your bill for reimbursement. It covers hospitalization, surgeries, and veterinary specialists, and more. Visit www.benefitsatterrascend.com for details.

For more information on your benefits, visit
www.benefitsatterrascend.com



City of Kalamazoo, Michigan

Key Findings & Economic Base

Updated April 2024

PREPARED FOR:

City of Kalamazoo, MI

THE CITY OF



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Deliverable Description

Analyzing economic conditions in the City of Kalamazoo provides the foundation for strategy development. Understanding the population, labor force, industries, economy, and real estate of the region lays the groundwork for community and business engagement, along with strategy development to come. Please note that this report examines several economic indicators by race, ethnicity, and sex. Through these groupings, we are working to gain insights related to the experiences of, and challenges associated with being part of a particular cohort.

The following report includes:

- Economic and Demographic Data – The City profile covers a range of demographic data, including existing and projected trends for population, households, median age, race and ethnicity, and education. Economic indicators on industries, the labor market, employment, and commuting trends.
- Real Estate – This section reviews the real estate landscape of the city across various types of real estate building types, including office, retail, industrial, flex spaces, and residential multifamily space.

KEY FINDINGS

Socioeconomics

- The total population of the city as of 2023 was 74,033. Between the 2010 and 2020 Census counts, the city's population demonstrated a slight decline, about -0.1%, but rebounded between 2020 and 2023 to reach nearly the same level as the 2010 Census. The population of Kalamazoo County and the surrounding Six County Region, along with the state, saw slight population increases over the last thirteen years *(Source: Esri, US Census)*.
- Compared to the state and the region, the city has the largest share of Black/African American residents. Additionally, the city has the largest share of individuals who are of Hispanic or Latino Origin. *(Source: Esri)*
- Overall, the City of Kalamazoo is younger than the state and the region with a median age of 28.5. For comparison, Michigan's median age is 41.1. *(Source: Esri)*
- Median household income in the City of Kalamazoo is low compared to surrounding geographies. Estimates from 2021 indicate that approximately 56% of households in the city struggle to afford necessities. At the state level, 39% of households struggle to afford basic necessities. *(Source: United for ALICE, ACS)*
- Overall, educational attainment in the city is in line with state trends. As of 2023, approximately 25% of city residents over the age of 25 had bachelor's degrees and nearly 15% had graduate/professional degrees. *(Source: Esri, ACS)*

Industry

- The city's labor force participation rate increased between 2012 and 2022. *(Source: ACS, BLS LAUS)*
- In 2022 and 2023, the city's unemployment rate, 3.7%, exceeded the unemployment rate in Kalamazoo County, 3%, but was in line with the state, at 3.6%. *(Source: BLS LAUS)*
- The total number of jobs decreased in the city between 2018 and 2023. Job numbers for the city and the state are projected to increase between 2023 and 2028. *(Source: Lightcast)*
- During the five-year study period, the Manufacturing Industry experienced the largest growth in job numbers, increasing by nearly 600 positions. The Professional, Scientific and Technical Services Industry also saw significant growth with the creation of roughly 450 new jobs during the study period. *(Source: Lightcast)*
- Health Care & Social Assistance, Manufacturing, and Government are the city's largest industries in terms of gross regional product and number of jobs. Employment in the Health Care & Social Assistance and Manufacturing Industries is also highly concentrated in the city. *(Source: Lightcast)*
- Industry activity in the City of Kalamazoo contributed over 20% of the six-county region's total GRP in eight industries. *(Source: Lightcast)*
- The city is a net importer of labor, with around 37,667 individuals traveling into the city for work, while 18,602 residents are employed outside of the city. *(Source: OntheMap)*



Real Estate

- With a total of 22.6 million square feet (msf), the City of Kalamazoo accounts for about 14.2% of the total commercial real estate square footage found in the six-county economic region. *(Source: CoStar)*
- Industrial real estate accounts for nearly half (48.8%) of all commercial real estate in the City of Kalamazoo by square footage, but this percentage is significantly lower than the region (60%). *(Source: CoStar)*
- Traditional office space accounts for 16.9% of the total commercial real estate inventory in Kalamazoo, double the amount for the region (8.4%). *(Source: CoStar)*
- The same is true for medical office space, which accounts for 5.7% of the commercial real estate base, which is double the amount for the region (2.8%). *(Source: CoStar)*
- There is a lack of available flex space in Kalamazoo, while there is an oversupply of available flex space (7.0%) in other parts of the region. *(Source: CoStar)*
- Of the 1,341 commercial buildings in the City of Kalamazoo, nearly half are retail buildings. The retail vacancy rate (3.5%) is in line with the regional average (4.2%). *(Source: CoStar)*
- Over the last 10 years, a total of 1.2 million square feet of industrial property have been demolished. This is an 8% reduction in the base, meaning there is less industrial space in Kalamazoo now, than there was in 2014. *(Source: CoStar)*
- There is a notable amount of real estate inventory with the potential for development. *(Source: CoStar)*



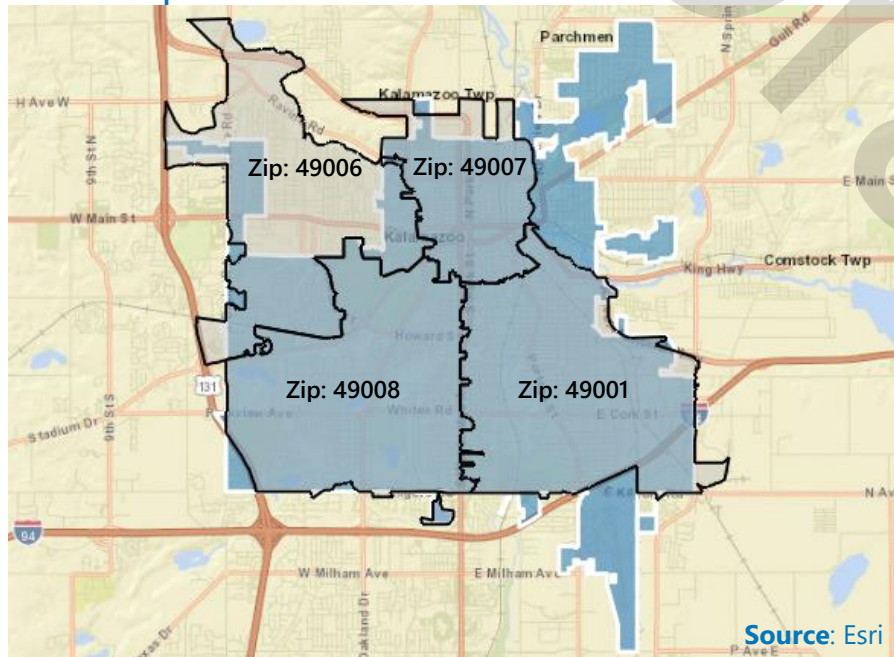
REGIONAL CONTEXT

The City of Kalamazoo

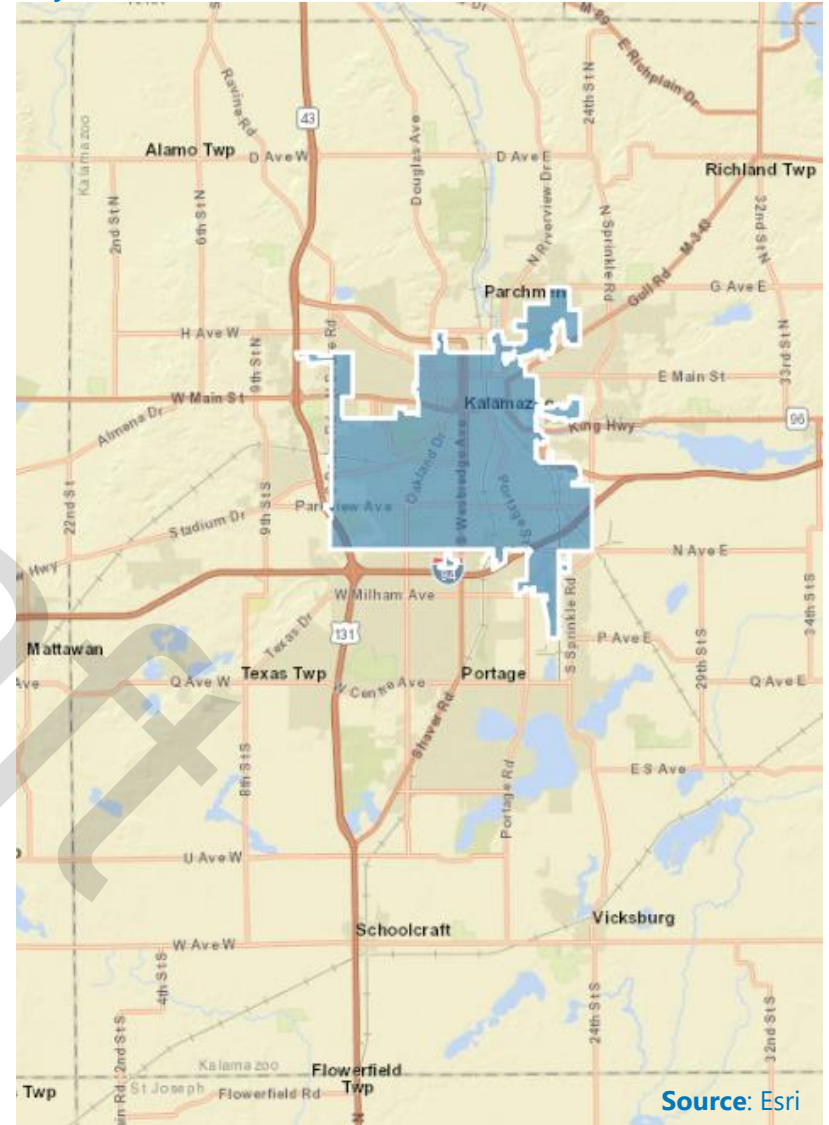
The City of Kalamazoo is located in southwestern Michigan. It is approximately 50 miles south of Grand Rapids, MI, and 50 miles east of access to Lake Michigan. The City sits between two large metropolitan areas with Chicago, IL approximately 150 miles to the west and Detroit, MI around 140 miles to the east¹.

For demographic data, the town's municipal boundaries are used. Due to data availability, the city's primary ZIP Codes are used for industry, occupation, and real estate data. The map below shows the City boundaries vs the ZIP code areas.

Town vs Zip Code Boundaries



City of Kalamazoo

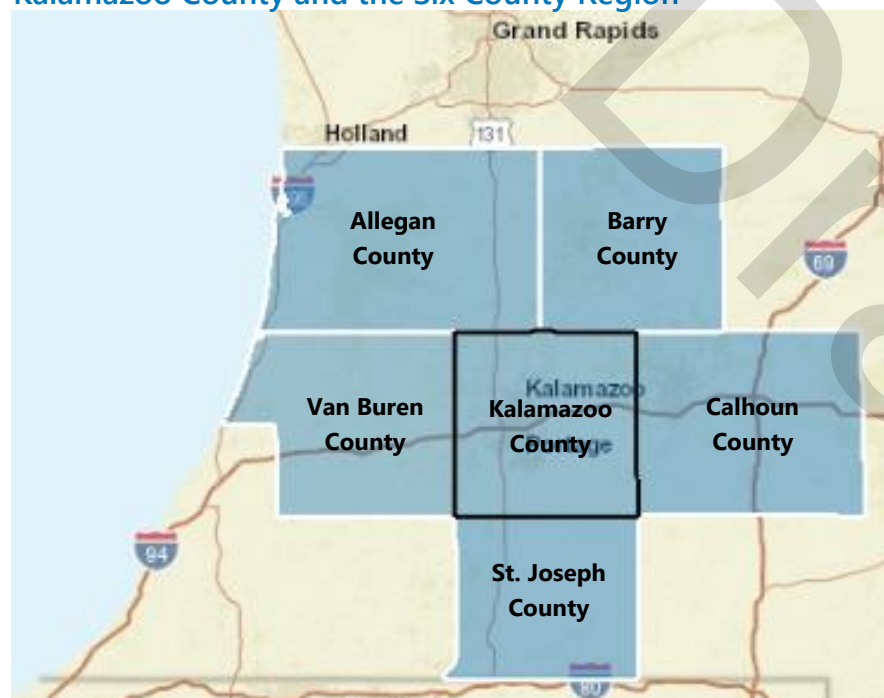


¹ Distances were determined using Google Maps

Comparison Geographies

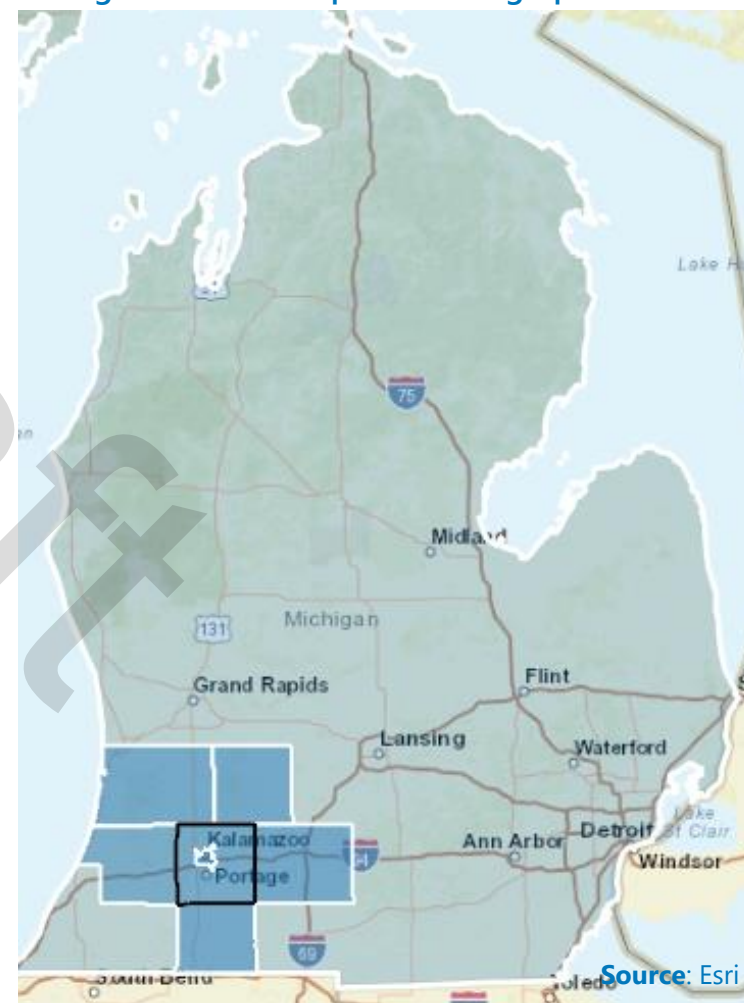
To better understand the economic and demographic makeup of the City of Kalamazoo, this report examines the city as well as the surrounding regions. Specifically, we look at Kalamazoo County, a six-county region composed of Allegan, Barry, Van Buren, Kalamazoo, Calhoun, and St. Joseph Counties, and Michigan. By comparing the City of Kalamazoo with these larger geographies, we can better understand the city's strengths, weaknesses, and contributions.

Kalamazoo County and the Six County Region



Source: Esri

Michigan and all Comparison Geographies



Source: Esri



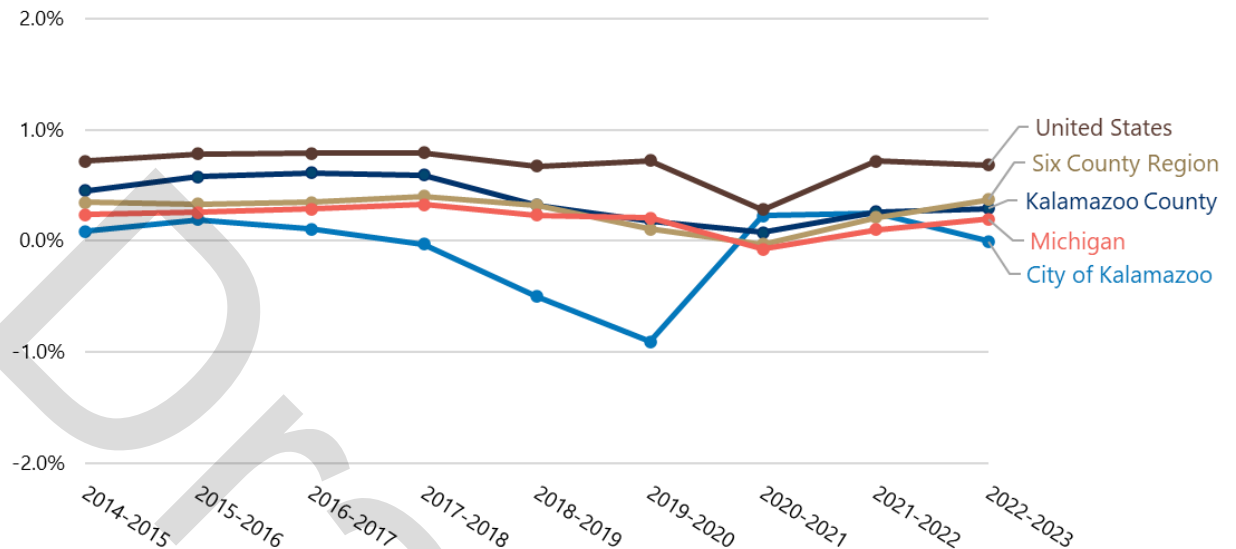
DEMOGRAPHIC PROFILE

Population Overview

As of 2023, the City of Kalamazoo had an estimated population of 74,033. Between the 2010 and 2020 Census counts, the city demonstrated a slight decline, about -0.1%, but rebounded between 2020 and 2023 to reach nearly the same level as the 2010 Census. Kalamazoo County experienced nominal growth between 2010 and 2020 (+0.4%), and again between 2020-2023 (+0.2%). The chart on the right shows the city's historic, year-over-year population change compared to its regional counterparts.

The City's projected population decrease is in line with the projected trends for the county, six-county region, and the state. The table to the right shows historic and projected population changes for the city and the comparison geographies.

Historic, Year Over Year Population Change



Source: Esri

Population Change

	2010	2020	2023	2028
City of Kalamazoo	74,226	73,598	74,033	73,417
Kalamazoo County	250,435	261,670	263,426	262,378
Six County Area	694,601	715,431	719,504	718,161
Michigan	9,877,051	10,077,331	10,098,040	10,076,564

Population Compound Annual Growth Rate

	2010-2020	2020-2023	2023-2028
City of Kalamazoo	-0.08%	0.20%	-0.17%
Kalamazoo County	0.44%	0.22%	-0.08%
Six County Area	0.30%	0.19%	-0.04%
Michigan	0.20%	0.07%	-0.04%

Note: The compound annual growth rate (CAGR) is the annualized average rate of change between two given years, assuming the change takes place at an exponentially compounded rate.

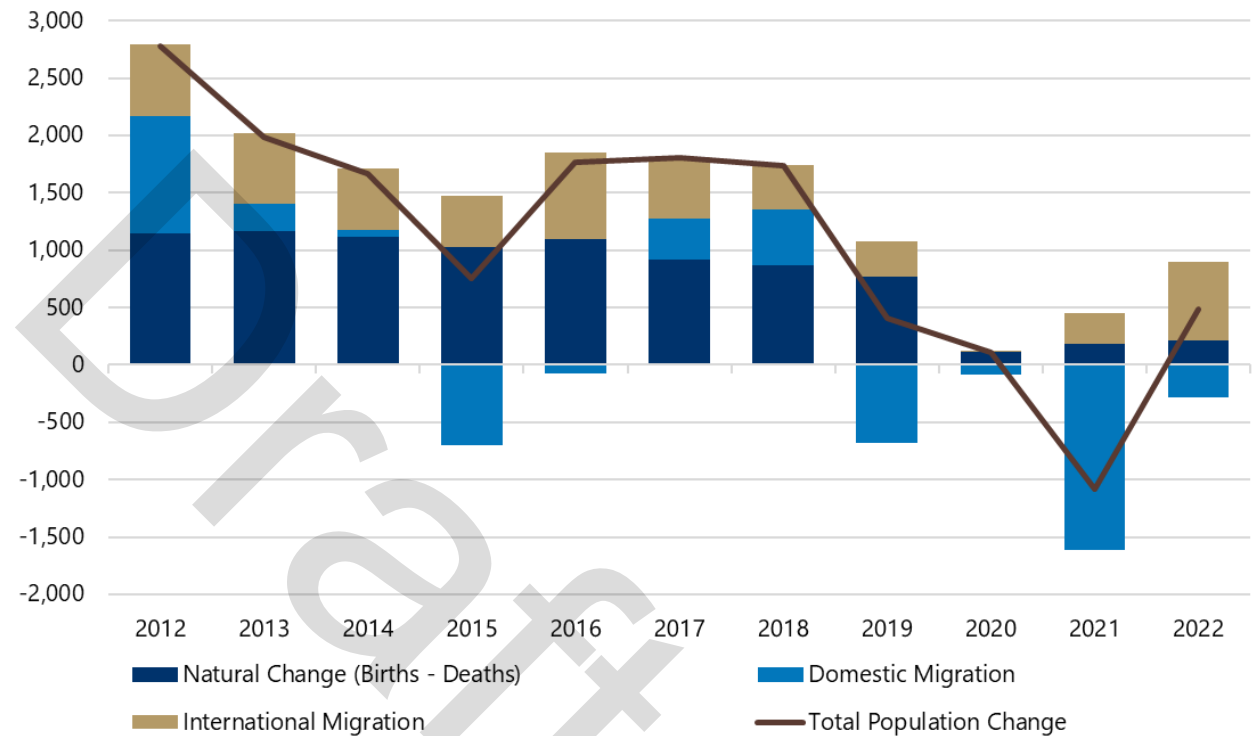
Source: Esri



How the Population is Changing

Population change is composed of multiple factors including births, deaths, in migration and out migration. In Kalamazoo County, population change resulting from natural changes (births - deaths) was positive between 2012 and 2022. The county's domestic migration varies from year to year. Since 2019, however, more individuals have moved away from the county than have moved into the county from somewhere else in the US. Historically, international migration was a driver of population growth for the county. This type of in-migration disappeared during 2020, likely due to the COVID-19 pandemic. International migration, however, rebounded in 2022, accounting for the largest share of the county's population change. Western Michigan University may contribute to the city's larger share of international migration. As of 2024, the university had 117 partnerships with institutions across 31 countries.

Kalamazoo County - Components of Population Change, 2012-2022

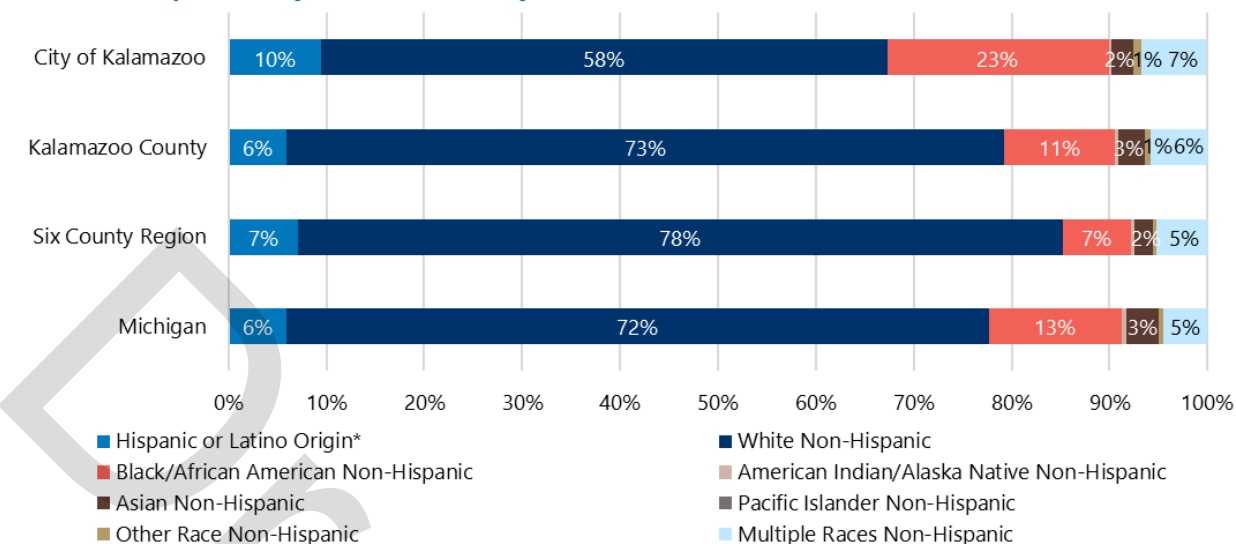


Source: US Census

Population Composition by Race and Ethnicity

Out of the four geographic regions, the City of Kalamazoo had the smallest share of White, Non-Hispanic individuals in 2023.² The City also had the largest share of Black/African American, Non-Hispanic individuals and the largest share of Hispanic or Latino individuals. Please note that because Hispanic or Latino Origin refers to an individual's ethnicity i.e., culture, heritage, and customs, individuals of Hispanic or Latino Origin may be of any race. The smallest population shares across the four study areas belong to individuals identifying as Pacific Islander or American Indian/Alaskan Natives. Both groups make up less than one percent of the City's total population.

Percent of Population by Race and Ethnicity, 2023



Source: Esri

Note: Percent labels are only shown for population shares > 1%

* Individuals of Hispanic or Latino origin may be of any race

Percent of Total Population by Race and Ethnicity, 2023

	City of Kalamazoo	Kalamazoo County	Six County Region	Michigan
Hispanic or Latino Origin*	10%	6%	7%	6%
White Non-Hispanic	58%	73%	78%	72%
Black/African American Non-Hispanic	23%	11%	7%	13%
American Indian/Alaska Native Non-Hispanic	0.3%	0.3%	0.4%	0.5%
Asian Non-Hispanic	2%	3%	2%	3%
Pacific Islander Non-Hispanic	0.03%	0.02%	0.02%	0.03%
Other Race Non-Hispanic	1%	1%	0%	0%
Multiple Races Non-Hispanic	7%	6%	5%	5%

* Individuals of Hispanic or Latino origin may be of any race

Source: Esri

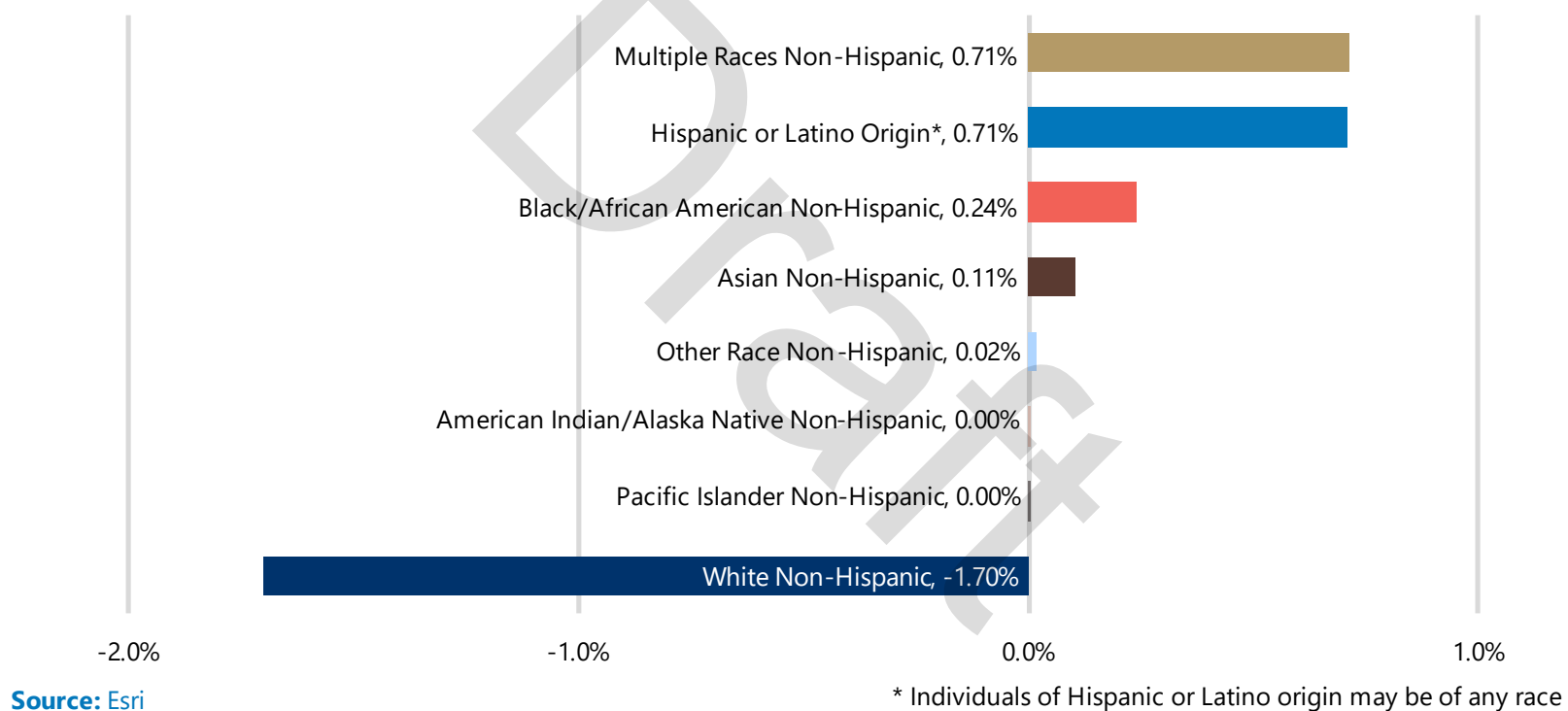
² Demographic estimates were collected via Esri. For the City of Kalamazoo, Esri uses the latest annual ACS release and a mixture of administrative records, private sources, and historical trends to predict changes in the racial distribution. For more on Esri's methodology see: <https://storymaps.arcgis.com/stories/aa1ae395af2047fcb14a68ab338464b9>



Projected Population Composition by Race and Ethnicity for the City of Kalamazoo

The city's share of individuals who identify as Multiple Races, non-Hispanic is projected to have the largest percentage point increase (0.71) during the next five years while the City's share of White, Non-Hispanic individuals is projected to decrease.³ The share of individuals identifying as Hispanic or Latino is also projected to increase by 0.71 percentage points. Little change is expected for American Indian/Alaska Native or Pacific Islander population (both show 0.00% on the chart below).

Percentage Point Change in Population by Race and Ethnicity, 2023-2028



³ A note on percent change vs percentage point change. A percent change is the ratio of the difference in a new value to its initial value multiplied by 100. A percentage point change however is just the difference between two percents. For example, if the interest rate on a loan increases from 4% to 5%, it is a 25 PERCENT increase and an increase of 1 PERCENTAGE POINT.

Age Trends

In 2023, the city had a median age of 28.5 which was significantly younger than the median ages in the three comparison geographies. Between 2010 and 2020, the median age increased for all regions. From 2020-2023 however, the median age in the city declined slightly from 28.9 to 28.5 while the median age in the comparison regions increased. During the next five years, the city's median age is projected to increase slightly, which is in line with regional and state trends.

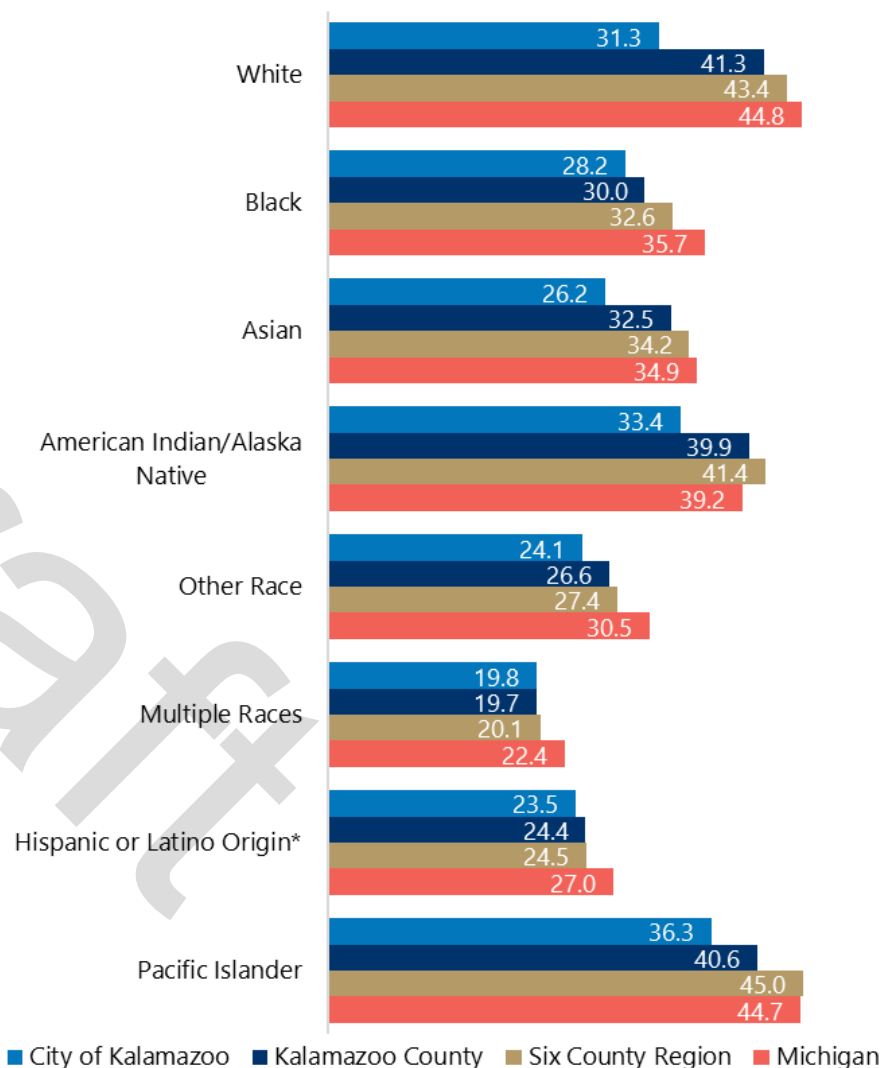
Median Age by Region

Year	City of Kalamazoo	Kalamazoo County	Six County Region	Michigan
2010	26.5	34.2	37.6	38.8
2020	28.9	36.2	39.1	40.1
2023	28.5	37.1	40.0	41.1
2028	28.7	38.1	40.9	42.0

Source: Esri

When looking at median age broken down by race for the city in 2023, Pacific Islander, American Indian/Alaska Native and White were the groups with the highest median ages. Individuals who identified as Multiple Races had the lowest median age. This aligns with projected changes in population composition as younger individuals are more likely to have children and children often identify as the same race as their parents.

Median Age by Race and Ethnicity, 2023

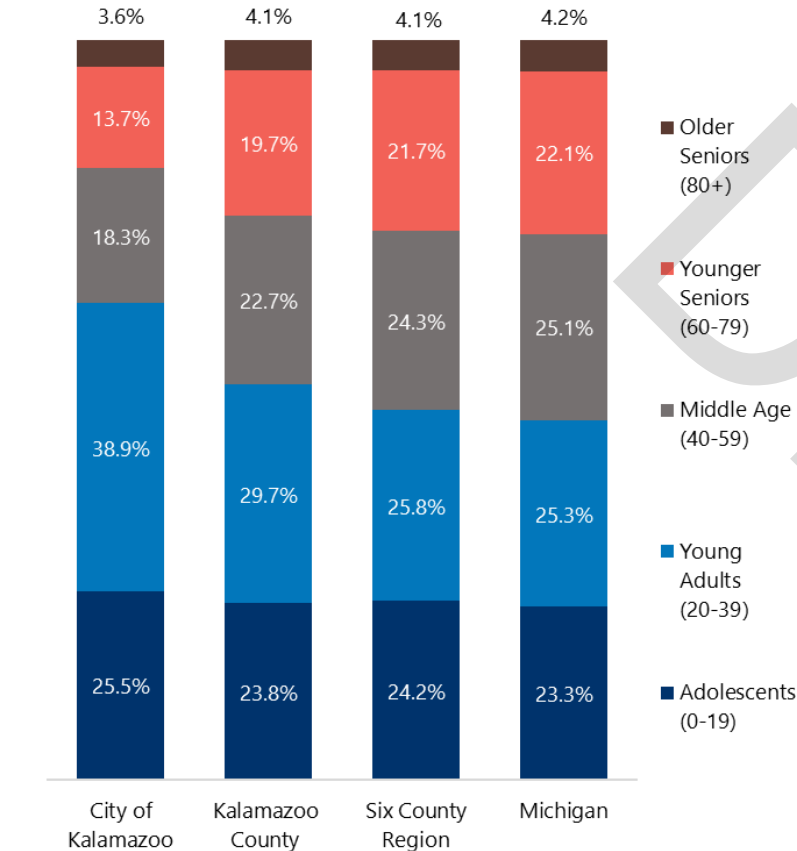


Source: Esri

* Individuals of Hispanic or Latino origin may be of any race

Age Trends Continued

Age Distribution by Cohort, 2023

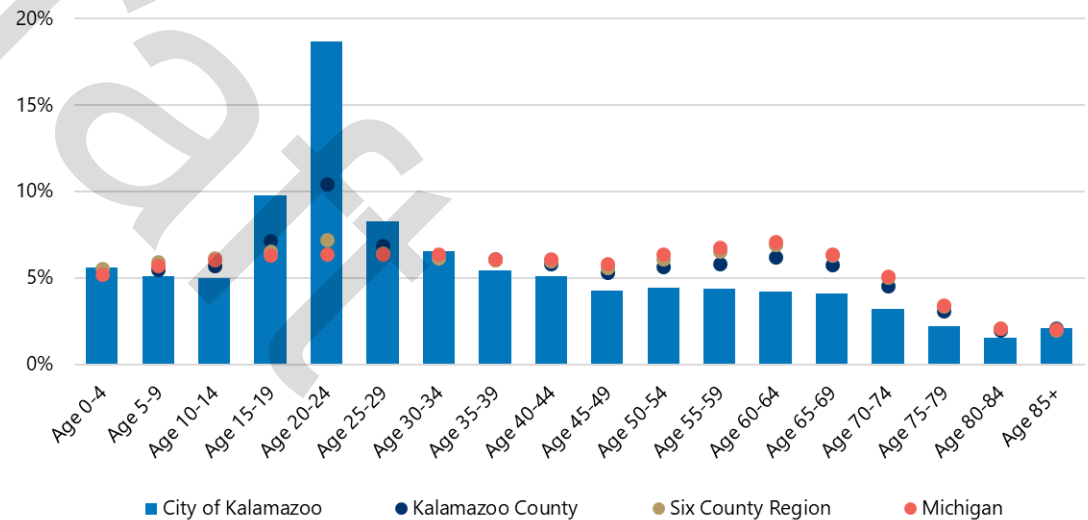


Source: Esri

The population distribution by age cohort shows that the City of Kalamazoo has a higher concentration of Young Adults (ages 20-39) than the region and the state. Likewise, the city has fewer Middle Age (ages 40-59) and Young Seniors (ages 60-79) when compared to other geographies.

By breaking the age categories down into five-year brackets, it becomes obvious that the City of Kalamazoo has a significantly larger share of individuals ages 20-24 compared to the county, region, and state. The City of Kalamazoo is home to several colleges including Western Michigan University Homer Stryker M.D. School of Medicine, Kalamazoo College, Western Michigan University, and Kalamazoo Valley Community College. This age distribution is reflective of the city's college student population.

Age Distribution by Region, 2023



Source: Esri



Households

There were 30,199 households in the City of Kalamazoo in 2023, an overall increase from 2010. Compared to the other geographies, the City of Kalamazoo had the smallest average household size for all observation years. The smaller average household size may be influenced by the city's college student population as students are more likely to live alone or with a small number of their peers. Between 2010 and 2023 the city's average household size declined from 2.29 to 2.24 persons. The decline in average household size is projected to continue through 2028 and is in line with regional, state, and national trends. In part, the decrease in household size is likely due to an overall aging population.

Average Household Size

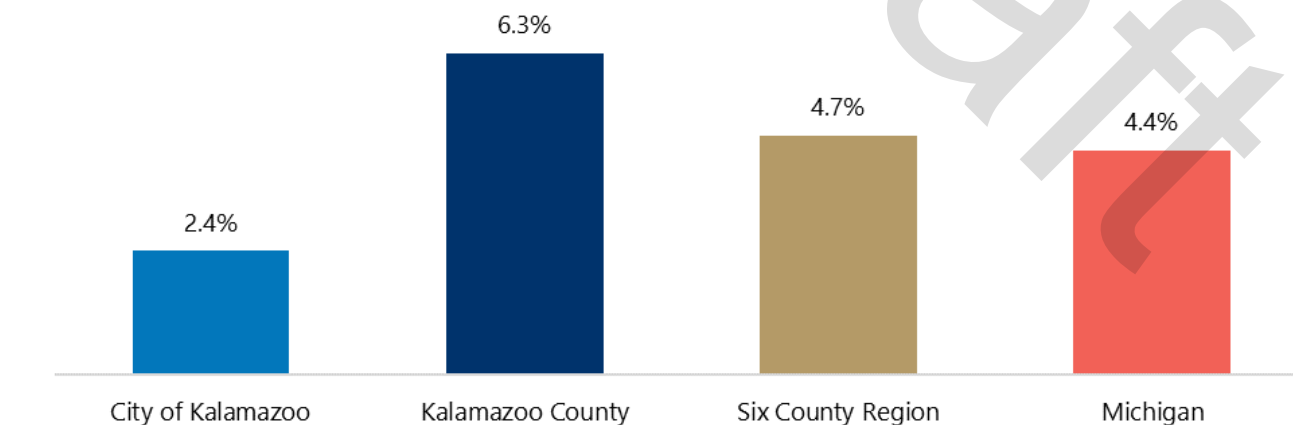
	2010	2020	2023	2028
City of Kalamazoo	2.29	2.26	2.24	2.23
Kalamazoo County	2.40	2.38	2.37	2.35
Six County Region	2.50	2.47	2.46	2.44
Michigan	2.49	2.44	2.42	2.39

Total Number of Households

	2010	2020	2023	2028
City of Kalamazoo	29,141	29,844	30,199	30,165
Kalamazoo County	100,610	106,906	108,198	108,620
Six County Region	271,367	284,000	287,445	289,726
Michigan	3,872,508	4,041,760	4,079,897	4,116,402

Source: Esri

Percent Change in the Number of Housholds, 2010-2020



Source: Esri

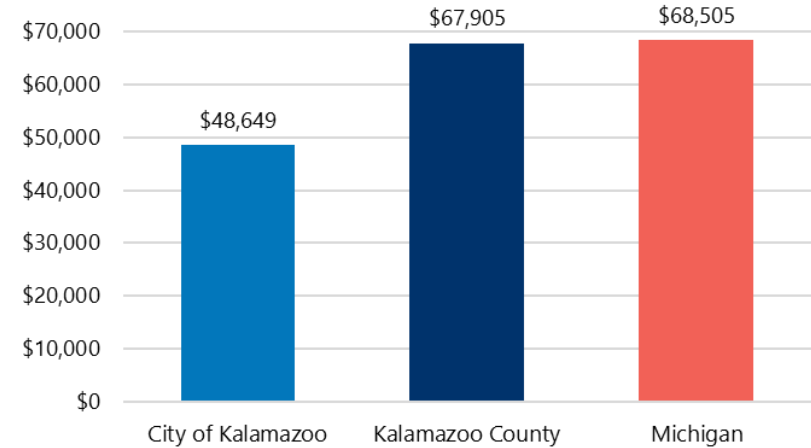
The total number of households increased for all geographies between 2010 and 2020. Kalamazoo County experienced the largest increase (6.3%) while the City of Kalamazoo experienced the smallest increase (2.4%).

Household Income

As of 2022, median household income in the City of Kalamazoo was roughly \$20,000 lower than the county and state median. The city's median household income was \$48,649, compared to \$67,905 in the county and \$68,505 for the state.

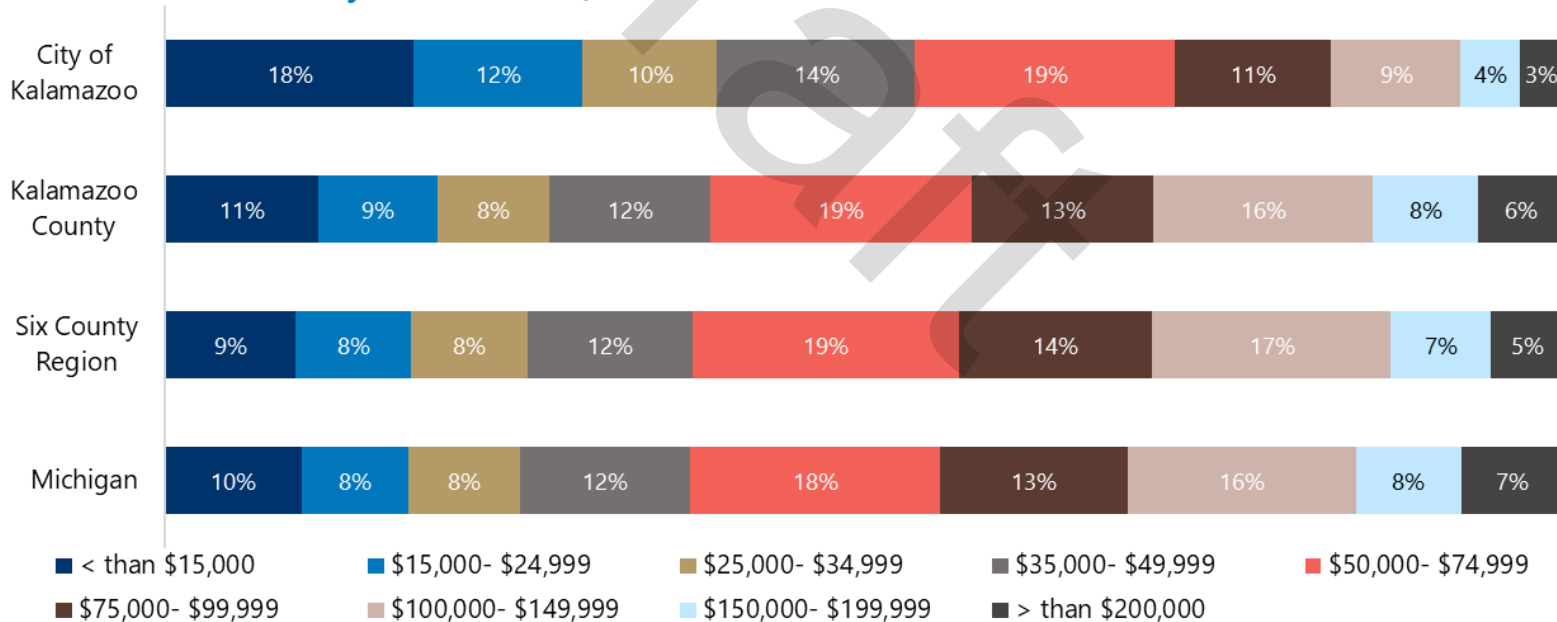
Compared to the other geographies, the city has a larger share of households with annual incomes below \$15,000. In 2023, the city's share of households earning between \$50,000 and \$74,999 was in line with county, region, and state trends. While around 16%-17% of households in the county, region, and state have incomes between \$100,000 and \$149,999, only 9% of city households fall into that income bracket.

Median Household Income, 2022



Source: ACS S1903

Percent of Households by Income Bracket, 2023

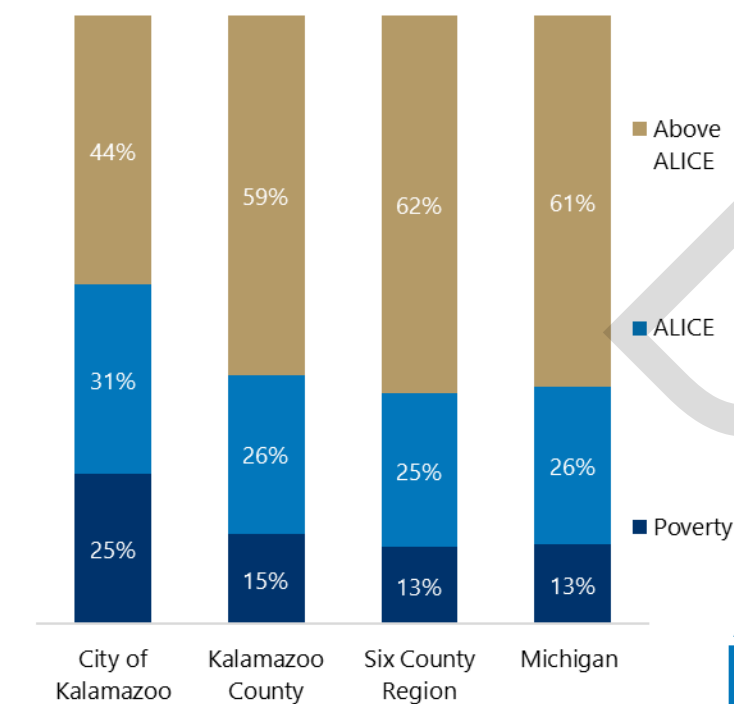


Source: Esri



Household Income Continued

Households by Type, 2021



Source: United for ALICE

The federal poverty level (FPL) is a common indicator for assessing the number of households facing financial hardships in a community. The FPL however is “not based on the current cost of basic household necessities, and except for Alaska and Hawaii, it is not adjusted to reflect cost of living differences across the U.S.”⁴ To address issues related to the FPL, we also looked at Asset Limited, Income Constrained, Employed or ALICE households. ALICE is a location-specific measure of the number of households earning more than the FPL, but not enough to afford the basics where they live.

In 2021, approximately 56% of households in the City of Kalamazoo were unable to afford their basic necessities. 25% of households fell below the federal poverty line, while 31% were classified as ALICE households.

Referring to the table below, in Kalamazoo County, Asian households had the smallest share of ALICE households, while Black/African American households had the largest shares of ALICE households and households below the poverty level. Hispanic households had higher shares of ALICE households but lower shares of households below the FPL.

ALICE Households as a Percent of Total Households by Race and Ethnicity, 2021

	Asian	Black/ African American	Pacific Islander	Hispanic	American Indian /Alaska Natvie	White	2+ Races
Kalamazoo County	18.6%	42.3%	0.0%	40.3%	31.3%	27.8%	37.5%
Six County Region	15.8%	42.6%	0.0%	36.0%	33.7%	27.0%	34.3%
Michigan	17.0%	38.6%	31.4%	33.7%	34.7%	27.4%	31.8%

Poverty Households as a Percent of Total Households by Race and Ethnicity, 2021

	Asian	Black/ African American	Pacific Islander	Hispanic	American Indian /Alaska Natvie	White	2+ Races
Kalamazoo County	14.8%	25.1%	0.0%	10.1%	7.7%	8.6%	12.6%
Six County Region	12.0%	23.7%	0.0%	10.4%	12.9%	8.2%	11.4%
Michigan	8.3%	20.5%	23.4%	10.1%	14.6%	8.2%	11.6%

Note: Table reads as 18.6% of total Asian households are considered to be ALICE households.

Source: United for ALICE

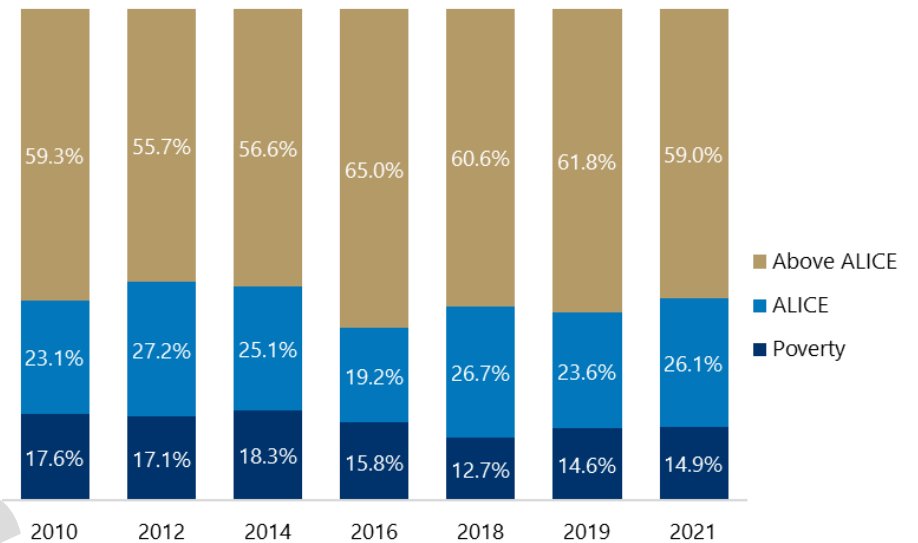
⁴ <https://www.unitedforalice.org/methodology>



Household Income Continued

Referring to the adjacent chart, between 2014 and 2018 the share of poverty households in Kalamazoo County declined. 2016 had the largest share of Above ALICE households (65%) and the smallest share of ALICE households (19.2%). 2018 had the lowest share of Poverty households but the second highest share of ALICE households (26.7%). Between 2010 and 2019, the overall trend showed an increase in the share of Above ALICE households and a decrease in the share of poverty households. The larger shares of ALICE and poverty households observed in 2021 may be due in part to the COVID-19 pandemic.

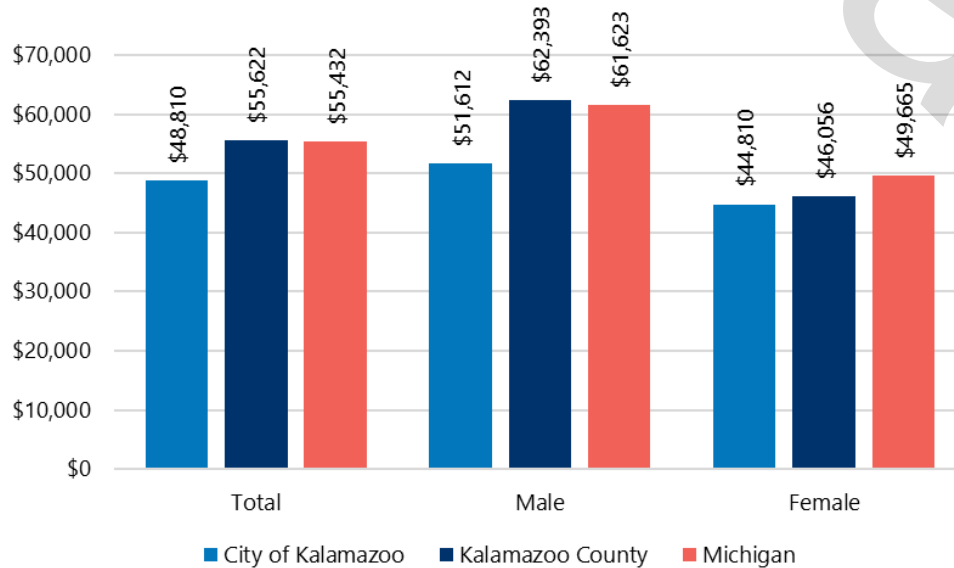
Historic Households by Type, County of Kalamazoo,



Note: Data for all available years are displayed

Source: United for ALICE

Median Earning for Full-Time, Year-Round Workers, 2022



In 2022, females had lower median earnings than their male counterparts at the city, county, and state levels. This gap in median earnings was smallest at the city level (\$6,802) and largest at the county level (\$16,337).

Source: ACS S2001

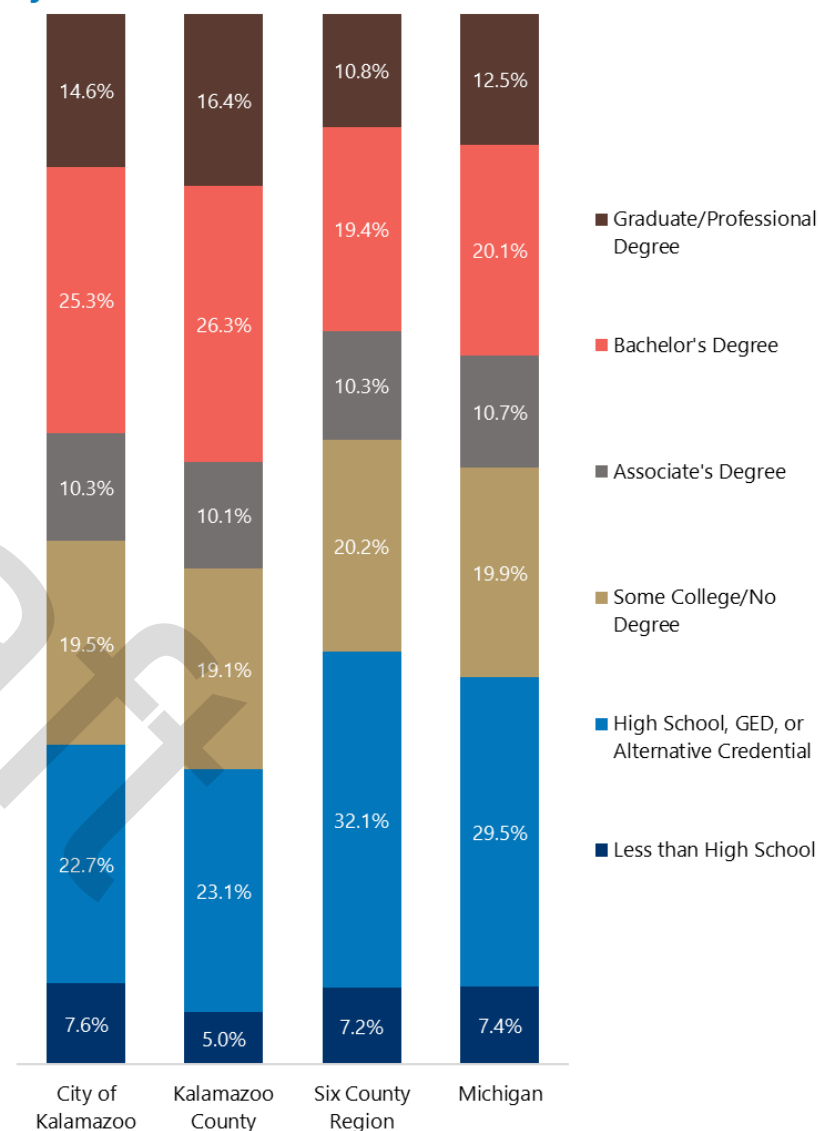


Education

Educational attainment is often used when evaluating the skill level of a given workforce. In order for industries to excel, the skill set of the workforce must align with the job requirements of the industry.

As of 2023, the city has a greater share of the population with bachelor's degrees (25.3%) than the six-county region (19.4%) and the state (20.1%). Out of the four study geographies, the city has the lowest share of individuals with a high school degree or equivalent but the largest share of individuals with less than a high school degree or equivalent.

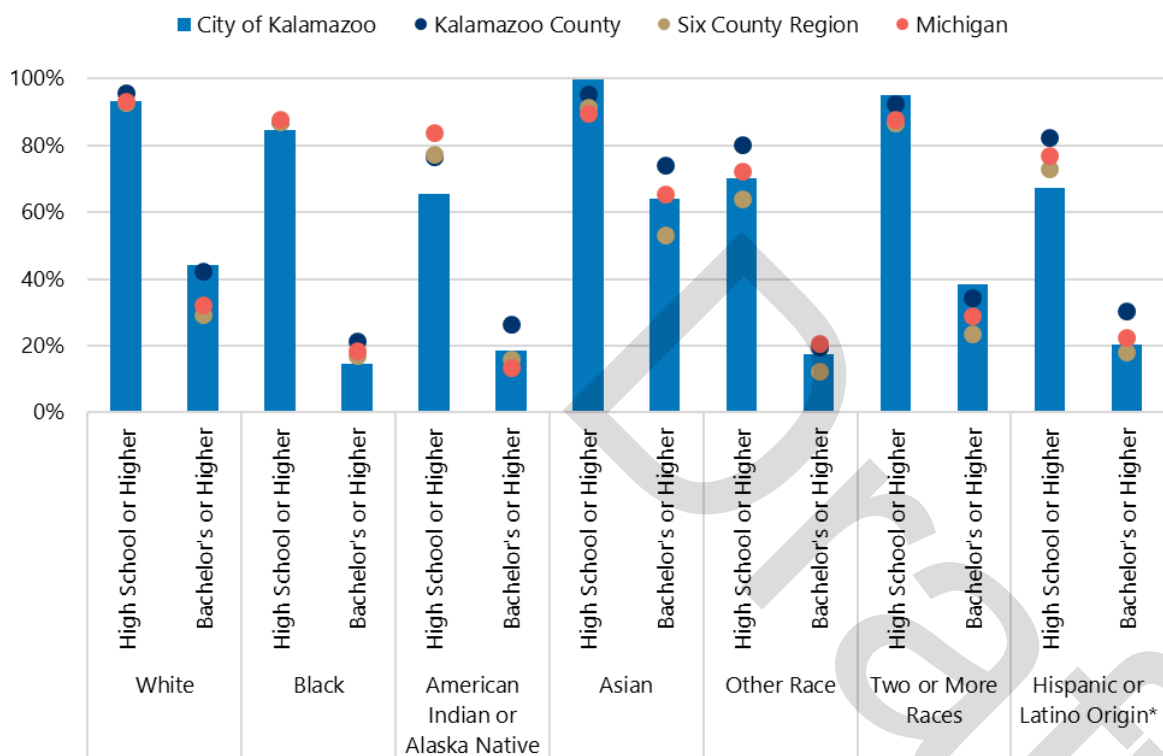
**Percent of Individuals 25 Years and Older
by Education Level, 2023**



Source: Esri



Educational Attainment by Race and Ethnicity, 2022



Across all of the study geographies, educational attainment varied greatly by race and ethnicity. Asian individuals had the highest rates of high school and bachelor's degree attainment when compared to the other races and ethnicities. All races and ethnicities had high school graduation rates above 60%. Individuals identifying as White, Black/African American, Asian, and Two or More Races had high school graduation rates above 80%.

Due to data constraints, the city did not have educational attainment estimates for the Native Hawaiian/Pacific Islander population. The full educational attainment table is included in Appendix A.

Source: ACS S1501

* Individuals of Hispanic or Latino origin may be of any race

ECONOMIC PROFILE

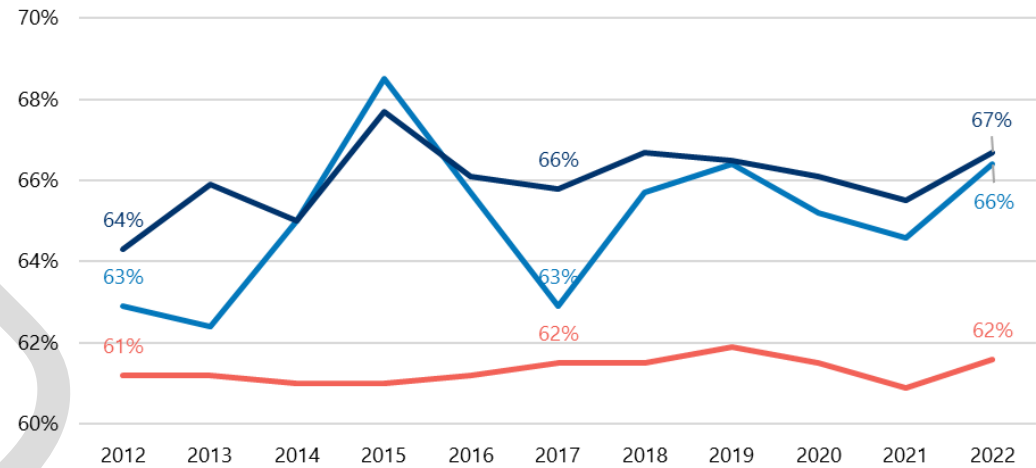
Labor Force Participation and Unemployment

The Labor Force Participation Rate (LFPR) is the percentage of the population aged 16 or over that is working or actively seeking work. This measure is important as it indicates how actively working-age adults are participating in the overall labor market. When labor force participation rates increase, it indicates that more people are working or looking for work, when labor force participation rates decrease, the opposite is true.

The city's LFPR increased between 2012 and 2022. During the last 10 years, the LFPR for the city has exceeded the State's rate but has mostly lagged behind the county rate.

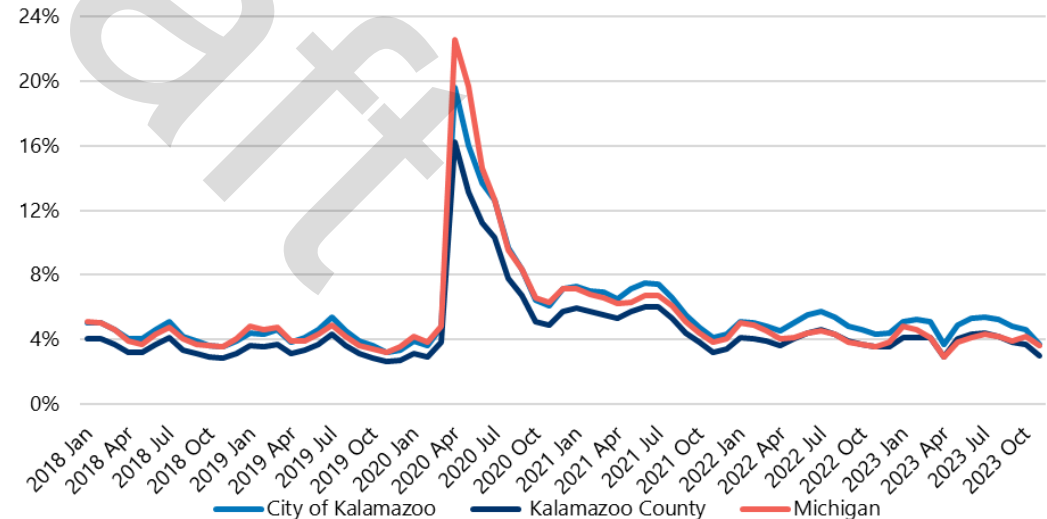
Unemployment in the city was in line with state trends between 2018 and 2019. The COVID-19 pandemic, however, caused a sharp increase in unemployment in 2020. During this period unemployment in the city exceeded county levels but remained several percentage points below the state's peak. Since 2022, the City's unemployment rate has remained slightly above county and state rates.

Annual Labor Force Participation Rate



Source: ACS S2303

Monthly Unemployment Rate, 2018-2023

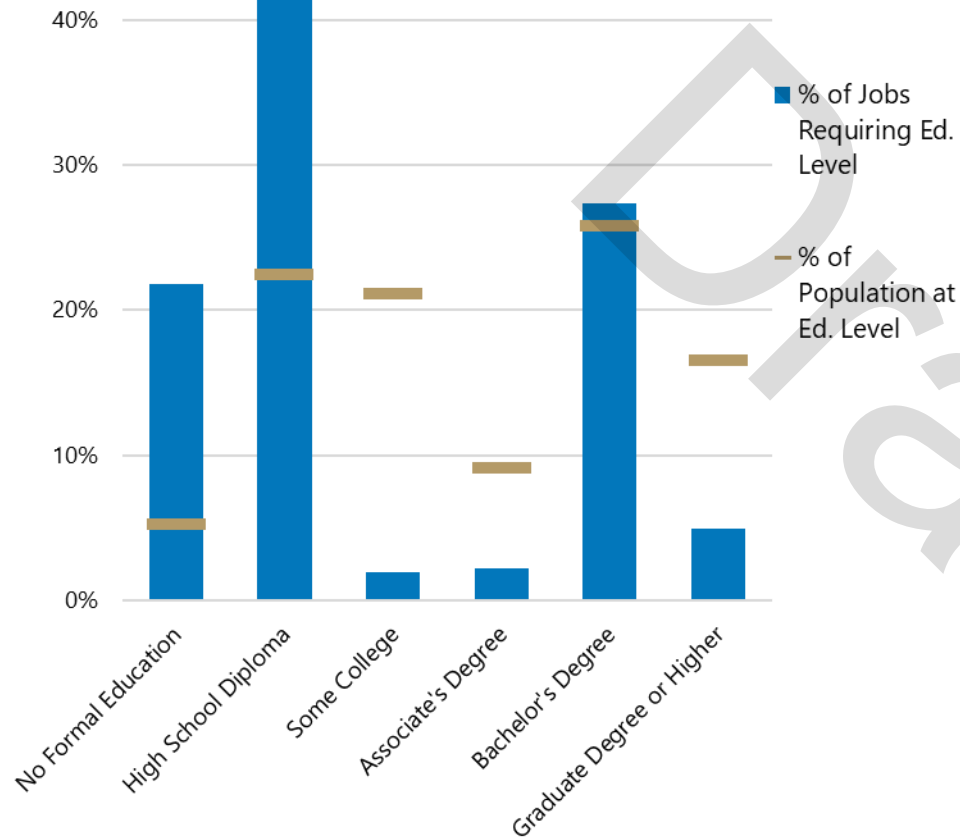


Source: BLS LAUS



Underemployment

Job Requirements Compared to the Population's Qualifications, Kalamazoo County, 2023



Note: Typical entry-level education requirements are reported at the national level. Actual employment requirements may vary by region.

Source: Lightcast

Underemployment or the underutilization of employed individuals can be assessed in multiple ways. One measure of underemployment involves examining the alignment of job requirements with the skill level of the local labor force. This is one piece of data in the many layers of context surrounding employment in the region.

The adjacent chart compares the educational attainment of Kalamazoo County's population to the entry-level educational requirements for jobs in the county. More than half of the jobs in the county (63%) require no more than a high school diploma. In 2023, the share of jobs that required a Bachelor's Degree (27%) aligned with the county's share of individuals who possess a Bachelor's Degree (26%). During the same period, there was a misalignment between the share of individuals who have Some College, Associate's Degrees, and Graduate Degrees and the share of jobs that require these qualifications. The share of jobs requiring a Bachelor's Degree or Higher (32%) was smaller than the share of the population who hold at least a Bachelor's Degree (42%).

Jobs Overview

The total number of jobs declined in the city, county, and the six-county region between 2018 and 2023. This trend was not observed at the state level. The six-county region lost the most jobs, approximately 8,900, while the city lost around 1,300 jobs. These losses account for around 3% of total jobs in both the city and the six-county region. Job growth over the next five years, however, is projected to be positive across all of the study geographies. The city's growth, however, is projected to lag behind growth in the three comparison geographies.

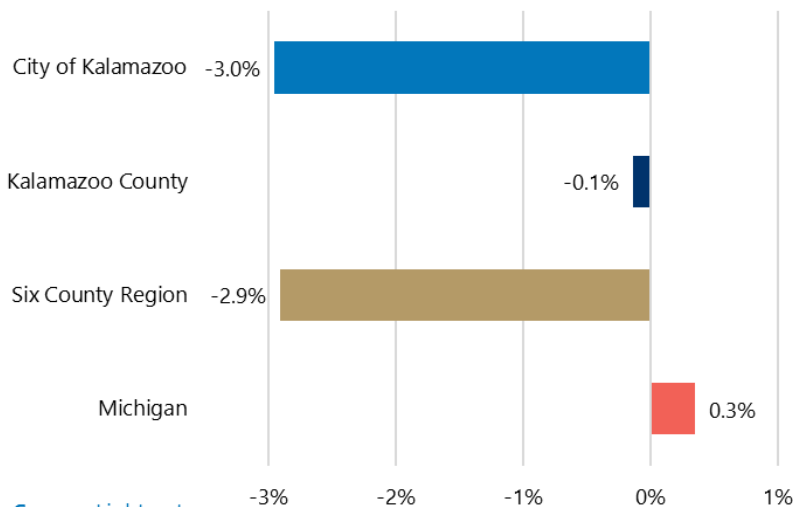
Data note: Industry data uses a combination of ZIP codes to represent the City of Kalamazoo. This includes 49006,49007,49008,49001. A map can be found on page 4.

Jobs and Job Growth by Region

	2018	2023	2028	Jobs Change 2018-2023	Jobs Change 2023-2028
City of Kalamazoo	45,934	44,578	45,748	-1,355	1,170
Kalamazoo County	130,834	130,656	135,101	-178	4,445
Six County Region	307,382	298,451	310,049	-8,931	11,598
Michigan	4,779,768	4,796,373	4,996,223	16,604	199,850

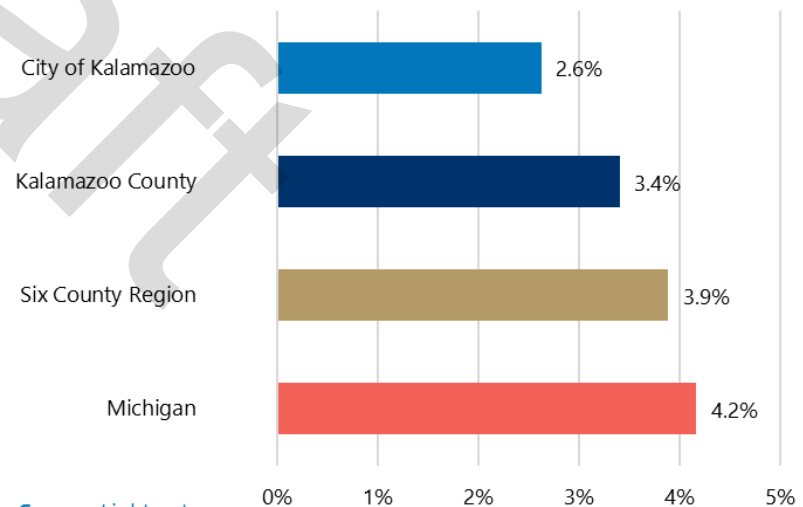
Source: Lightcast 2024.1

Job Growth, Percent Change, 2018-2023



Source: Lightcast

Job Growth, Percent Change, 2023-2028



Source: Lightcast



Industry Overview

This chart displays how these sectors compare. Each sector is classified as **leading**, **emerging**, **maturing**, or **lagging**.

Leading industries experienced job growth over the last five years and have a location quotient greater than 1.

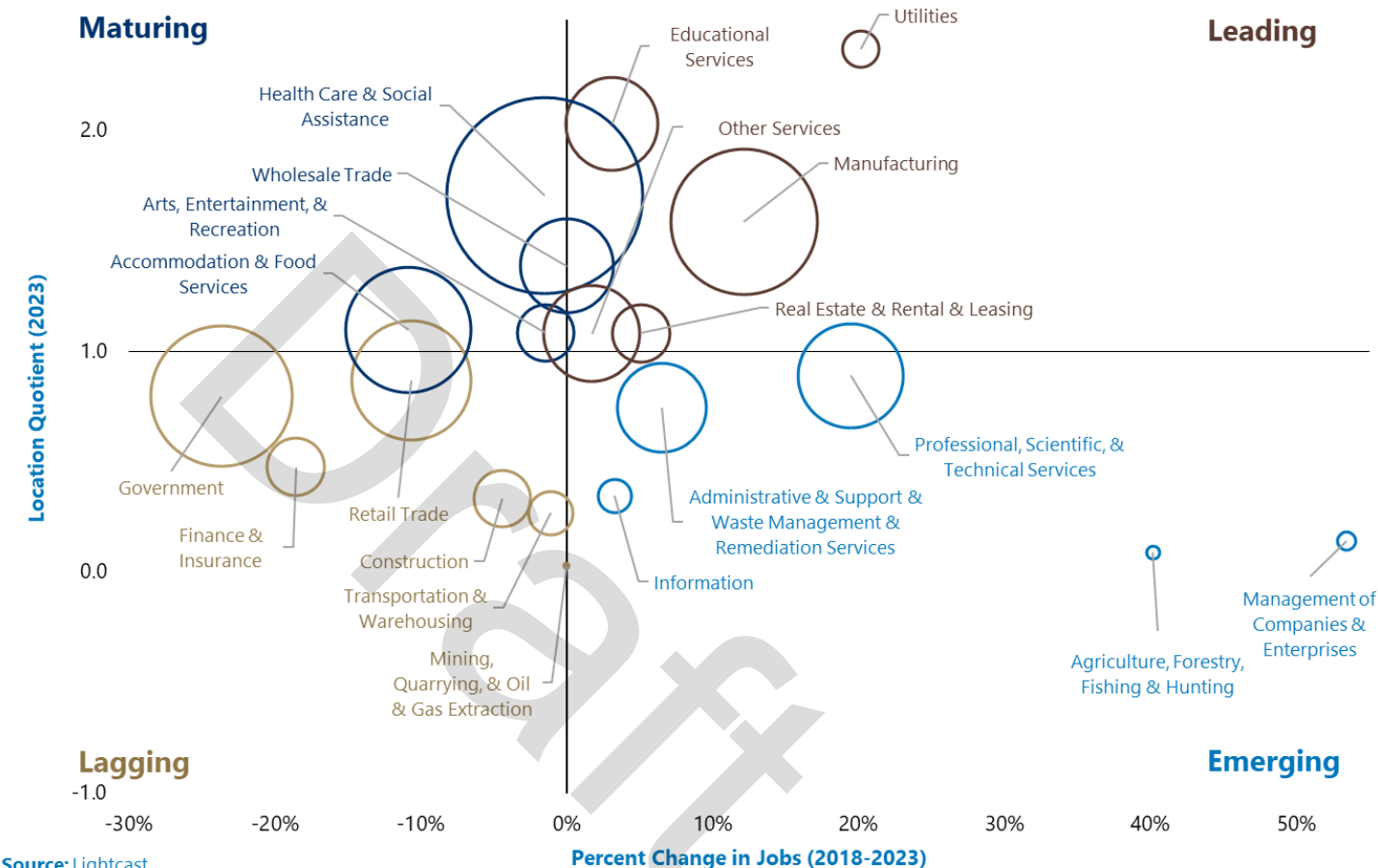
Emerging industries saw positive job growth over the last five years but have a location quotient of less than 1.

Maturing industries do have a location quotient greater than 1 but had negative job growth over the last five years.

Lagging industries have a location quotient of less than 1 and saw negative job growth over the last five years.

Key Metrics by Industry, City of Kalamazoo

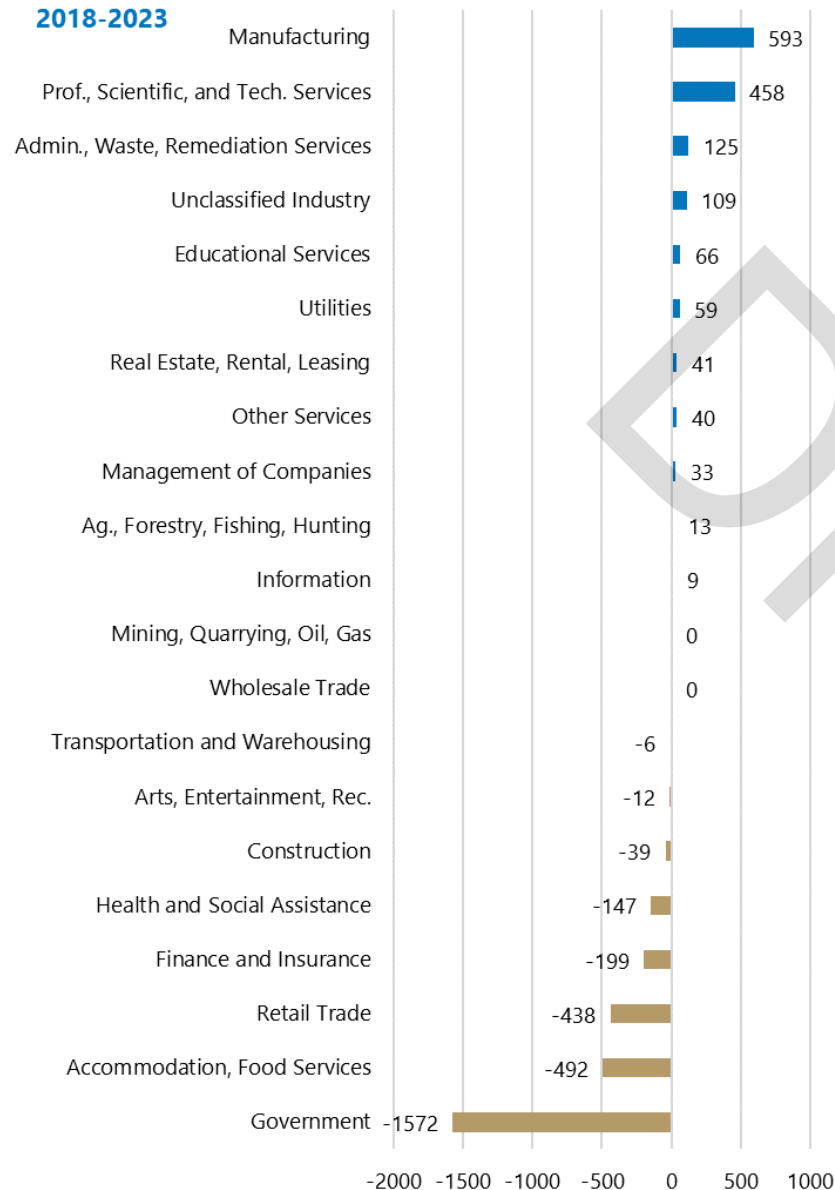
Bubble size indicates 2023 job count



Utilities, Manufacturing, and Educational Services are among the city's leading industries. Professional, Scientific, & Technical Services and Administrative & Support & Waste Management & Remediation Services are on the line between emerging and leading.⁵ The Health Care and Social Assistance Industry is the city's largest industry by number of jobs. Bronson Healthcare and Borgess Health are among the city's largest employers.

⁵ Location quotient (LQ) is a way of quantifying how concentrated a particular industry is in a region compared to the nation. It can reveal what makes a particular region "unique." For example, if the educational services industry accounts for 10% of jobs in an area but 1% of jobs nationally, then the area's education industry has an LQ of 10.

Jobs Change by Industry, City of Kalamazoo, 2018-2023



Job Change by Industry

From 2018 to 2023, the City of Kalamazoo lost 1,355 total jobs across all sectors with 10 industries increasing employment and 8 decreasing in employment.

The Manufacturing, and the Professional, Scientific, and Technical Services Industries were the leaders in job growth from 2018 to 2023, adding 593 and 458 jobs, respectively.

The Government industry lost the most jobs during the five-year period, decreasing by 1,572. This decline was primarily driven by a 1,407 job decrease in the Colleges, Universities, and Professional Schools (State Government) subindustry. The Elementary and Secondary Schools (Local Government) subindustry also contributed to this decline, decreasing by 151 jobs during the study period. Accommodation and Food Services, and Retail Jobs also declined during this period. These three industries are large employers in the city, responsible for more than 3,000 jobs each.

Source: Lightcast



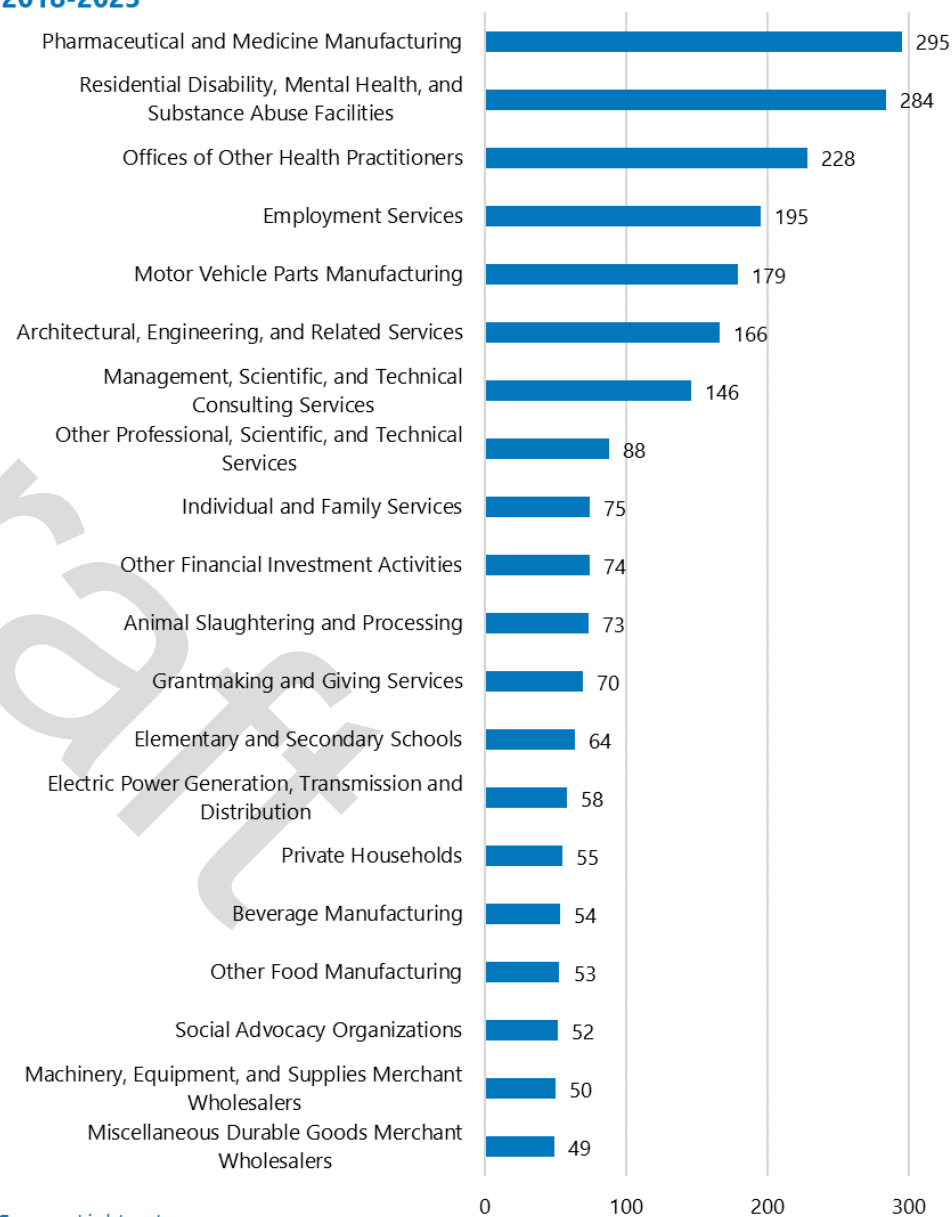
Top 20 Sub Industries by Job Growth⁶

Job growth in the Manufacturing Industry was driven by increases in Pharmaceutical and Medicine Manufacturing, Motor Vehicle Parts Manufacturing, Beverage Manufacturing, and Other Food Manufacturing. Companies including Pfizer, Stryker and Zoetis may have contributed to this job growth.

Architectural, Engineering, and Related Services; Management, Scientific, and Technical Consulting Services; and Other Professional, Scientific, and Technical Services contributed to the job growth in the emerging Professional, Scientific, and Technical Services Industry.

Together, these 20 leading sub industries added 2,308 jobs over the last five years.

Top 20 Sub Industries by Job Growth, City of Kalamazoo 2018-2023



⁶ Sub industries refers to four-digit NAICS industries.

Source: Lightcast



IN THE HEADLINES: Media Coverage Reflecting Job Growth in Top Sub Industries

KALAMAZOO **m** LIVE Michigan

Zoetis expanding in Kalamazoo, will hire dozens of new employees

Published: Oct. 10, 2023, 9:05 a.m.

SPECIAL REPORT

Cities Where Manufacturing Is Making a Comeback

23. Kalamazoo-Portage, MI



Samuel Stebbins

Published: October 11, 2018 5:05 pm

Last Updated: January 11, 2020 4:31 pm



KALAMAZOO

New \$5M Kalamazoo center is an urgent care – but for mental health

Published: Nov. 09, 2023, 7:05 a.m.



The headlines included on this page are a limited sample of media coverage related to recent business and job expansions in the City of Kalamazoo. These headlines specifically correspond with growth in the industries discussed above.

Manufacturing

Flavor company completes \$10M expansion for Kalamazoo-area operations

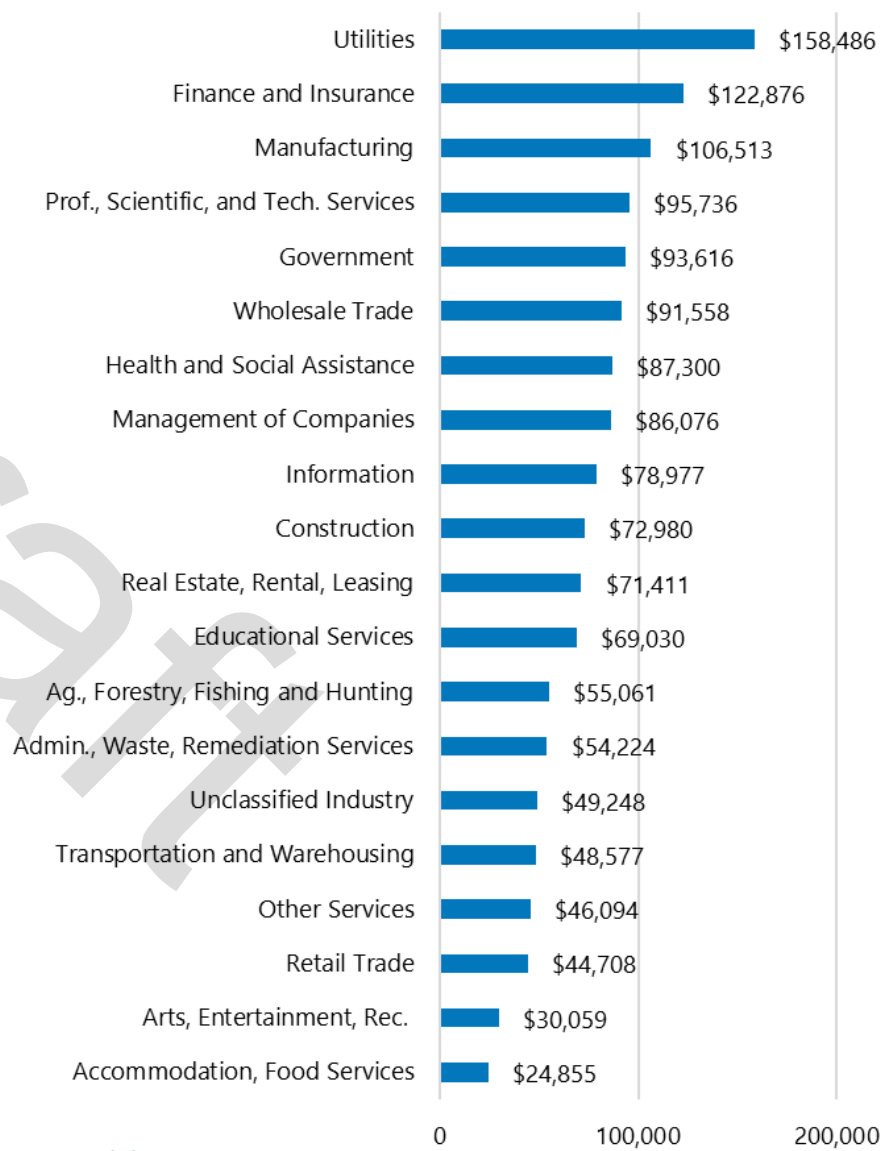
Kayleigh Van Wyk - February 14, 2024

CRAIN'S GRAND RAPIDS BUSINESS

Average Earnings

Of all industries, Utilities had the highest average earnings in 2023 while Accommodation and Food Services had the lowest average earnings. Utilities jobs include electrical powerline installers and repairers, and water system operators, as well as related managerial, business, and financial personnel. Average earnings for jobs related to the Manufacturing and Professional, Scientific, and Technical Services Industries were also strong.

Average Earnings Per Job, City of Kalamazoo, 2023



Source: Lightcast



Competitive Effect and Shift Share Indicators

Shift share values are presented as a measure of the region's competitiveness.⁷ The Competitive Effect shows how much of the job change from 2018-2023 was the result of a unique competitive advantage for that particular industry in the city by comparing national job changes to city changes.

The Competitive Effect is calculated by the following equation:

[Actual regional job change] – [Expected job change] = Competitive Effect

This calculation reveals that the city lost 2,718 jobs as a result of competitive forces. Job losses due to competitive forces were also observed in the county, the six-county region, and the state. Jobs related to manufacturing, however, increased by almost 500 as a result of the competitive effect, indicating that the city may have a competitive advantage in manufacturing.

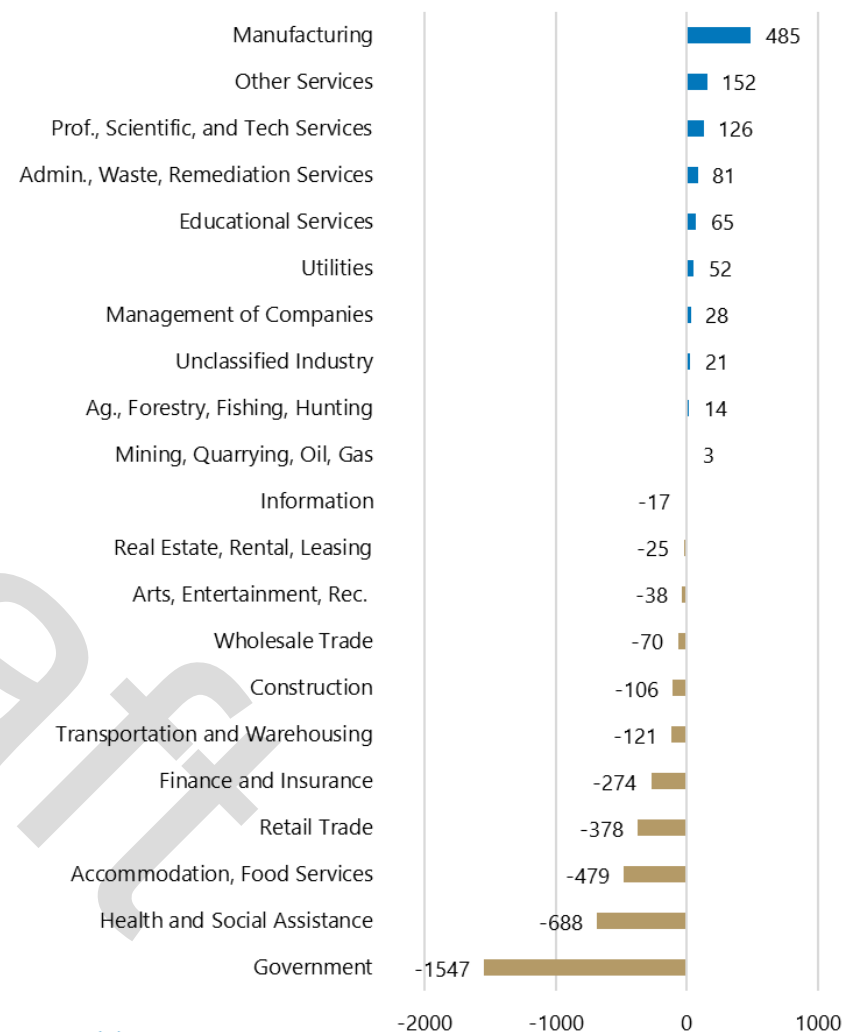
Shift Share Indicators, 2023

Region	Ind. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect
City of Kalamazoo	-290	1,653	1,363	-2,718
Kalamazoo County	-668	4,707	4,039	-4,217
Six County Region	-2,860	11,059	8,199	-17,130
Michigan	4,759	171,965	176,724	-160,120

Note: Shift share calculations are based on 2018-2023 jobs numbers

Source: Lightcast

Job Change From the Competitive Effect, 2018-2023



Source: Lightcast

⁷ The Industrial Mix Effect is the number of jobs a region would be expected to gain/lose for a given industry based on that industry's national growth/decline. The National Growth Effect shows the number of jobs an industry is expected to have gained/lost based on to total national job growth. The Expected Change is then amount of job growth/decline expected for a particular regional industry based on the national growth and the industry mix effects combined. The regional competitive effect in turn indicates how much of the overall job change within a given region is the result of a unique competitive advantage (or disadvantage) of the region, after accounting for the Industrial and National influences.

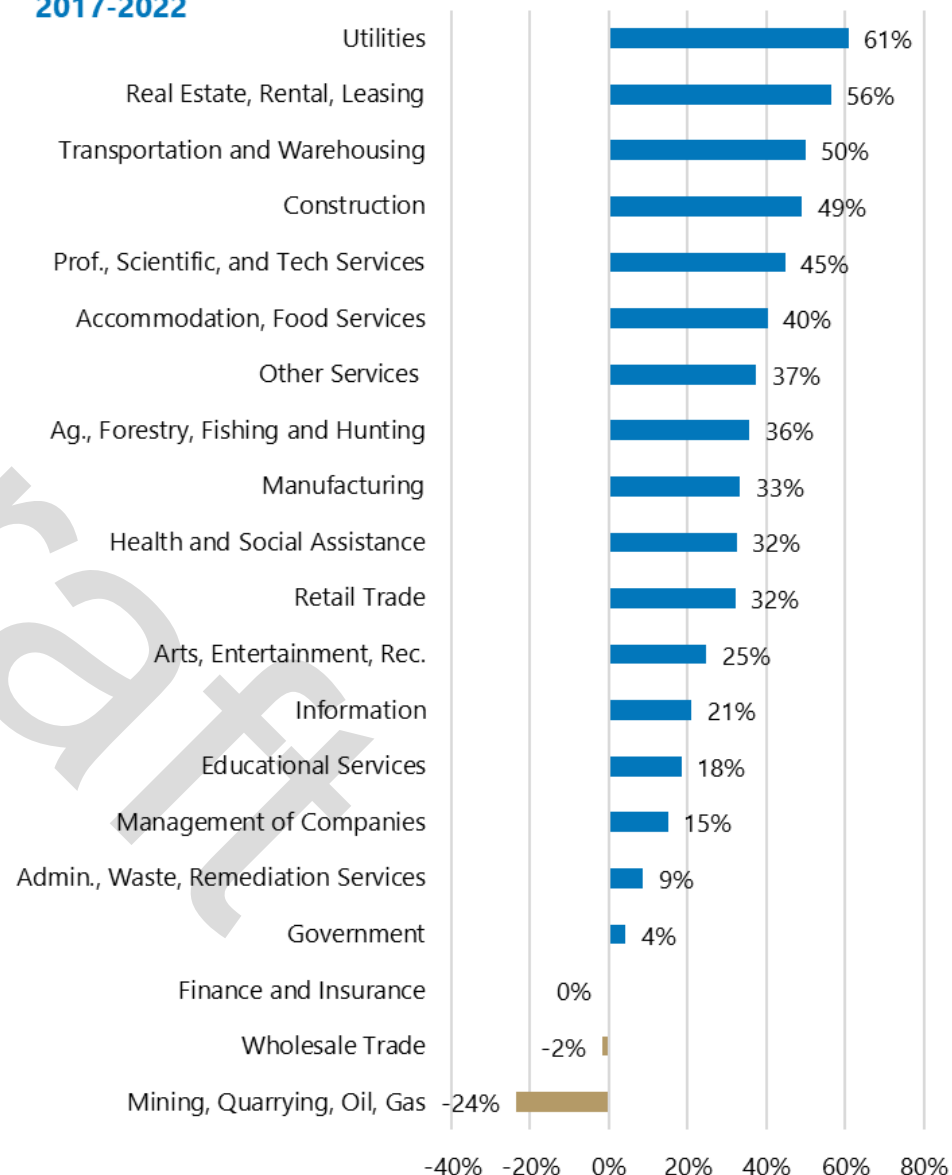
Gross Regional Product

Between 2017 and 2022, Kalamazoo County's GRP increased by 26% from approximately \$13 billion to \$16.5 billion. In 2022, the City's GRP was approximately \$5.5 billion.

At the county level, 17 of the 20 industries registered GRP growth from 2017 to 2022. The greatest increase occurred in the Utilities industry which grew by 61%. Other industries with notable increases include Real Estate, Rental and Leasing (+56%), and Transportation and Warehousing (+50%).

The largest percent decrease in county GRP was in the Mining, Quarrying, & Oil & Gas Extraction industry where it declined by 24%. Wholesale Trade also declined (-2%) and GRP related to the Finance and Insurance Industry remained stagnant.

GRP Growth by Industry Kalamazoo County, 2017-2022



Source: Lightcast

How the City Contributes to the Region

In 2022, the City of Kalamazoo contributed more than 20% of the six-county region's total GRP in eight industries.

For the Educational Services Industry in 2022, the city was responsible for producing 56.5% of the six-county region's total Educational Services GRP. The City of Kalamazoo also makes substantial contributions to the region's Health Care and Social Assistance Industry. In 2022, the city was responsible for producing 37.1% of the six-county region's total Health Care and Social Assistance GRP.

City of Kalamazoo's GRP Contribution by Industry, 2022

	City GDP in Millions	% of Six County Region's GRP
Educational Services	\$186.3	56.5%
Health Care and Social Assistance	\$1,033.7	31.7%
Utilities	\$237.0	25.1%
Wholesale Trade	\$475.8	23.0%
Arts, Entertainment, and Recreation	\$43.8	22.3%
Professional, Scientific, and Technical Services	\$404.5	21.8%
Information	\$85.1	20.9%
Real Estate and Rental and Leasing	\$236.6	20.4%
Other Services (except Public Administration)	\$143.9	17.0%
Finance and Insurance	\$289.8	16.9%
Accommodation and Food Services	\$163.7	16.6%
Administrative, Support, Waste Management and Remediation Services	\$157.9	16.2%
Mining, Quarrying, and Oil and Gas Extraction	\$9.6	14.9%
Government	\$479.2	14.7%
Retail Trade	\$301.5	12.9%
Manufacturing	\$1,147.2	10.4%
Construction	\$93.6	5.6%
Transportation and Warehousing	\$37.4	4.2%
Management of Companies and Enterprises	\$8.7	2.7%
Agriculture, Forestry, Fishing and Hunting	\$4.6	0.5%

Source: Lightcast



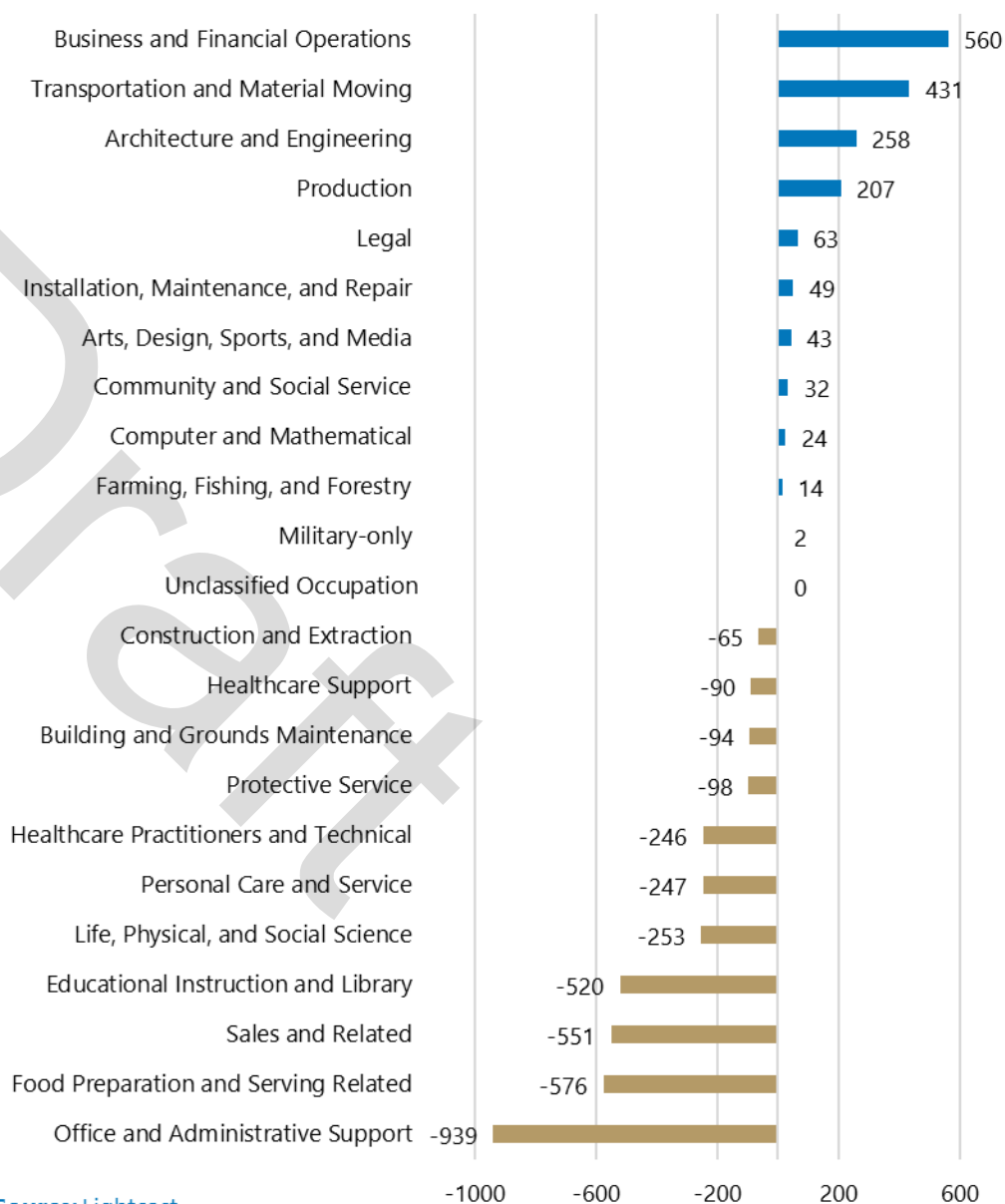
Job Change by Occupation

From 2018 to 2023, the City of Kalamazoo lost 1,355 total jobs across all occupations. 11 occupation groups increased employment while 11 occupation groups decreased in employment.

Business and Financial Operations and Transportation and Moving experienced the most job growth. These two occupations added nearly 1,000 jobs during our five-year study period.

Office and Administrative Support Jobs showed the greatest absolute decline between 2018 and 2023. Food Preparation and Serving Related, and Sales and Related Occupations also experienced substantial declines. These occupational declines align with the job losses observed in the industry analysis.

Job Growth by Occupation, City of Kalamazoo, 2018-2023



Source: Lightcast

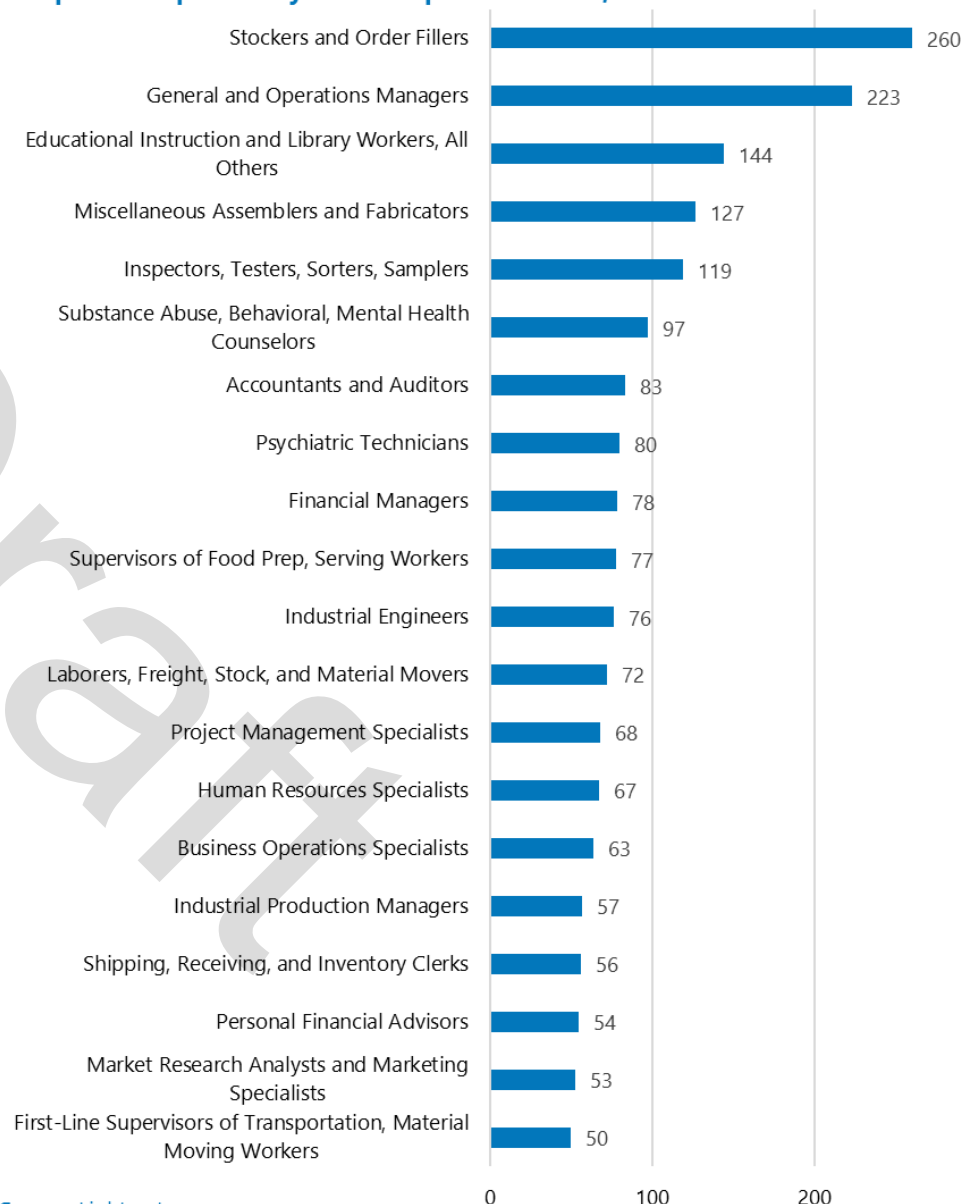


Top 20 Sub Occupation by Job Growth⁸

Growth in Business and Financial Operations Occupations was driven by increases in Accountants and Auditors, Project Management Specialists, Human Resources Specialists, Personal Financial Advisors, Market Research Analysts and Marketing Specialists, and Business Operations Specialists, All Other. The increase in Stock and Order Fillers supported growth in Transportation and Moving Material Occupations.

While Educational Instruction and Library Occupations experienced overall declines between 2018 and 2023, jobs in the related Sub Occupation, Educational Instruction and Library Workers, All Others increased. Remote and offsite instructors fall under the umbrella of this sub occupation. As a result, growth in this sub occupation may be related to the COVID-19 pandemic and the growing demand for online education and training.⁹

Top 20 Occupations by Sub Occupation Growth, 2018-2023



Source: Lightcast

⁸ Sub occupation refers to five-digit SOC occupations.

⁹For more information on Educational Instruction and Library Occupations see: <https://www.bls.gov/oes/current/oes250000.htm>.

Deviation from Living Wage for Top Growth Occupations

The living wage is the hourly rate that each individual working full-time must earn to support themselves and/or their family. To determine the living wage, the Massachusetts Institute of Technology considers geography-specific costs associated with food, childcare, health care, housing, transportation, civic engagement, broadband, and other necessities.¹⁰

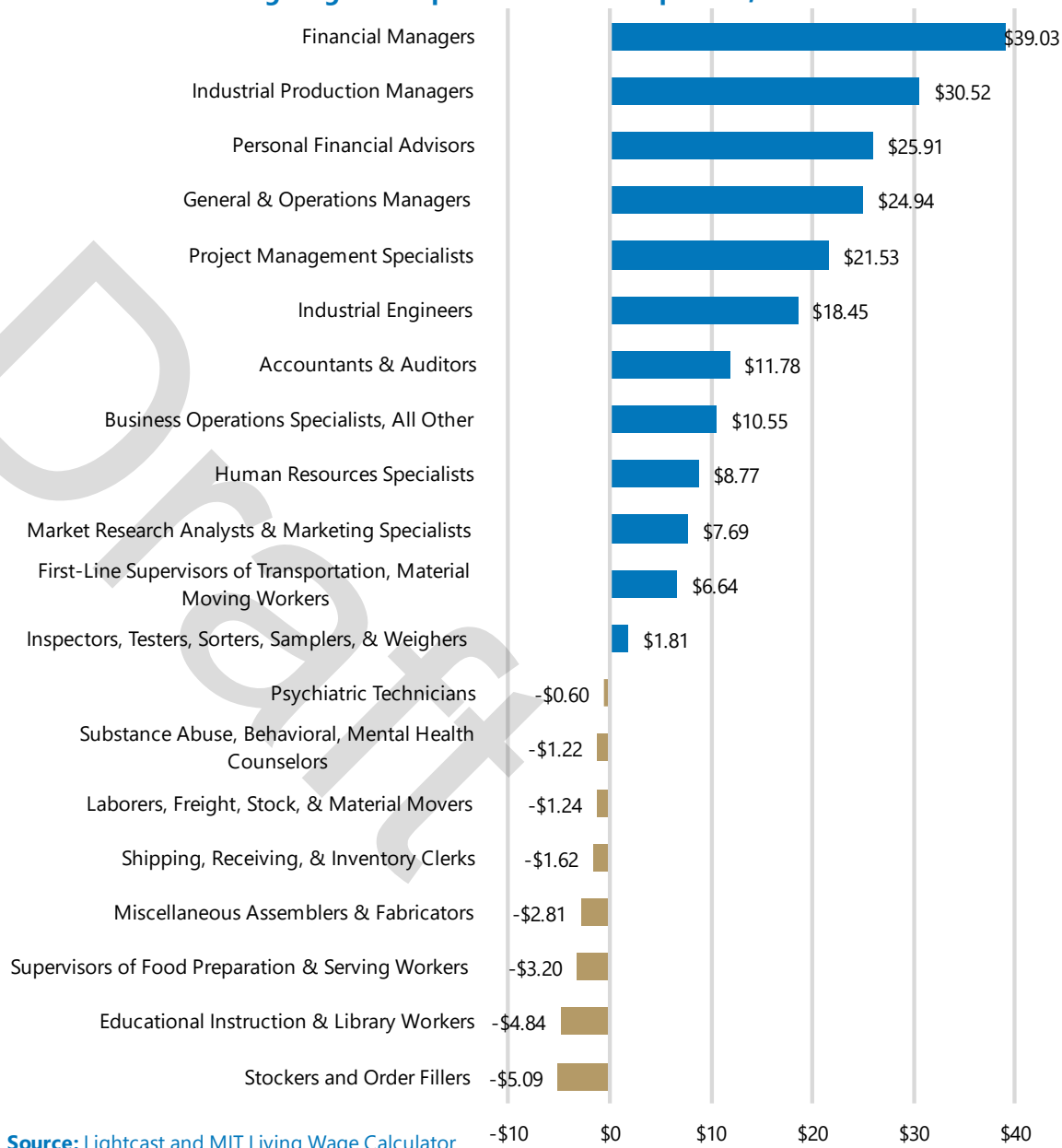
The chart on the right illustrates the deviation between the median hourly earnings for a given industry in the City of Kalamazoo and what is considered to be the region's living wage.

The living wage in the City of Kalamazoo, \$20.05/hour, is based on a household with two working adults and one child.

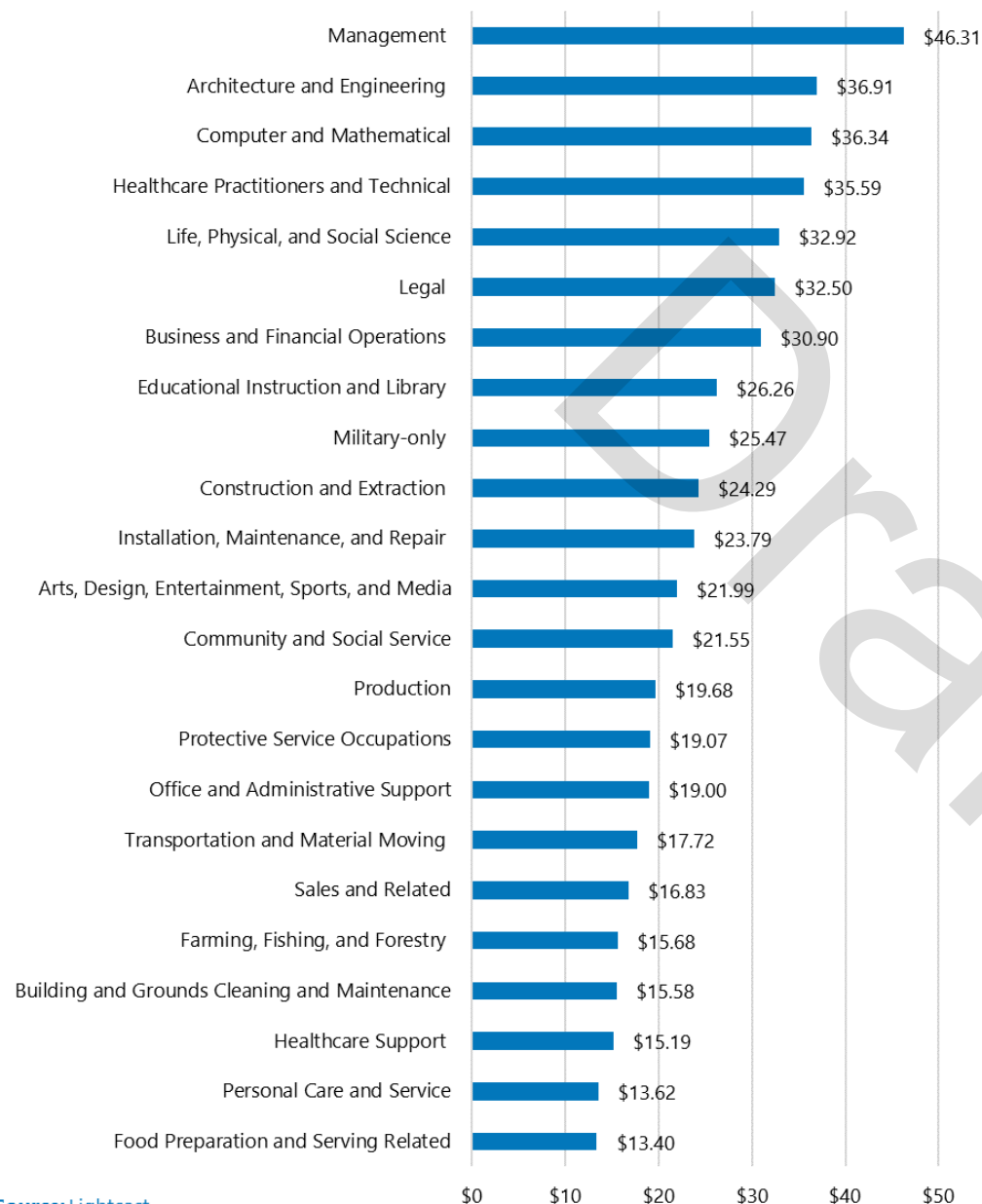
12 of the city's top 20 sub-occupations by growth have median hourly earnings above the living wage. However, Stock and Order Fillers, the occupation with the most job growth in the city, has median earnings \$5.09 below the living wage.

¹⁰ For more on MIT's Living Wage methodology visit: <https://livingwage.mit.edu/pages/methodology>

Deviation from Living Wage for Top Growth Sub Occupations, 2023



Median Hourly Wages by Occupation, City of Kalamazoo, 2023



Source: Lightcast

Earning by Occupation

Across all occupations in the City of Kalamazoo, Management Occupations had the highest median earnings at \$46.31 per hour. Other top-earning occupations include Architecture and Engineering Occupations (\$36.91), Computer and Mathematical Occupations (\$36.34), and Healthcare Practitioners and Technical Occupations (\$35.59).

Food Preparation and Serving Related Occupations reported the lowest median hourly earnings at \$13.40. Other low-wage occupations include Personal Care and Services (\$13.62) and Healthcare Support (\$15.19).



Commuting Patterns

In 2021, the City of Kalamazoo included 9,301 individuals who both lived and worked in the city, filling about 20% of the city's jobs. The city supported roughly 46,968 jobs with 37,667 or 80% of workers *working inside* but *living outside* of the city. There were 18,602 working residents living in the city who had jobs outside of the city. This indicates that the City of Kalamazoo is a net importer of labor, with *more workers commuting into the city for their jobs than residents leaving the city for their jobs*.¹¹

Referring to the tables below, a larger share of City residents live within 10 miles of their job (62.8%) compared to individuals working in the city (57.3%). 18.1% of individuals working in the city commute between 10 and 24 miles compared to only 10.8% of city residents. Out of individuals who work in the City, 15% commute more than 50 miles. By comparison, 16.6% of city residents travel more than 50 miles to work. While the City might have a few more preferred jobs, the commute data overall indicates that opportunities in the City are on par with job opportunities in the greater region.

How Far Individuals Travel to Work in the City of Kalamazoo

	2021	
	Count	Share
Total All Jobs	46,968	100.0%
Less than 10 miles	26,919	57.3%
10 to 24 miles	8,486	18.1%
25 to 50 miles	4,528	9.6%
Greater than 50 miles	7,035	15.0%

Source: OnTheMap

Inflow/Outflow Jobs Counts, 2021



How Far City Residents Travel to Work

	2021	
	Count	Share
Total All Jobs	27,903	100.0%
Less than 10 miles	17,518	62.8%
10 to 24 miles	3,010	10.8%
25 to 50 miles	2,735	9.8%
Greater than 50 miles	4,640	16.6%

Source: OnTheMap

¹¹ While this analysis looks specifically at commuting data for a one-year period, the shares of workers commuting into and out of the City in 2021 are in line with the City's five-year trends.

Commuting Patterns Continued

Commuter Destinations

The majority of working city residents (63.7%) are employed in Kalamazoo County. Outside of Kalamazoo County, city residents most commonly work in Kent (6.3%), Calhoun (3.9%), and Van Buren (3.1%) Counties.

Where Individuals who Work in the City of Kalamazoo Live by County

	2021	
	Count	Share
Kalamazoo County, MI	28,867	61.5%
Van Buren County, MI	2,970	6.3%
Allegan County, MI	1,948	4.1%
Calhoun County, MI	1,800	3.8%
Kent County, MI	1,546	3.3%
Barry County, MI	871	1.9%
St. Joseph County, MI	870	1.9%
Wayne County, MI	788	1.7%
Oakland County, MI	673	1.4%
Ottawa County, MI	558	1.2%
All Other Locations	6,077	12.9%

Source: OnTheMap

Where Residents of the City of Kalamazoo Work by County

	2021	
	Count	Share
Kalamazoo County, MI	17,762	63.7%
Kent County, MI	1,753	6.3%
Calhoun County, MI	1,081	3.9%
Van Buren County, MI	871	3.1%
Allegan County, MI	869	3.1%
Oakland County, MI	662	2.4%
Ingham County, MI	510	1.8%
Wayne County, MI	500	1.8%
St. Joseph County, MI	380	1.4%
Ottawa County, MI	339	1.2%
All Other Locations	3,176	11.4%

Source: OnTheMap

Commuter Origins

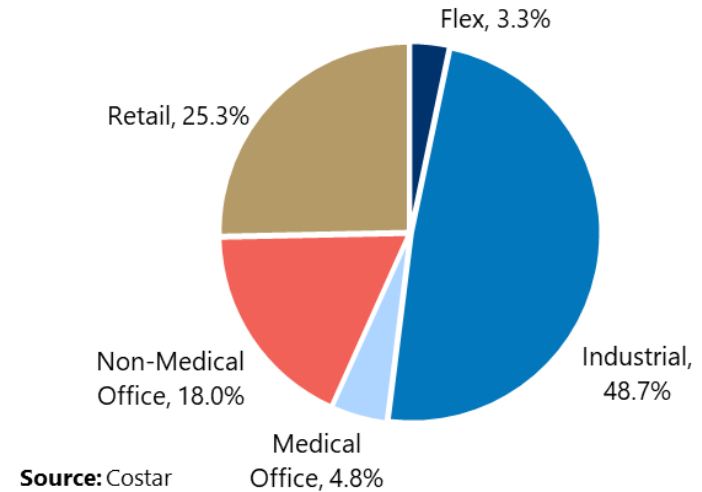
Individuals working in the City of Kalamazoo primarily live in Kalamazoo County (61.5%). Around 6.3% of workers commute from Van Buren County and commuters from Allegan County account for 4.1% of the city's workers. Commuters from Calhoun and Kent Counties account for 3.8% and 3.3% of the city's total workers, respectively.

REAL ESTATE PROFILE

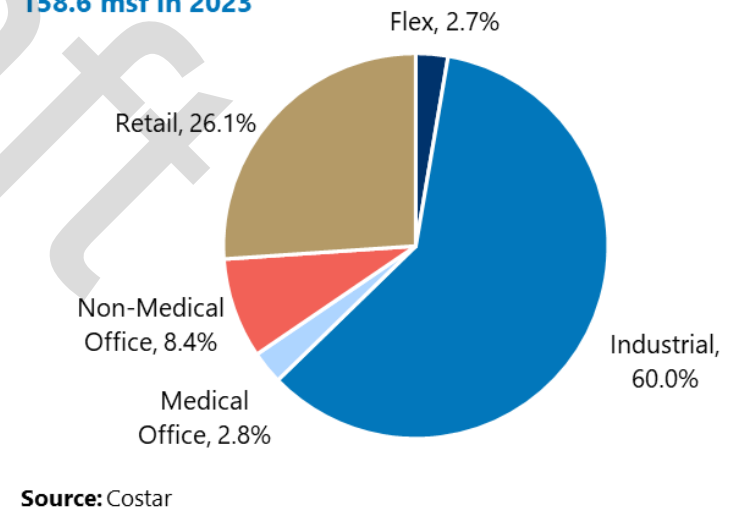
Inventory Overview

- With a total of 22.6 million square feet (msf), **the City of Kalamazoo¹² accounts for about 14.2% of the total commercial real estate square footage found in the six-county economic region.**
- **Industrial real estate accounts for nearly half (48.8%) of all commercial real estate in the City of Kalamazoo by square footage, but this percentage is significantly lower than the region (60%)**
- **Traditional office space accounts for 16.9% of the total commercial real estate inventory in Kalamazoo, double the amount for the region (8.4%).**
- **The same is true for medical office space, which accounts for 5.7% of the commercial real estate base, which is double the amount for the region (2.8%).**
- **Retail (25.4%) and flex space (3.3%) are in-line with regionwide averages (26.1% & 2.7% respectively).**
- For the purposes of this real estate analysis, the City of Kalamazoo is defined as these four zip codes, 49006, 49007, 49008 & 49001, and a map of their coverage can be found on page 5.

City of Kalamazoo Real Estate Inventory by Type
22.6 msf in 2023



Region Real Estate Inventory by Type
158.6 msf in 2023



¹² Reflects the ZIP codes 49006, 49007, 49008, 49001



Inventory Overview

- Of the 1,341 commercial buildings in the City of Kalamazoo, **nearly half are retail buildings**. These tend to be smaller buildings, with an average footprint of 8,848 square feet. **The retail vacancy rate (3.5%) is in line with the regional average (4.2%).**
- The second largest category is industrial which makes up a quarter (25.2%) of the number of buildings yet only accounts for nearly half (48.8%) of the square footage. **This is due to the size of the average industrial building, which is 32,459 square feet for the city, noticeably smaller than the 44,800 average building size for the region.**
- Non-medical office**, despite accounting for double the square footage for the region, **has a significantly lower vacancy rate (4.4%) than the regional average (6.8%).**
- Medical office buildings in Kalamazoo average 17,876 square feet, which is noticeably larger than the 13,158 square foot regional building average.**
- There is a lack of available flex space (less than 0.5%) in Kalamazoo**, while there is an oversupply of available flex space (7.0%) in other parts of the region. **The average flex buildings in the City of Kalamazoo (46,378 square feet) are noticeably larger** than the average industrial building (32,459 square feet) for Kalamazoo. The average flex building for the region is 44,534 square feet, which is roughly the same size as industrial buildings (44,837 square feet) in the region.

Commercial Real Estate Measures - 2023

Property Type	City of Kalamazoo					Region				
	Buildings	Inventory (SF)	Avg. BLDG SF	Vacant SF	Vacancy Rate	Buildings	Inventory (SF)	Avg. BLDG SF	Vacant SF	Vacancy Rate
Flex	16	742,050	46,378	-	-	96	4,275,281	44,534	298,923	7.0%
Industrial	339	11,003,704	32,459	182,659	1.7%	2,124	95,234,641	44,837	1,406,761	1.5%
Medical Office	72	1,074,109	14,918	152,232	14.2%	332	4,368,421	13,158	507,672	11.6%
Non-Medical Office	270	4,057,006	15,026	167,420	4.1%	1,210	13,376,223	11,055	906,281	6.8%
Retail	647	5,724,648	8,848	200,034	3.5%	4,435	41,367,713	9,328	1,749,406	4.2%
Total	1344	22,601,517	16,817	702,345	3.1%	8197	158,622,279	19,351	4,869,043	3.1%



Retail Market Profile

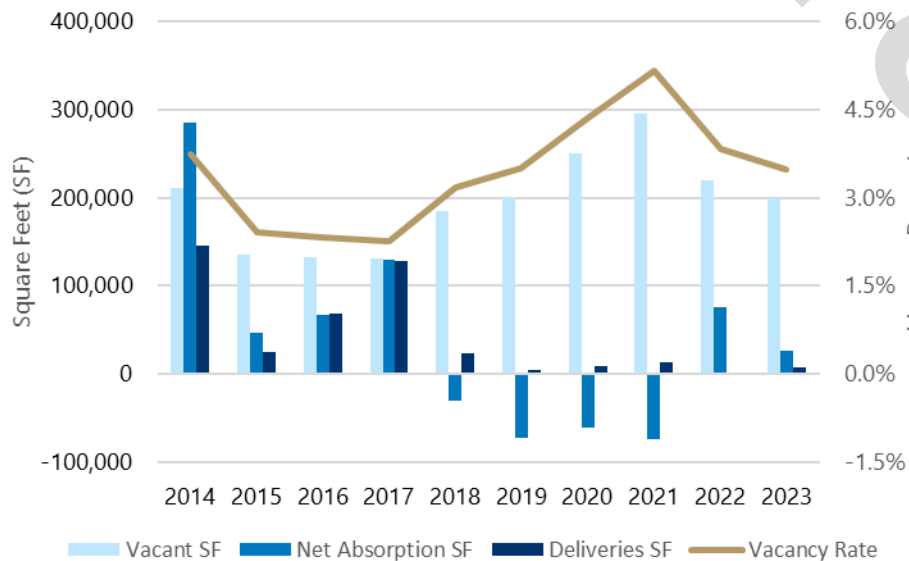
- From 2018 to 2021, retail net absorption was negative in the City of Kalamazoo, and the vacancy rate spiked to 5.2%, but has since declined to now stand at 3.5%, which is the lowest among its peers.
- Over the past decade, the City has added 424,314 square feet of retail space which amounts to a 7.4% expansion of the retail base. Over this same time period, the retail base of the region expanded by 2,086,940 square feet or only 5.0%.
- Most of this retail construction occurred prior to 2018. In the past five years, only 32,148 SF has been delivered in the City of Kalamazoo, and very little remains under construction or planned.

Retail Market Metrics 2023

	City of Kalamazoo	Region
Buildings	647	4,435
Inventory (SF)	5,724,648	41,367,713
Deliveries 5 Year Total	32,148	618,486
Deliveries 10 Year Total	424,314	2,086,940
Net Absorption 5 Year Total	-105,161	-326,203
Net Absorption 10 Year Total	393,095	1,858,884
Vacant SF	200,034	1,749,406
Vacancy Rate	3.5%	4.2%
City of Kalamazoo Percent of Inventory for Region:		13.8%

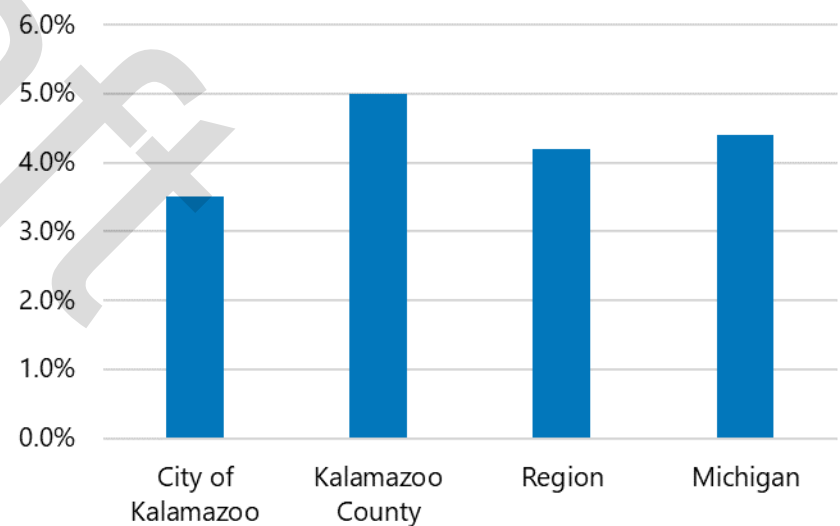
Source: CoStar

City of Kalamazoo Retail Market Dynamics -
2014 to 2023



Source: CoStar

Retail Market Vacancy Rates 2023



Source: Costar



Retail Market Construction

- The largest new retail project in Kalamazoo over the past 10 years has been the Corner @ Drake shopping center which is anchored by Costco, Trader Joe's, and the Sportsman's Warehouse.
- 3330 Stadium Drive is a proposed development site located within The Shoppes On Stadium Drive shopping center.
- There has been significant growth in Cannabis specific retail buildings that have been constructed over the past 10 years.

Retail Construction In The City of Kalamazoo - 2014 to 2024

Property Address	City	PropertyType	Constr Status	Year Built	RBA	Secondary Type
5100 Century Ave	Kalamazoo	Retail (Community Center)	Existing	2014	146,211	Freestanding
2701-2721 W Michigan Ave	Kalamazoo	Retail	Existing	2015	22,545	Freestanding
4213 W Main St	Kalamazoo	Retail	Existing	2015	2,600	Fast Food
3801 S Sprinkle Rd	Kalamazoo	Retail	Existing	2017	59,870	Freestanding
5097 Century Ave	Kalamazoo	Retail (Community Center)	Existing	2017	24,533	Retail Building
5003 Century Ave	Kalamazoo	Retail (Community Center)	Existing	2017	12,496	Bank
1750 N Drake Rd	Kalamazoo	Retail (Community Center)	Existing	2017	10,000	Restaurant
S Drake Rd	Kalamazoo	Retail (Community Center)	Existing	2017	5,280	Restaurant
1650 S Drake Rd	Kalamazoo	Retail	Existing	2017	3,948	Bank
2067 S Drake Rd	Kalamazoo	Retail	Existing	2017	2,500	Fast Food
4210 Stadium Dr	Kalamazoo	Retail	Existing	2018	16,267	Freestanding
5095 Century Ave	Kalamazoo	Retail (Community Center)	Existing	2018	7,666	Freestanding
827 S Westnedge Ave	Kalamazoo	Retail	Existing	2019	3,826	Laundromat
504 N Drake Rd	Kalamazoo	Retail	Existing	2020	4,996	Freestanding
218 E Stockbridge Ave	Kalamazoo	Retail	Existing	2020	2,041	Freestanding
3650 Alvan Rd	Kalamazoo	Retail	Existing	2020	1,685	Cannabis store
518 N Drake Rd	Kalamazoo	Retail	Existing	2021	10,000	Restaurant
3121 Portage St	Kalamazoo	Retail	Existing	2021	1,500	Bank
3825 Stadium Dr	Kalamazoo	Retail	Existing	2021	1,474	Cannabis store
3110 Oakland	Kalamazoo	Retail	Existing	2023	6,627	Retail Building
3330 Stadium Dr	Kalamazoo	Retail (Neighborhood Center)	Proposed	2024	15,000	Freestanding
4140 W Main St	Kalamazoo	Retail	Under Construction	2024	1,500	Storefront

Source: CoStar



Non-Medical Office Market Profile

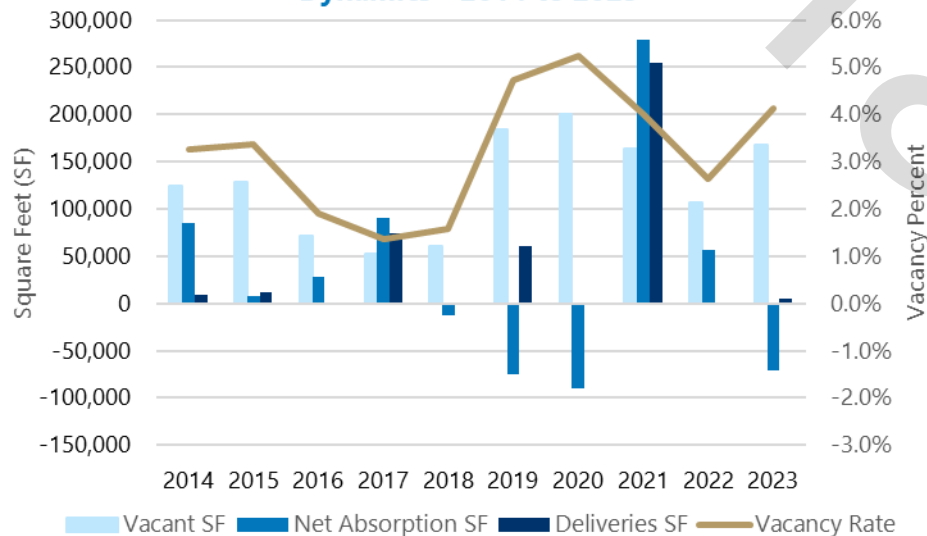
- Non-medical office space has grown by only 160,340 square feet in the past decade, a 4.2% increase.
- Non-medical office vacancy rates in the City of Kalamazoo totaled 4.4% at the end of 2023, which is the lowest among its peer group and is less than half of the overall non-medical office vacancy rate for Michigan. Non-medical office vacancy rates had been declining since 2020 but have risen sharply over the past year.

Non-Medical Office Market Metrics 2023

	City of Kalamazoo	Region
Buildings	270	1,210
Inventory (SF)	4,057,006	13,376,223
Deliveries 5 Year Total	319,868	426,092
Deliveries 10 Year Total	415,540	781,473
Net Absorption 5 Year Total	99,387	-218,233
Net Absorption 10 Year Total	297,711	782,778
Vacant SF	167,420	906,281
Vacancy Rate	4.4%	6.8%
City of Kalamazoo Percent of Inventory for Region:		30.3%

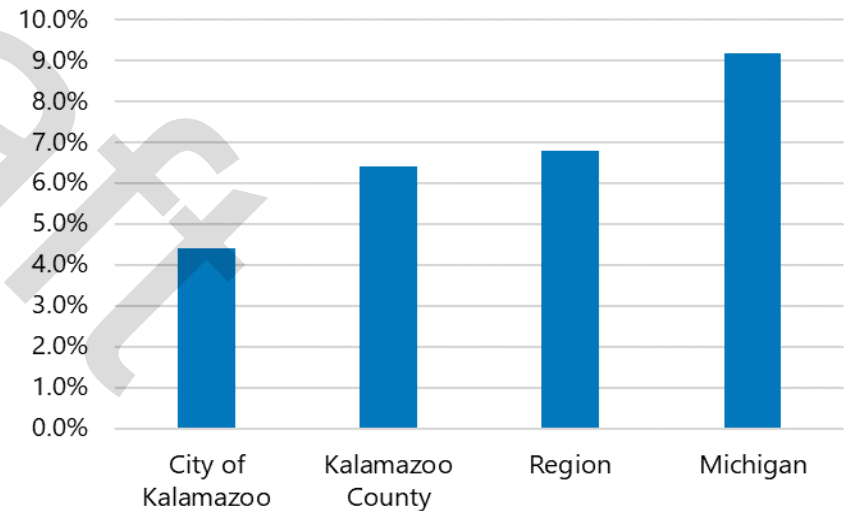
Source: CoStar

City of Kalamazoo Non-Medical Office Market Dynamics - 2014 to 2023



Source: CoStar

Non-Medical Office Market Vacancy Rates 2023



Source: Costar

Non-Medical Office Construction

- New non-medical office developments include The Exchange, which is a residential mixed-use building located in the heart of Downtown Kalamazoo. This building is mostly fully leased, due to the empty office space being converted into additional apartments.
- 1825 S Park is the RX Optical headquarters and is fully leased. This location is the corporate headquarters and handles the back-office paperwork of the RX Optical opticians.
- 600 E Michigan is The Foundry Corporate Office and Event Space. This is a unique office build out that includes a kitchen and bar for conferences and serves as an event venue space.
- The City of Kalamazoo has been successful in utilizing its non-medical office space by remaining flexible and converting traditional office space into non-traditional uses, and by not engaging in speculative commodity office development over the past decade.

Non-Medical Office Construction In The City of Kalamazoo - 2014 to 2024

Property Address	City	PropertyType	Constr Status	Year Built	RBA	Secondary Type
500-510 E Butler Ct	Kalamazoo	Office	Existing	2014	9,542	Office/Residential
5140 W Michigan Ave	Kalamazoo	Office	Existing	2015	12,130	Office Building
600 E Michigan Ave	Kalamazoo	Office	Existing	2017	52,000	Office Event Space
1825 S Park St	Kalamazoo	Office	Existing	2017	22,000	Office Building
155 W Michigan Ave	Kalamazoo	Office	Existing	2019	60,100	Office/Residential
The Exchange	Kalamazoo	Office	Existing	2021	255,200	Office/Residential
3110 Oakland	Kalamazoo	Office	Existing	2023	4,568	Office Building



Medical Office Market Profile

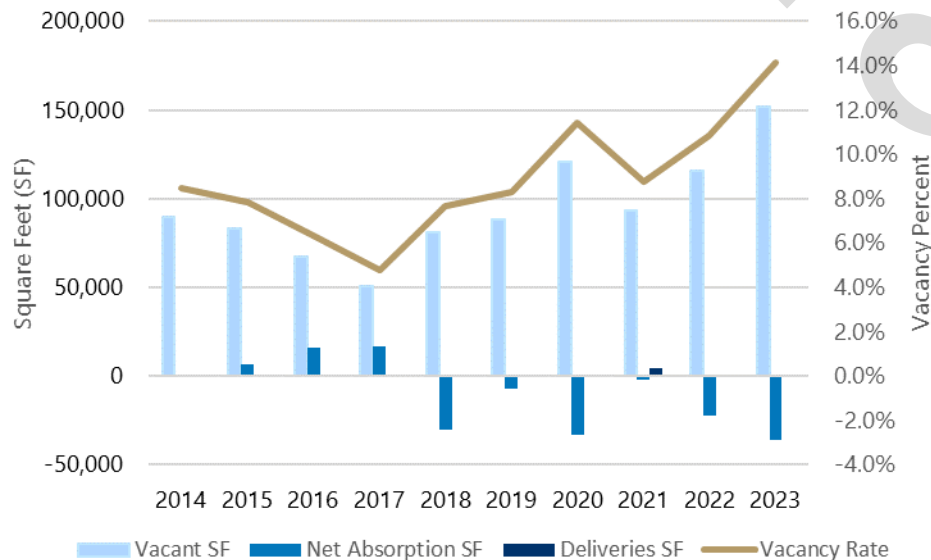
- Medical office vacant space has risen dramatically over the past two years, increasing from 7.3% in 2021 to reach 11.8% at the end of 2023, which is a decade high.
- Medical office developments have been limited to only a handful of fully leased properties that finished construction in 2021.
- The City of Kalamazoo, Kalamazoo County and the six-county region all have medical office vacancy rates that are three times higher than the statewide average.

Medical Office Market Metrics 2023

	City of Kalamazoo	Region
Buildings	72	332
Inventory (SF)	1,074,109	4,368,421
Deliveries 5 Year Total	4,125	308,687
Deliveries 10 Year Total	4,125	329,849
Net Absorption 5 Year Total	-100,987	-49,231
Net Absorption 10 Year Total	-92,850	83,950
Vacant SF	152,232	507,672
Vacancy Rate	11.8%	11.6%
City of Kalamazoo Percent of Inventory for Region:		24.6%

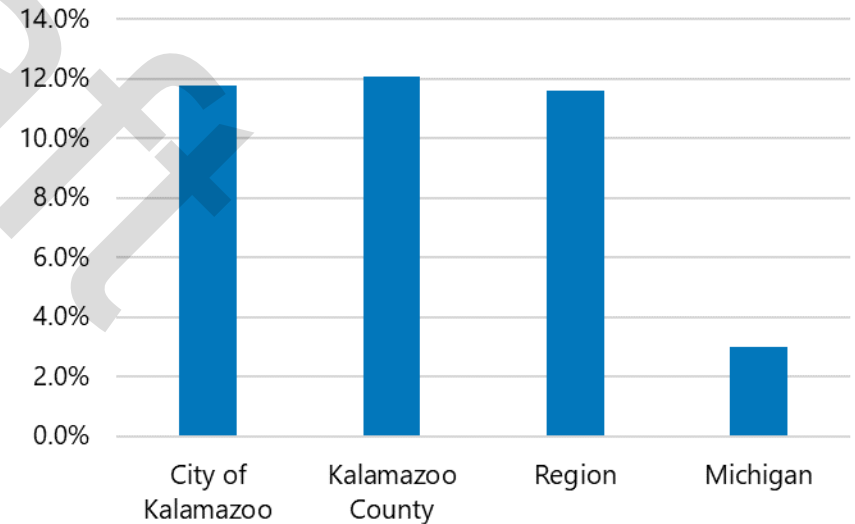
Source: CoStar

City of Kalamazoo Medical Office Market Dynamics - 2014 to 2023



Source: CoStar

Medical Office Market Vacancy Rates 2023



Source: Costar



Medical Office Construction

- There has been very little medical office construction in the City of Kalamazoo over the last decade despite the planned expansion of the Bronson Outpatient Surgery Center. The properties used by the Bronson Healthcare Group are treated as hospitals and vital infrastructure and are not counted as medical office buildings used in private practices.

Medical Office Construction In The City of Kalamazoo - 2014 to 2024

Property Address	City	PropertyType	Constr Status	Year Built	RBA	Secondary Type
3505 Oakland Dr CoStar	Kalamazoo	Office	Existing	2021	4,125	Medical

Medical Office Buildings

Special purpose multi or single-tenant facilities with more than 50% of the demised space suitable for medical uses such as general practice, dental, surgical, or other practices utilizing interior improvements not generally found in general purpose office buildings.

Medical office buildings tend to be located near hospitals, given referral patterns between physicians and affiliated hospitals, but hospitals themselves are not counted in these totals.

Flex Market Profile

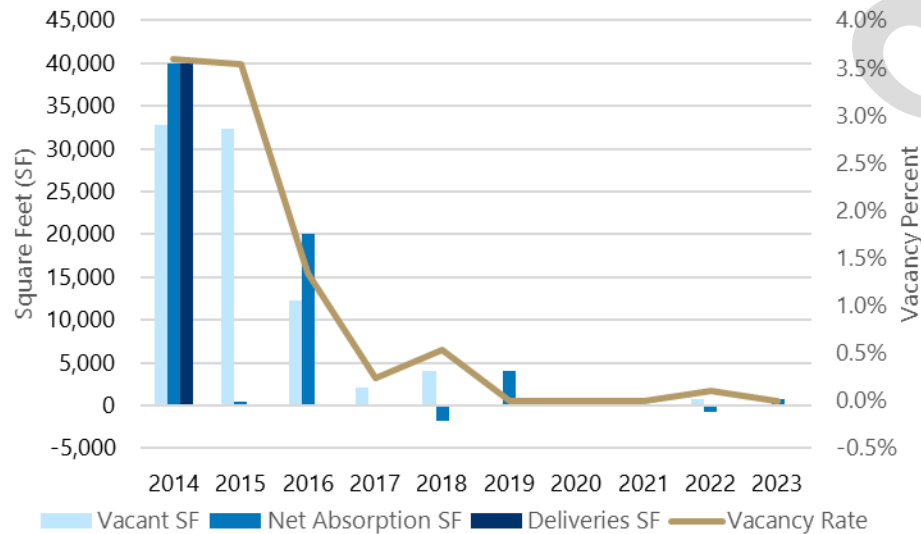
- The City of Kalamazoo flex market is incredibly tight, with not a single vacancy reported over the past five years.
- Construction of flex buildings is also very rare for this market, with only a single 40,000-square-foot building added to the base in the last 10 years.
- The vacancy rate for flex properties in the 6-county region totaled 12.1% at the end of 2023, and the vacancy rate for flex product in Michigan averages 5.9%.

Flex Market Metrics 2023

	City of Kalamazoo	Region
Buildings	16	96
Inventory (SF)	742,050	4,275,281
Deliveries 5 Year Total	0	367,614
Deliveries 10 Year Total	40,000	460,414
Net Absorption 5 Year Total	4,000	76,025
Net Absorption 10 Year Total	62,653	388,491
Vacant SF	0	298,923
Vacancy Rate	0.0%	7.0%
City of Kalamazoo Percent of Inventory for Region:		17.4%

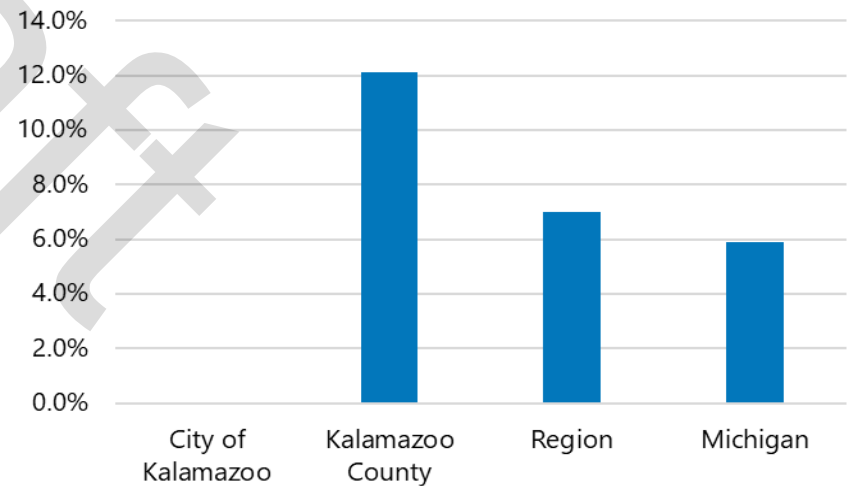
Source: CoStar

City of Kalamazoo Flex Market Dynamics -
2014 to 2023



Source: CoStar

Flex Market Vacancy Rates 2023



Source: Costar



Flex Market Construction

- There was a single 40,000 square foot flex property added to the base in the last 10 years in the City of Kalamazoo. This was the Newell Brands Design Center. This state-of-the-art facility includes a large studio and advanced software labs. This building has expanded by 22,225 square feet in 2018, due in part to the lack of suitable flex space on the market to grow into.
- There has been 169,644 square feet of flex space demolitions over the past decade, as the former Upjohn Company research facility located at 251 E. Lovell was demolished due to obsolescence. This space will serve as a future expansion opportunity for Bronson Healthcare.

Flex Construction In The City of Kalamazoo - 2014 to 2024

Property Address	City	PropertyType	Constr Status	Year Built	RBA	Secondary Type
3300 Research Way	Kalamazoo	Flex	Existing	2014	40,000	R&D

Source: CoStar



Industrial Market Profile

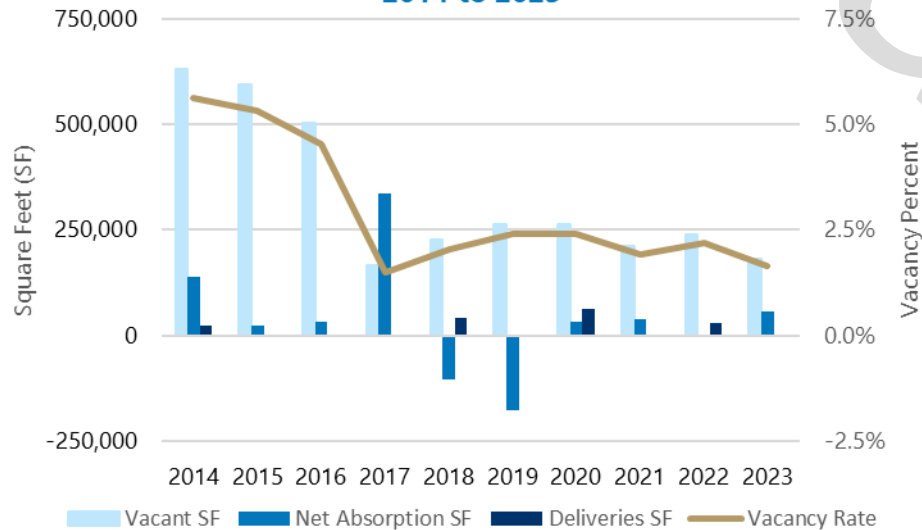
- The industrial vacancy rate has declined over the past decade, from a high of 5.6% in 2014 to a near record low of 1.7% at the end of 2023.
- This decline in the vacancy rate from 2014-2017 was due to industrial demolitions rather than positive net absorption.
- Over the past decade, there have only been 158,579 square feet of industrial development in the City of Kalamazoo, or 1.6%. Development activity within the six-county region has totaled 3,694,971 over this same time period or 3.9%.
- Absorption has been relatively flat over the past five years, totaling -43,877 square feet, while absorption has been positive 3,132,093 square feet for the region as a whole.

Industrial Market Metrics 2023

	City of Kalamazoo	Region
Buildings	339	2,124
Inventory (SF)	11,003,704	95,234,641
Deliveries 5 Year Total	92,936	3,694,971
Deliveries 10 Year Total	158,579	6,077,718
Net Absorption 5 Year Total	-43,877	3,132,093
Net Absorption 10 Year Total	382,135	8,835,672
Vacant SF	182,659	1,406,761
Vacancy Rate	1.7%	1.5%
City of Kalamazoo Percent of Inventory for Region:		11.6%

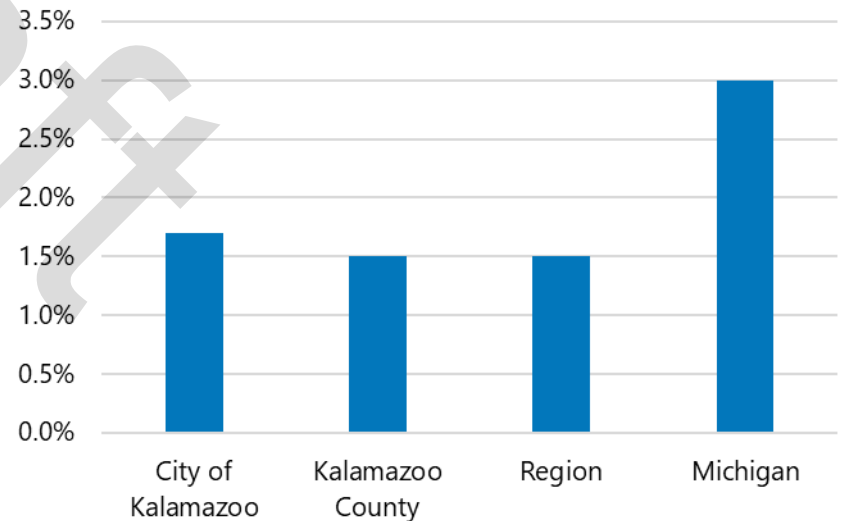
Source: CoStar

City of Kalamazoo Industrial Market Dynamics - 2014 to 2023



Source: CoStar

Industrial Market Vacancy Rates 2023



Source: Costar



Industrial Market Construction

- Industrial construction in the City of Kalamazoo has been primarily focused on manufacturing, which has accounted for 166,736 square feet of new space over seven buildings in the past decade. The largest project is the Zoetis Animal Health Products facility currently under construction on Kilgore Road. The two buildings at the Davis Creek Business Park on Full Circle Drive are leased to growing and retail operations of cannabis products, and the 36,000-square-foot building at 3680 Stadium Drive is leased to FlavorSum, an alcoholic beverage and food manufacturer.
- Industrial demolitions over the past decade have totaled nearly 1.2 million square feet, meaning that there is less industrial space currently in the City of Kalamazoo market than what existed in 2014.
- Pavilion Township, just outside of the city borders, has done a great job in attracting large-scale speculative industrial buildings and is set to deliver 1.2 million square feet of modern industrial space by mid-2024. These projects could not get built within the city due to the lack of large (40 acre+) vacant land parcels, and developments of this size will continue to occur where they are most economically viable.

Industrial Construction In The City of Kalamazoo - 2014 to 2024

Property Address	City	PropertyType	Constr Status	Year Built	RBA	Secondary Type
701 W Michigan Ave	Kalamazoo	Industrial	Existing	2014	24,643	Food Processing
3680 Stadium Dr	Kalamazoo	Industrial	Existing	2018	36,000	Manufacturing
3312 Mindi Ln	Kalamazoo	Industrial	Existing	2018	5,000	Warehouse
2839 Full Circle Dr	Kalamazoo	Industrial	Existing	2020	30,414	Manufacturing
2830 Full Circle Dr	Kalamazoo	Industrial	Existing	2020	17,222	Manufacturing
4110-4120 S Sprinkle Rd	Portage	Industrial	Existing	2020	15,000	Warehouse
2595 S Sprinkle Rd	Kalamazoo	Industrial	Existing	2022	10,000	Manufacturing
610 E Cork St	Kalamazoo	Industrial	Existing	2022	7,200	Manufacturing
3612 Miller Rd	Kalamazoo	Industrial	Existing	2022	5,900	Manufacturing
E Kilgore Rd	Kalamazoo	Industrial	Under Construction	2024	60,000	Manufacturing

Source: CoStar



APPENDIX A: DATA TABLES

Educational Attainment by Race and Ethnicity, 2022

Race/ Ethnicity	Degree	Geography			
		Michigan	Six County Region	Kalamazoo County	City of Kalamazoo
White	High School or Higher	93.1%	92.9%	95.6%	93.3%
	Bachelor's or Higher	32.1%	29.4%	42.4%	44.1%
Black	High School or Higher	87.7%	87.2%	87.0%	84.5%
	Bachelor's or Higher	18.7%	17.2%	21.4%	14.6%
American Indian or Alaska Native	High School or Higher	83.8%	77.3%	76.7%	65.3%
	Bachelor's or Higher	13.5%	16.0%	26.5%	18.6%
Asian	High School or Higher	89.7%	91.6%	95.3%	99.9%
	Bachelor's or Higher	65.3%	53.1%	74.1%	64.1%
Native Hawaiian and Other Pacific Islander	High School or Higher	84.7%	87.8%	100.0%	Insf. Data
	Bachelor's or Higher	34.7%	39.0%	39.8%	Insf. Data
Other Race	High School or Higher	72.4%	64.0%	80.2%	70.1%
	Bachelor's or Higher	20.9%	12.6%	19.6%	17.6%
Two or More Races	High School or Higher	87.7%	86.9%	92.6%	95.0%
	Bachelor's or Higher	29.2%	23.6%	34.6%	38.5%
Hispanic or Latino Origin*	High School or Higher	76.9%	72.9%	82.5%	67.2%
	Bachelor's or Higher	22.5%	18.3%	30.6%	20.2%

* Individuals of Hispanic or Latino origin may be of any race

Source: ACS S1501



Industry Summary for the City of Kalamazoo

NAICS Code	NAICS	2018 Jobs	2023 Jobs	2028 Jobs	Change in Jobs 2018-2023	Change in Jobs 2023-2028	2018 Avg. Earnings Per Job	2023 Avg. Earnings Per Job	Change in Average Earnings 2018- 2023	2023 Employment Concentration	2022 GRP	Competitive Effect 2018- 2023
11	Agriculture, Forestry, Fishing and Hunting	33	47	45	40%	-4%	\$44,408	\$55,061	24%	0.09	\$4,564,473	14
21	Mining, Quarrying, & Oil & Gas Extraction	<10	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.03	\$9,627,430	3
22	Utilities	295	354	396	20%	12%	\$142,506	\$158,486	11%	2.37	\$236,980,157	52
23	Construction	893	854	875	-4%	2%	\$58,078	\$72,980	26%	0.33	\$93,553,400	(106)
31	Manufacturing	4,877	5,469	5,743	12%	5%	\$92,853	\$106,513	15%	1.59	\$1,147,191,047	485
42	Wholesale Trade	2,241	2,241	2,233	0%	0%	\$82,679	\$91,558	11%	1.39	\$475,815,831	(70)
44	Retail Trade	4,115	3,677	3,580	-11%	-3%	\$35,835	\$44,708	25%	0.87	\$301,498,413	(378)
48	Transportation & Warehousing	526	520	582	-1%	12%	\$48,628	\$48,577	0%	0.27	\$37,398,234	(121)
51	Information	285	294	296	3%	1%	\$71,012	\$78,977	11%	0.35	\$85,061,650	(17)
52	Finance & Insurance	1,072	873	763	-19%	-13%	\$93,795	\$122,876	31%	0.48	\$289,848,312	(274)
53	Real Estate & Rental & Leasing	811	853	869	5%	2%	\$50,122	\$71,411	42%	1.08	\$236,607,484	(25)
54	Professional, Scientific, & Technical Services	2,356	2,814	3,068	19%	9%	\$78,482	\$95,736	22%	0.89	\$404,475,178	126
55	Management of Companies & Enterprises	62	94	89	53%	-5%	\$65,991	\$86,076	30%	0.14	\$8,679,774	28
56	Administrative & Support & Waste Management & Remediation Services	1,912	2,037	1,887	7%	-7%	\$41,126	\$54,224	32%	0.74	\$157,911,478	81
61	Educational Services	2,130	2,196	2,309	3%	5%	\$61,039	\$69,030	13%	2.03	\$186,338,497	65
62	Health Care & Social Assistance	9,911	9,764	10,289	-1%	5%	\$70,586	\$87,300	24%	1.70	\$1,033,673,907	(688)
71	Arts, Entertainment, & Recreation	852	840	874	-1%	4%	\$23,940	\$30,059	26%	1.08	\$43,847,464	(38)
72	Accommodation & Food Services	4,532	4,040	4,108	-11%	2%	\$19,216	\$24,855	29%	1.10	\$163,679,849	(479)
81	Other Services (except Public Administration)	2,324	2,364	2,502	2%	6%	\$34,925	\$46,094	32%	1.08	\$143,937,927	152
90	Government	6,651	5,079	5,002	-24%	-2%	\$77,642	\$93,616	21%	0.80	\$479,195,287	(1,547)
99	Unclassified Industry	55	165	236	198%	43%	\$43,749	\$49,248	13%	1.90	Insf. Data	21
Total		45,934	44,578	45,748	-3%	3%	\$62,539	\$76,275				(2,718)

Source: Lightcast 2024.1

GRP Percent Change by Industry, 2017-2022

NAICS	Industry	Kalamazoo County	Six County Region	Michigan
11	Agriculture, Forestry, Fishing and Hunting	35.6%	47.5%	57.6%
21	Mining, Quarrying, and Oil and Gas Extraction	-23.5%	2.8%	25.8%
22	Utilities	60.8%	27.7%	34.4%
23	Construction	49.1%	38.5%	33.0%
31	Manufacturing	33.2%	23.4%	14.1%
42	Wholesale Trade	-1.7%	5.9%	32.5%
44	Retail Trade	32.1%	38.3%	35.0%
48	Transportation and Warehousing	49.9%	26.3%	31.5%
51	Information	20.9%	25.6%	26.0%
52	Finance and Insurance	-0.1%	10.6%	38.2%
53	Real Estate and Rental and Leasing	56.4%	49.1%	40.2%
54	Professional, Scientific, and Technical Services	44.7%	37.3%	25.3%
55	Management of Companies and Enterprises	15.0%	70.7%	13.8%
56	Administrative and Support and Waste Management and Remediation Services	8.6%	22.8%	27.5%
61	Educational Services	18.4%	19.4%	9.1%
62	Health Care and Social Assistance	32.4%	21.7%	19.3%
71	Arts, Entertainment, and Recreation	24.7%	30.7%	24.8%
72	Accommodation and Food Services	40.3%	45.5%	37.5%
81	Other Services (except Public Administration)	37.3%	19.0%	26.9%
90	Government	4.3%	10.6%	13.6%
99	Unclassified Industry	Insf. Data	Insf. Data	Insf. Data

Note: Discrepancies in the reported variables for the four geographic areas are the result of data constraints

Jobs Change, 2018-2023

IAICS	Industry	City of Kalamazoo	Kalamazoo County	Six County Region	Michigan
11	Agriculture, Forestry, Fishing and Hunting	13	10	30	3,857
21	Mining, Quarrying, and Oil and Gas Extraction	0	3	27	55
22	Utilities	59	62	-412	839
23	Construction	-39	960	1,932	18,770
31	Manufacturing	593	1,865	881	-11,231
42	Wholesale Trade	0	-453	-385	1,667
44	Retail Trade	-438	-1,031	63	-13,661
48	Transportation and Warehousing	-6	993	1,244	31,881
51	Information	9	-21	-163	2,566
52	Finance and Insurance	-199	-2,221	-2,176	11,225
53	Real Estate and Rental and Leasing	41	48	188	5,012
54	Professional, Scientific, and Technical Services	458	765	1,585	21,623
55	Management of Companies and Enterprises	33	38	-147	3,528
56	Administrative and Support and Waste Management and Remediation Services	125	-1,132	-1,624	-19,375
61	Educational Services	66	163	158	-744
62	Health Care and Social Assistance	-147	1,484	195	-5,507
71	Arts, Entertainment, and Recreation	-12	-13	235	734
72	Accommodation and Food Services	-492	-747	56	-17,569
81	Other Services (except Public Administration)	40	599	-9,172	-7,423
90	Government	-1,572	-1,809	-2,127	-18,206
99	Unclassified Industry	109	257	684	8,563

Source: Lightcast 2024.1

Job Concentration by Industry, 2023

NAICS	Industry	City of Kalamazoo	Kalamazoo County	Six County Region	Michigan
11	Agriculture, Forestry, Fishing and Hunting	0.09	1.40	2.63	0.92
21	Mining, Quarrying, and Oil and Gas Extraction	0.03	0.06	0.13	0.35
22	Utilities	2.37	0.82	0.85	1.32
23	Construction	0.33	0.99	0.98	0.88
31	Manufacturing	1.59	2.14	2.63	1.69
42	Wholesale Trade	1.39	1.06	0.85	1.02
44	Retail Trade	0.87	1.04	1.04	1.04
48	Transportation and Warehousing	0.27	0.65	0.64	0.83
51	Information	0.35	0.30	0.26	0.68
52	Finance and Insurance	0.48	0.70	0.54	0.89
53	Real Estate and Rental and Leasing	1.08	1.09	0.72	0.86
54	Professional, Scientific, and Technical Services	0.89	0.68	0.65	1.03
55	Management of Companies and Enterprises	0.14	0.11	0.30	1.01
56	Administrative and Support and Waste Management and Remediation Services	0.74	0.81	0.68	1.02
61	Educational Services	2.03	0.87	0.69	0.76
62	Health Care and Social Assistance	1.70	1.26	0.97	1.01
71	Arts, Entertainment, and Recreation	1.08	0.89	0.79	0.79
72	Accommodation and Food Services	1.10	1.05	0.95	0.93
81	Other Services (except Public Administration)	1.08	1.02	1.04	0.98
90	Government	0.80	0.71	0.90	0.87
99	Unclassified Industry	1.90	1.36	1.60	1.82

Source: Lightcast 2024.1

Average Earnings Per Jobs, 2023

	Industry	Kalamazoo City	Kalamazoo County	Six County Region	Michigan
11	Agriculture, Forestry, Fishing and Hunting	\$55,061	\$50,560	\$51,724	\$49,761
21	Mining, Quarrying, and Oil and Gas Extraction	Insf. Data	\$79,089	\$78,600	\$108,539
22	Utilities	\$158,486	\$157,820	\$204,079	\$184,342
23	Construction	\$72,980	\$81,989	\$73,375	\$78,581
31	Manufacturing	\$106,513	\$114,599	\$95,680	\$93,899
42	Wholesale Trade	\$91,558	\$82,135	\$84,839	\$107,208
44	Retail Trade	\$44,708	\$44,922	\$42,782	\$47,262
48	Transportation and Warehousing	\$48,577	\$62,075	\$70,425	\$76,694
51	Information	\$78,977	\$85,533	\$84,857	\$115,554
52	Finance and Insurance	\$122,876	\$107,896	\$97,068	\$111,876
53	Real Estate and Rental and Leasing	\$71,411	\$69,537	\$65,941	\$72,958
54	Professional, Scientific, and Technical Services	\$95,736	\$91,243	\$95,287	\$115,602
55	Management of Companies and Enterprises	\$86,076	\$84,718	\$170,859	\$163,419
56	Administrative and Support and Waste Management and Remediation Services	\$54,224	\$51,040	\$52,806	\$55,748
61	Educational Services	\$69,030	\$65,744	\$52,826	\$49,378
62	Health Care and Social Assistance	\$87,300	\$83,646	\$73,459	\$74,680
71	Arts, Entertainment, and Recreation	\$30,059	\$31,306	\$30,735	\$46,182
72	Accommodation and Food Services	\$24,855	\$25,318	\$24,990	\$28,072
81	Other Services (except Public Administration)	\$46,094	\$42,174	\$39,185	\$41,714
90	Government	\$93,616	\$82,617	\$77,493	\$82,287
99	Unclassified Industry	\$49,248	\$49,248	\$46,494	\$67,841

Source: Lightcast 2024. 1

Job Change as a Result of Competative Effects 2018-2023

	Industry	Kalamazoo City	Kalamazoo County	Six County Region	Michigan
11	Agriculture, Forestry, Fishing and Hunting	14	20	72	4079
21	Mining, Quarrying, and Oil and Gas Extraction	3	7	42	848
22	Utilities	52	55	-444	327
23	Construction	-106	472	817	2065
31	Manufacturing	485	1429	-441	-25320
42	Wholesale Trade	-70	-625	-686	-3816
44	Retail Trade	-378	-827	493	-6525
48	Transportation and Warehousing	-121	401	-308	615
51	Information	-17	-92	-317	-3010
52	Finance and Insurance	-274	-2639	-2796	-222
53	Real Estate and Rental and Leasing	-25	-153	-107	-503
54	Professional, Scientific, and Technical Services	126	-15	-132	-24913
55	Management of Companies and Enterprises	28	24	-267	-2080
56	Administrative and Support and Waste Management and Remediation Services	81	-1310	-1953	-26791
61	Educational Services	65	162	155	-784
62	Health Care and Social Assistance	-688	415	-1823	-39646
71	Arts, Entertainment, and Recreation	-38	-74	119	-1221
72	Accommodation and Food Services	-479	-714	121	-16492
81	Other Services (except Public Administration)	152	885	-8002	3986
90	Government	-1547	-1752	-1973	-15862
99	Unclassified Industry	21	115	299	-4856

Source: Lightcast 2024.1

Occupation Summary for the City of Kalamazoo

					Job Change	Job Change	% Change	% Change	Median	2023	
	Description	2018 Jobs	2023 Jobs	2028 Jobs	2018-2023	2023-2028	2018-2023	2023-2028	Hourly Earnings	Employment Concentration	Competitive Effect 2018-2023
11-0000	Management Occupations	2,451	3,090	3,267	640	177	26%	6%	\$46.31	0.96	-51
13-0000	Business and Financial Operations Occupations	1,922	2,483	2,577	560	95	29%	4%	\$30.90	0.87	102
15-0000	Computer and Mathematical Occupations	795	819	879	24	60	3%	7%	\$36.34	0.57	-79
17-0000	Architecture and Engineering Occupations	638	896	970	258	74	40%	8%	\$36.91	1.26	260
19-0000	Life, Physical, and Social Science Occupations	740	487	538	-253	51	-34%	10%	\$32.92	1.20	-304
21-0000	Community and Social Service Occupations	1,457	1,488	1,679	32	191	2%	13%	\$21.55	1.91	-49
23-0000	Legal Occupations	328	391	382	63	-9	19%	-2%	\$32.50	1.03	35
25-0000	Educational Instruction and Library Occupations	3,444	2,925	3,005	-520	81	-15%	3%	\$26.26	1.17	-466
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1,013	1,056	1,102	43	46	4%	4%	\$21.99	1.27	-26
29-0000	Healthcare Practitioners and Technical Occupations	4,013	3,766	3,931	-246	165	-6%	4%	\$35.59	1.48	-549
31-0000	Healthcare Support Occupations	2,900	2,811	2,891	-90	80	-3%	3%	\$15.19	1.39	-309
33-0000	Protective Service Occupations	536	439	433	-98	-6	-18%	-1%	\$19.07	0.45	-107
35-0000	Food Preparation and Serving Related Occupations	4,551	3,975	4,016	-576	41	-13%	1%	\$13.40	1.15	-462
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,579	1,485	1,453	-94	-32	-6%	-2%	\$15.58	0.97	-48
39-0000	Personal Care and Service Occupations	1,444	1,197	1,234	-247	38	-17%	3%	\$13.62	0.99	-123
41-0000	Sales and Related Occupations	4,027	3,476	3,407	-551	-69	-14%	-2%	\$16.83	0.89	-306
43-0000	Office and Administrative Support Occupations	6,120	5,181	5,081	-939	-101	-15%	-2%	\$19.00	0.99	-655
45-0000	Farming, Fishing, and Forestry Occupations	37	51	55	14	5	37%	9%	\$15.68	0.16	16
47-0000	Construction and Extraction Occupations	867	801	824	-65	23	-8%	3%	\$24.29	0.40	-77
49-0000	Installation, Maintenance, and Repair Occupations	1,580	1,628	1,694	49	66	3%	4%	\$23.79	0.93	-30
51-0000	Production Occupations	3,017	3,223	3,302	207	79	7%	2%	\$19.68	1.33	276
53-0000	Transportation and Material Moving Occupations	2,449	2,880	2,996	431	116	18%	4%	\$17.72	0.75	158
55-0000	Military-only occupations	28	30	30	2	0	5%	1%	\$25.47	0.12	0
99-0000	Unclassified Occupation	0	0	0	0	0	0%	0%	\$0.00	0.00	0
Total		45,934	44,578	45,748	-1,355	1,170	-3%	3%	NA	NA	-2,793

Source: Lightcast 2024.1

Job Concentrations by Occupation, 2023

SOC	Description	City of Kalamazoo	Kalamazoo County	Six County Region	Michigan
11-0000	Management Occupations	0.96	0.96	1.01	0.95
13-0000	Business and Financial Operations Occupations	0.87	0.81	0.76	0.92
15-0000	Computer and Mathematical Occupations	0.57	0.48	0.46	0.84
17-0000	Architecture and Engineering Occupations	1.26	1.52	1.53	1.77
19-0000	Life, Physical, and Social Science Occupations	1.20	1.12	1.12	0.82
21-0000	Community and Social Service Occupations	1.91	1.36	1.11	0.98
23-0000	Legal Occupations	1.03	0.61	0.48	0.80
25-0000	Educational Instruction and Library Occupations	1.17	0.83	0.85	0.82
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1.27	0.87	0.80	0.89
29-0000	Healthcare Practitioners and Technical Occupations	1.48	1.22	0.94	1.10
31-0000	Healthcare Support Occupations	1.39	1.05	0.93	0.94
33-0000	Protective Service Occupations	0.45	0.53	0.66	0.76
35-0000	Food Preparation and Serving Related Occupations	1.15	1.06	1.02	0.97
37-0000	Building and Grounds Cleaning and Maintenance Occupations	0.97	0.89	0.93	0.93
39-0000	Personal Care and Service Occupations	0.99	0.93	0.98	0.97
41-0000	Sales and Related Occupations	0.89	0.96	0.93	0.97
43-0000	Office and Administrative Support Occupations	0.99	0.94	0.88	0.97
45-0000	Farming, Fishing, and Forestry Occupations	0.16	1.17	2.11	0.82
47-0000	Construction and Extraction Occupations	0.40	0.95	0.99	0.93
49-0000	Installation, Maintenance, and Repair Occupations	0.93	0.99	1.06	1.00
51-0000	Production Occupations	1.33	1.82	2.32	1.75
53-0000	Transportation and Material Moving Occupations	0.75	0.98	0.95	0.98
55-0000	Military-only occupations	0.12	0.29	0.34	0.32
99-0000	Unclassified Occupation	0.00	0.00	0.00	0.00

Source: Lightcast

Median Hourly Earnings, 2023

SOC	Description	City of Kalamazoo	Kalamazoo County	Six County Region	Michigan
11-0000	Management Occupations	\$46.31	\$45.04	\$41.73	\$46.66
13-0000	Business and Financial Operations Occupations	\$30.90	\$31.17	\$31.50	\$34.31
15-0000	Computer and Mathematical Occupations	\$36.34	\$36.67	\$38.17	\$41.56
17-0000	Architecture and Engineering Occupations	\$36.91	\$37.12	\$37.42	\$41.29
19-0000	Life, Physical, and Social Science Occupations	\$32.92	\$32.88	\$32.20	\$31.60
21-0000	Community and Social Service Occupations	\$21.55	\$21.73	\$22.10	\$22.69
23-0000	Legal Occupations	\$32.50	\$32.65	\$33.19	\$36.67
25-0000	Educational Instruction and Library Occupations	\$26.26	\$24.77	\$23.79	\$25.25
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	\$21.99	\$21.70	\$21.02	\$21.93
29-0000	Healthcare Practitioners and Technical Occupations	\$35.59	\$34.63	\$34.22	\$35.10
31-0000	Healthcare Support Occupations	\$15.19	\$15.27	\$14.99	\$15.59
33-0000	Protective Service Occupations	\$19.07	\$21.97	\$22.65	\$22.45
35-0000	Food Preparation and Serving Related Occupations	\$13.40	\$13.43	\$13.49	\$13.70
37-0000	Building and Grounds Cleaning and Maintenance Occupations	\$15.58	\$15.53	\$14.93	\$15.22
39-0000	Personal Care and Service Occupations	\$13.62	\$13.57	\$13.43	\$13.73
41-0000	Sales and Related Occupations	\$16.83	\$16.47	\$15.63	\$16.54
43-0000	Office and Administrative Support Occupations	\$19.00	\$19.22	\$19.02	\$19.33
45-0000	Farming, Fishing, and Forestry Occupations	\$15.68	\$15.64	\$15.35	\$15.57
47-0000	Construction and Extraction Occupations	\$24.29	\$25.78	\$24.10	\$24.25
49-0000	Installation, Maintenance, and Repair Occupations	\$23.79	\$23.30	\$23.47	\$23.77
51-0000	Production Occupations	\$19.68	\$19.04	\$19.01	\$19.16
53-0000	Transportation and Material Moving Occupations	\$17.72	\$17.99	\$17.76	\$17.99
55-0000	Military-only occupations	\$25.47	\$25.47	\$24.44	\$24.76

Source: Lightcast

APPENDIX B: DATA SOURCES



Lightcast (formerly Emsi Burning Glass) is a global leader in labor market analytics, offering a data platform that gives a comprehensive, nuanced, and up-to-date picture of labor markets at all scales from national to local. Key components of the platform include traditional labor market information, job postings analytics, talent profile data, compensation data, and skills analytics. Lightcast integrates government data with information from online job postings, talent profiles, and resumes to produce timely intelligence on the state of the labor market. Job and compensation data is available by industry, occupation, educational program, and skill type. [Click to learn more.](#)



Esri ArcGIS Business Analyst combines proprietary statistical models covering demographic, business, and spending data with map-based analytics to offer insights on market opportunities for industries, businesses, and sites. Business Analyst integrates datasets covering a wide range of topics including demographics, consumer spending, market potential, customer segmentation, business locations, traffic counts, and crime indexes, which can be overlaid spatially to produce customizable maps and uncover market intelligence. Data can be pulled for standard and custom geographies, allowing for valuable comparison between places. [Click to learn more.](#)



CoStar is a comprehensive source of commercial real estate intelligence, offering an inventory of over 6.4 million commercial properties spanning 135 billion square feet of space in 390 markets across the US. CoStar covers office, retail, industrial, hospitality, and multifamily markets. Property- and market-level data on absorption, occupancy, lease rates, tenants, listings, and transactions are researched and verified through calls to property managers, review of public records, visits to construction sites, and desktop research to uncover nearly real-time market changes. [Click to learn more.](#)



The **American Community Survey (ACS)** is an ongoing statistical survey by the US Census Bureau that gathers demographic and socioeconomic information on age, sex, race, family and relationships, income and benefits, health insurance, education, veteran status, disabilities, commute patterns, and other topics. Mandatory to fill out, the survey is sent to a small sample of the population on a rotating basis. The questions on the ACS are different than those asked on the decennial census and provide ongoing demographic updates of the nation down to the block group level. [Click to learn more.](#)



Conducted every ten years in years ending in zero, the **US Decennial Census of Population and Housing** is a complete count of each resident of the nation based on where they live on April 1st of the Census year. The Constitution mandates the enumeration to determine how to apportion the House of Representatives among the states. The latest release of the 2020 Census contains data for a limited number of variables, including: total population by race/ethnicity, population under 18, occupied and vacant housing units, and group quarters population. [Click to learn more.](#)



The **Local Area Unemployment Statistics (LAUS)** program estimates total employment and unemployment for approximately 7,500 geographic areas on a monthly basis, from the national level down to the city and town level. LAUS data is offered through the US

Bureau of Labor Statistics (BLS) by combining data from the Current Population Survey (CPS), Current Employment Statistics (CES) survey, and state unemployment (UI) systems. [Click to learn more.](#)

CENSUS^{OF} AGRICULTURE

The **Census of Agriculture** provides a detailed picture of US farms and ranches and the people who operate them. It provides uniform, comprehensive agricultural data for every state and county in the US on topics including agricultural land, animal and crop production, employment, worker demographics, farm business operations, and the environment. and employment. It is conducted by the US Department of Agriculture (USDA) every five years, in years ending in 2 and 7. [Click to learn more.](#)

OnTheMap | US Census Bureau

OnTheMap is a tool developed through the US Census Longitudinal Employer-Household Dynamics (LEHD) program that helps to visualize Local Employment Dynamics (LED) data about where workers are employed and where they live. It offers visual mapping capabilities for data on age, earnings, industry distributions, race, ethnicity, educational attainment, and sex. [Click to learn more.](#)





1

What we
heard

Challenges

Downtown – *The core is struggling, with opportunities on the horizon if strategic decisions are made today.*

- Several factors have left a gap in coordination and leadership downtown and this has led to a perceived lack of activities.
- There is a lack of urgency and dedicated resources to grow amenities and retail to complement the event center – retail, restaurants, entertainment, and transportation.

Development – *The development process hampers the City's community and economic development goals.*

- The development process is inconsistent and difficult to navigate for entities large and small.
- There is a lack of ownership with sign-off on certain items and siloed decision-making.
- There are instances of minimal local business representation in city planning decisions.
- It is unclear the intention or strategy behind property redevelopment and strategic parcel assembly.

2



Business Resources

- The entrepreneurship space has many players right now that are attempting to coordinate their efforts.
- There was confusion around the availability and access to the white box / façade grant program.
- Resources are expended as a one-time grant/loan but there is little technical assistance or mentoring to help support those businesses along their journey.

Overall Economic Development Vision / Partnerships – *While resources are abundant, partners' roles and responsibilities are not explicitly laid out.*

- Unclear roles and responsibilities among partners.
- There was little awareness of the results or metrics of recent investments in economic development.
- The messaging around Kalamazoo's competitive business value proposition could be strengthened/clarified.
- There was a sentiment that while regional resources support the city, there was a lack of focus on city-specific issues that are unique from the rest of the county.

3



The city is overall **well-resourced, yet the success hinges on coordination and leadership.**

Progress has been made on conversations with developers – they are willing to **come to the table and discuss improvements.**

Overall Kalamazoo is a **welcoming community, and its events and festivals represent a lot of the positive characteristics in the community.**

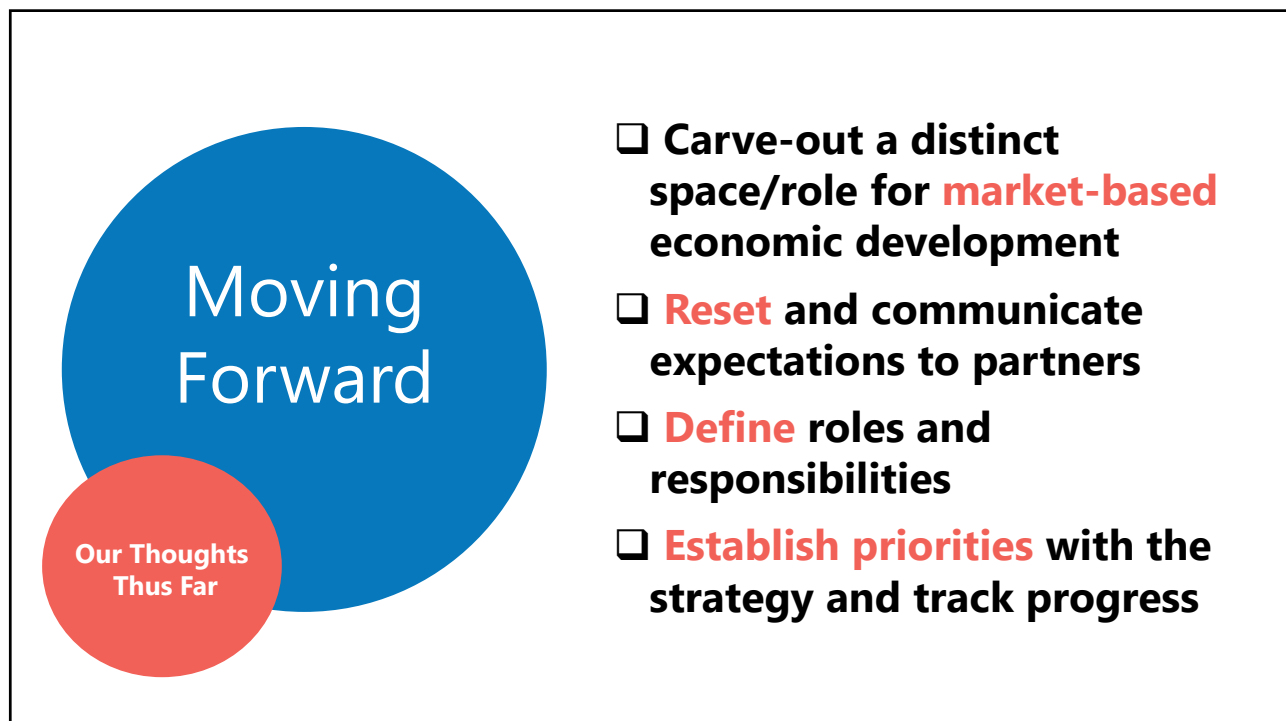
The **housing market is strong. Other markets have been proven successful as well – there are redevelopment and mixed-use opportunities.**

Each partner is committed to achieving ambitious goals and exemplifying the core values of the city – but **direction is needed.**

4



5



6