



Agenda

Committee of the Whole Meeting

City of Kalamazoo

Monday, July 15, 2024

5:00 PM

City Commission Chambers – 241 West South Street

- A. CALL TO ORDER/ROLL CALL**
- B. COMMUNICATIONS**
- C. PUBLIC COMMENTS**
- D. SPECIAL AGENDA ITEMS**
- E. COMMITTEE OF THE WHOLE**
- F. WORK SESSION**
 - 1. Economic Development Strategy Draft
 - 2. Sidewalk Snow Clearing Project Update
- G. COMMISSIONER COMMENTS**
- H. ADJOURNMENT**



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 a larger share of Black/African American residents. Additionally, the city has a larger share of individuals who are 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)*



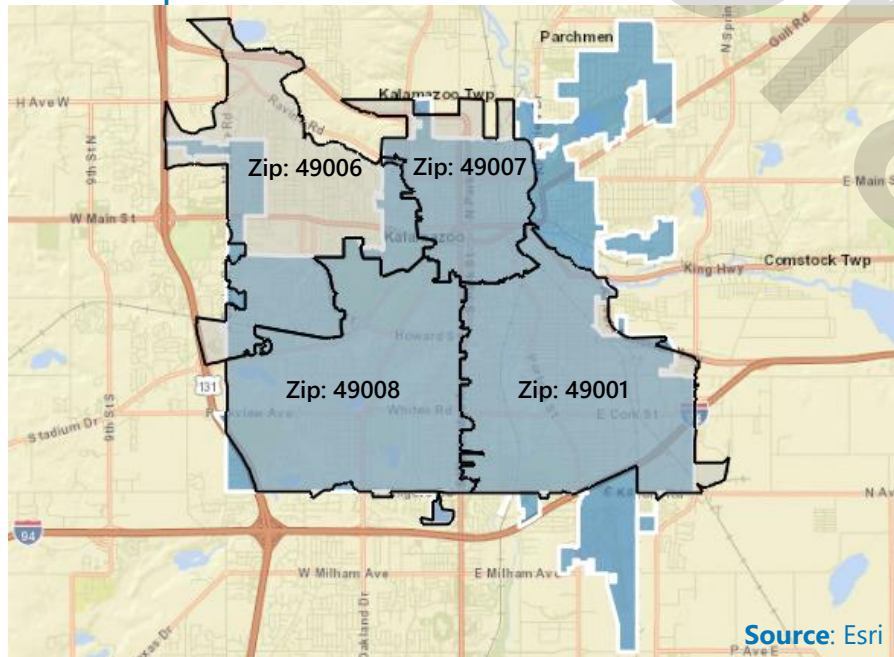
REGIONAL CONTEXT

The City of Kalamazoo

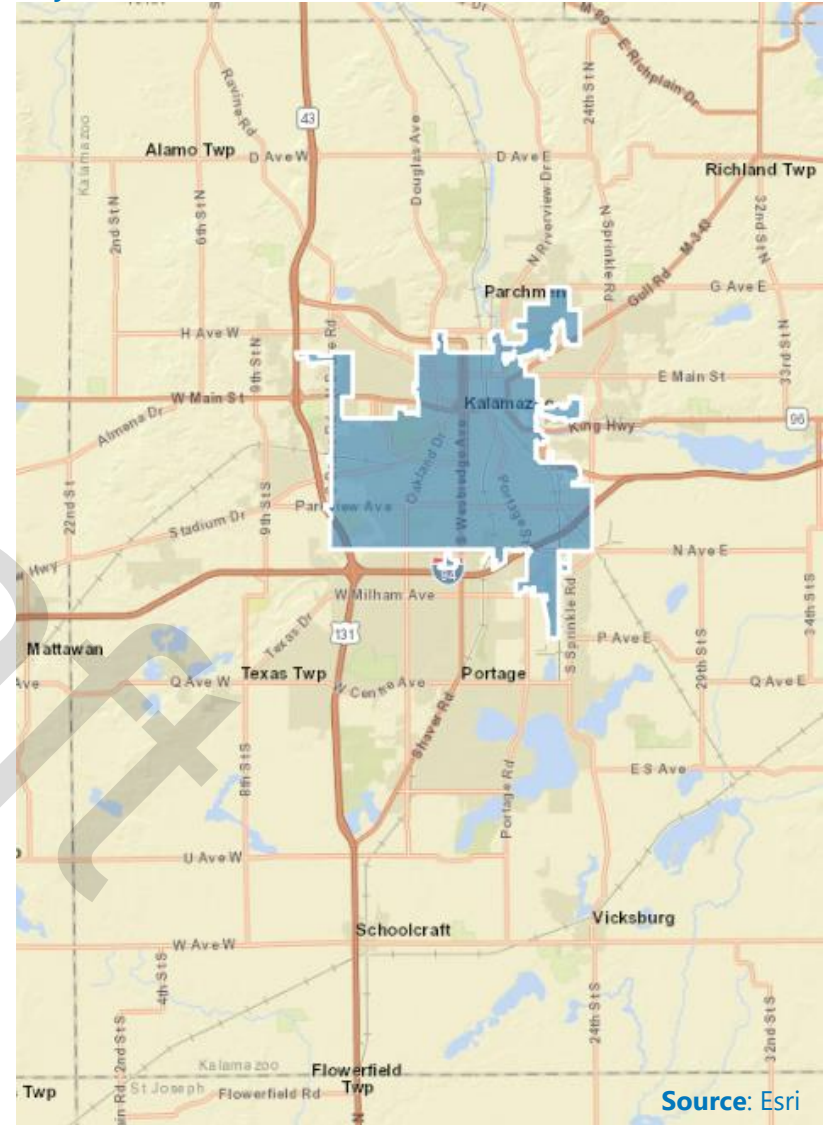
The City of Kalamazoo is located in southwestern Michigan. It is approximately 50 miles south of Grand Rapids, MI, and 50 miles east of access to Lake Michigan. The City sits between two large metropolitan areas with Chicago, IL approximately 150 miles to the west and Detroit, MI around 140 miles to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

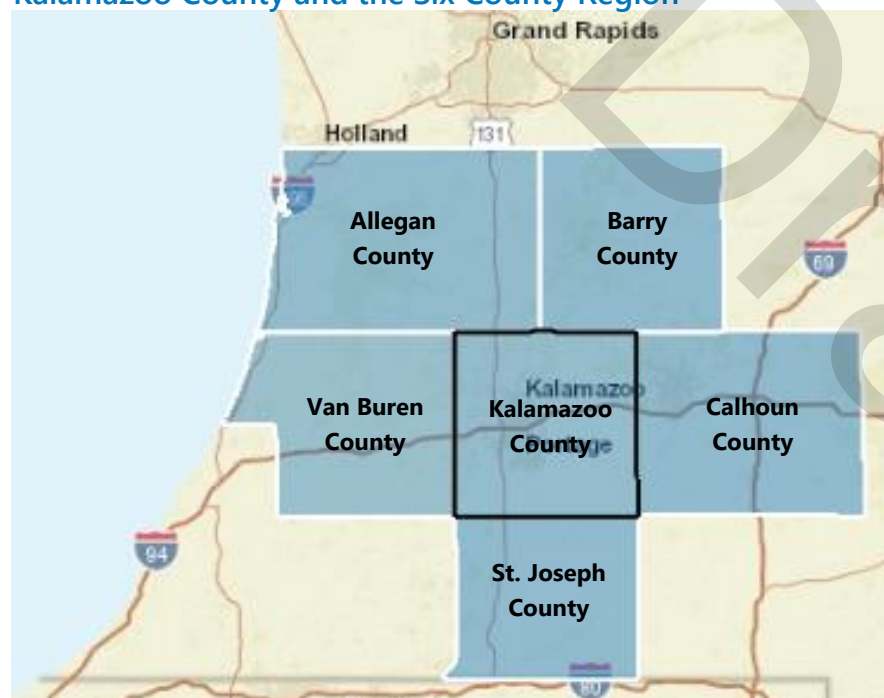


¹ Distances were determined using Google Maps

Comparison Geographies

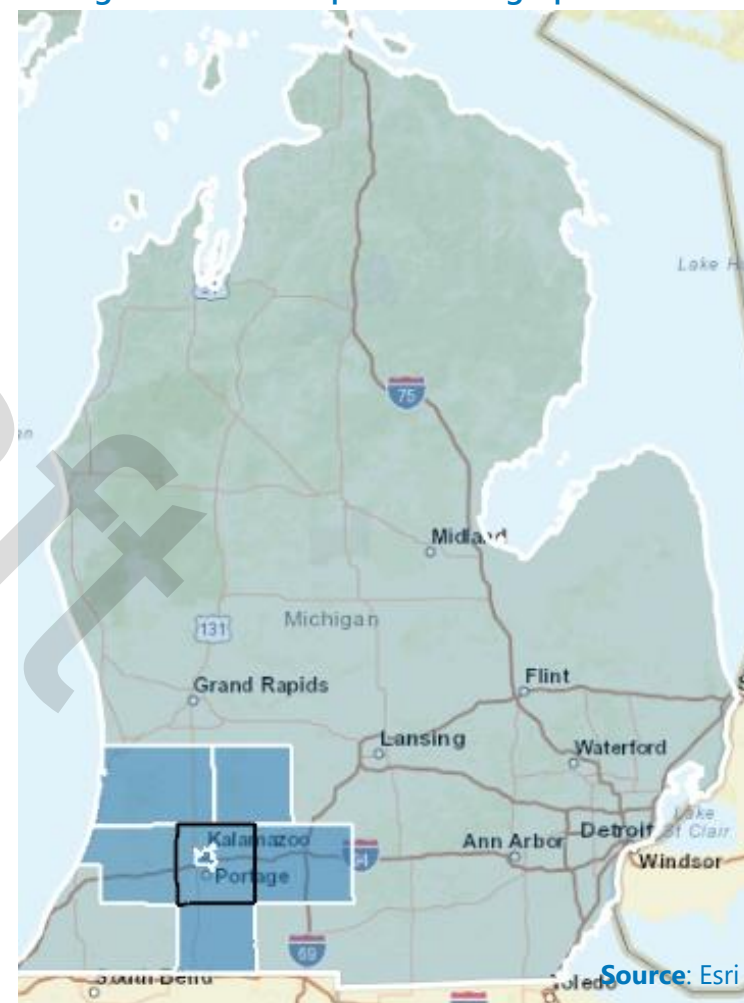
To better understand the economic and demographic makeup of the City of Kalamazoo, this report examines the city as well as the surrounding regions. Specifically, we look at Kalamazoo County, a six-county region composed of Allegan, Barry, Van Buren, Kalamazoo, Calhoun, and St. Joseph Counties, and Michigan. 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

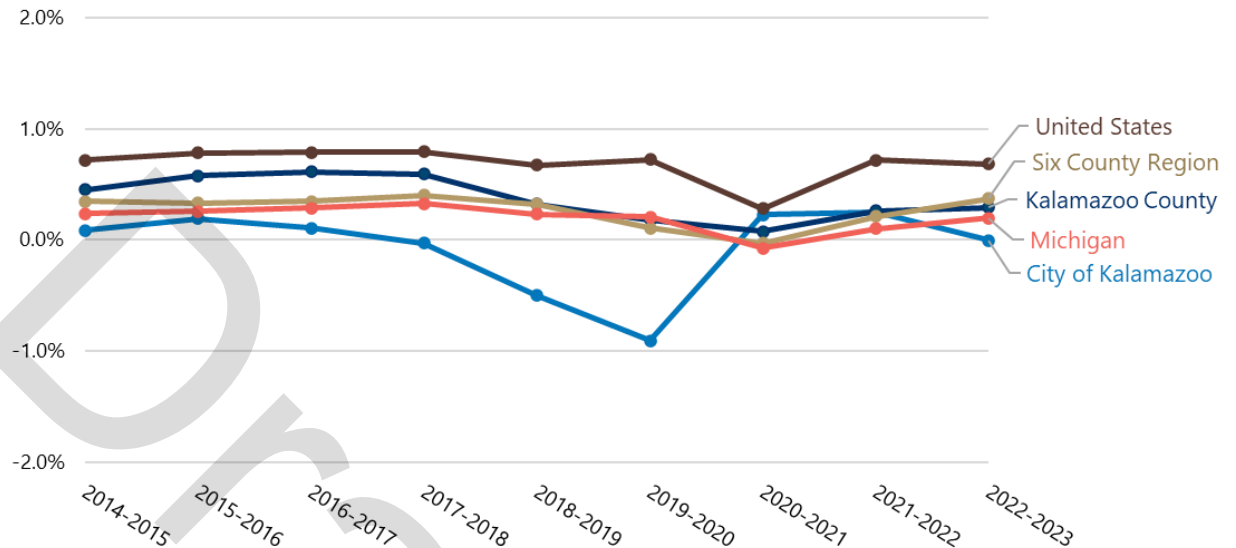
DEMOGRAPHIC PROFILE

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.

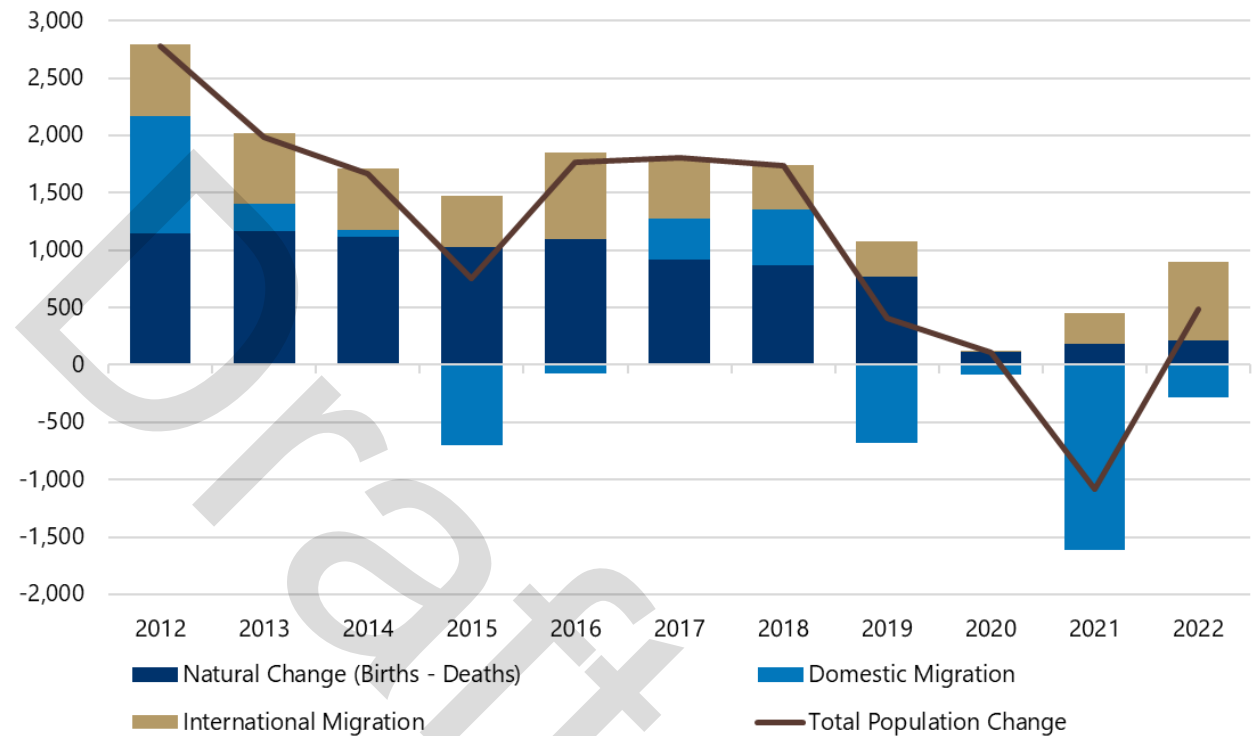
Source: Esri



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

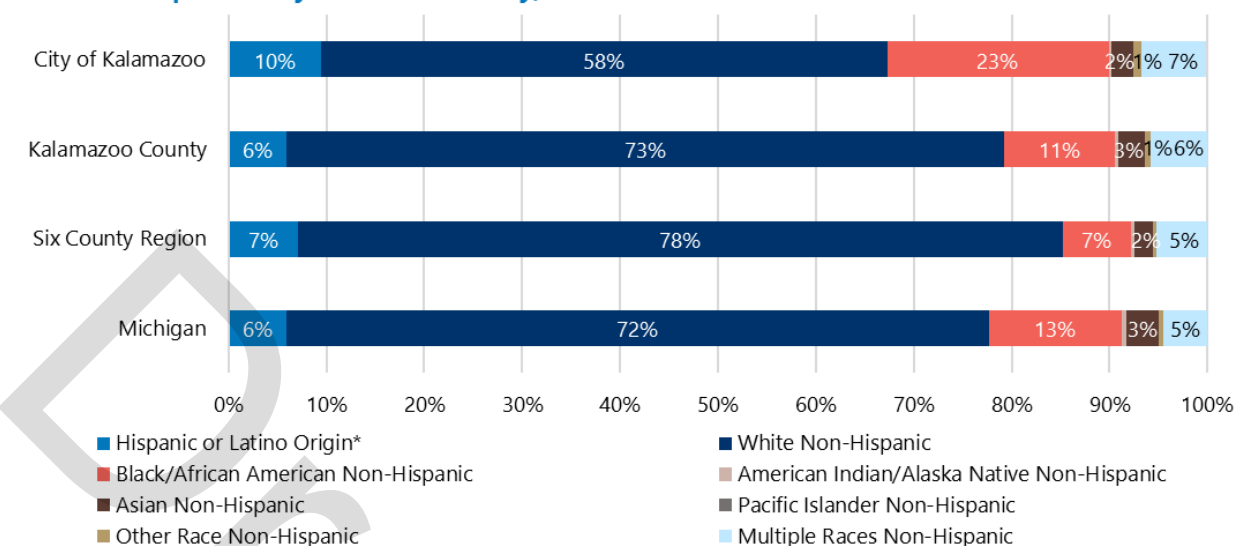


Source: US Census

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

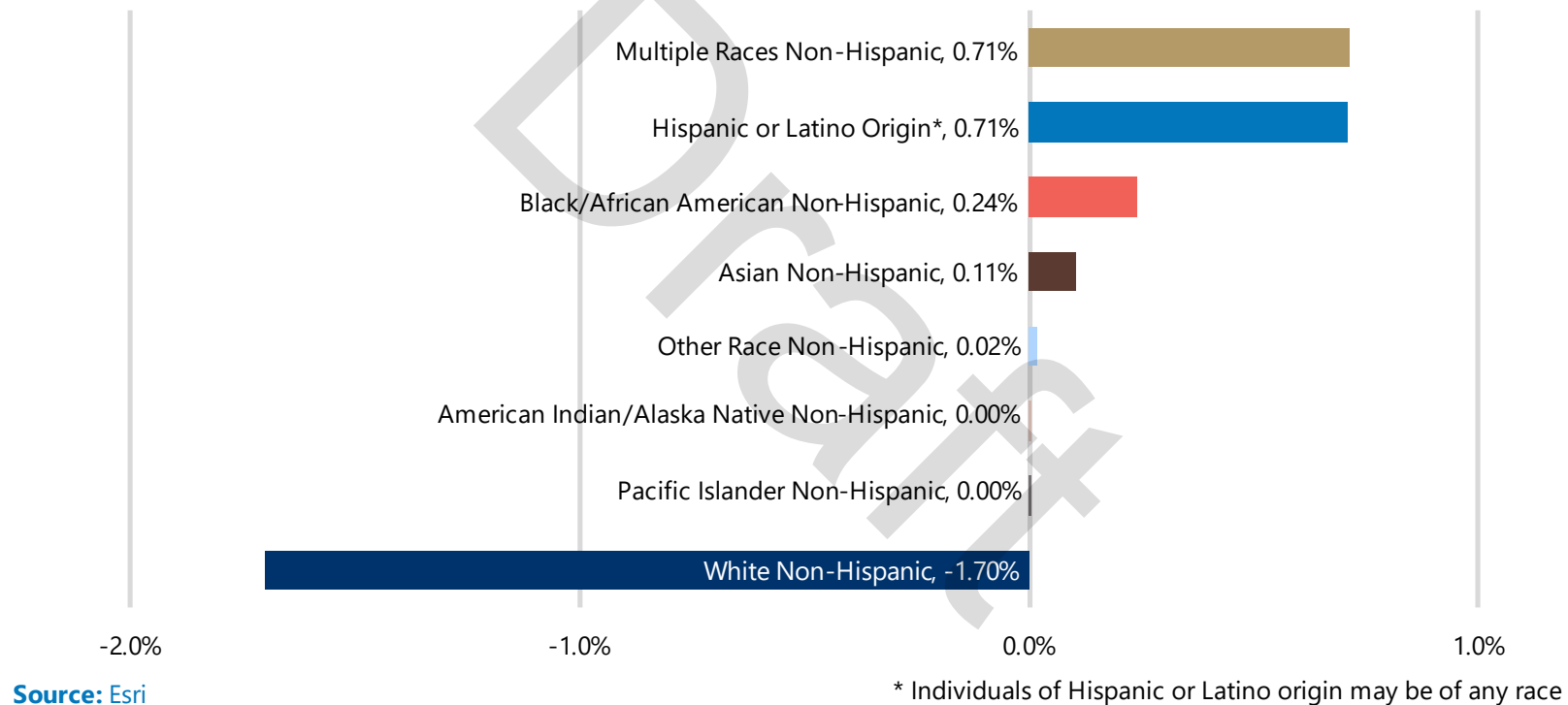
² Demographic estimates were collected via Esri. For the City of Kalamazoo, Esri uses the latest annual ACS release and a mixture of administrative records, private sources, and historical trends to predict changes in the racial distribution. For more on Esri's methodology see: <https://storymaps.arcgis.com/stories/aa1ae395af2047fcb14a68ab338464b9>



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.

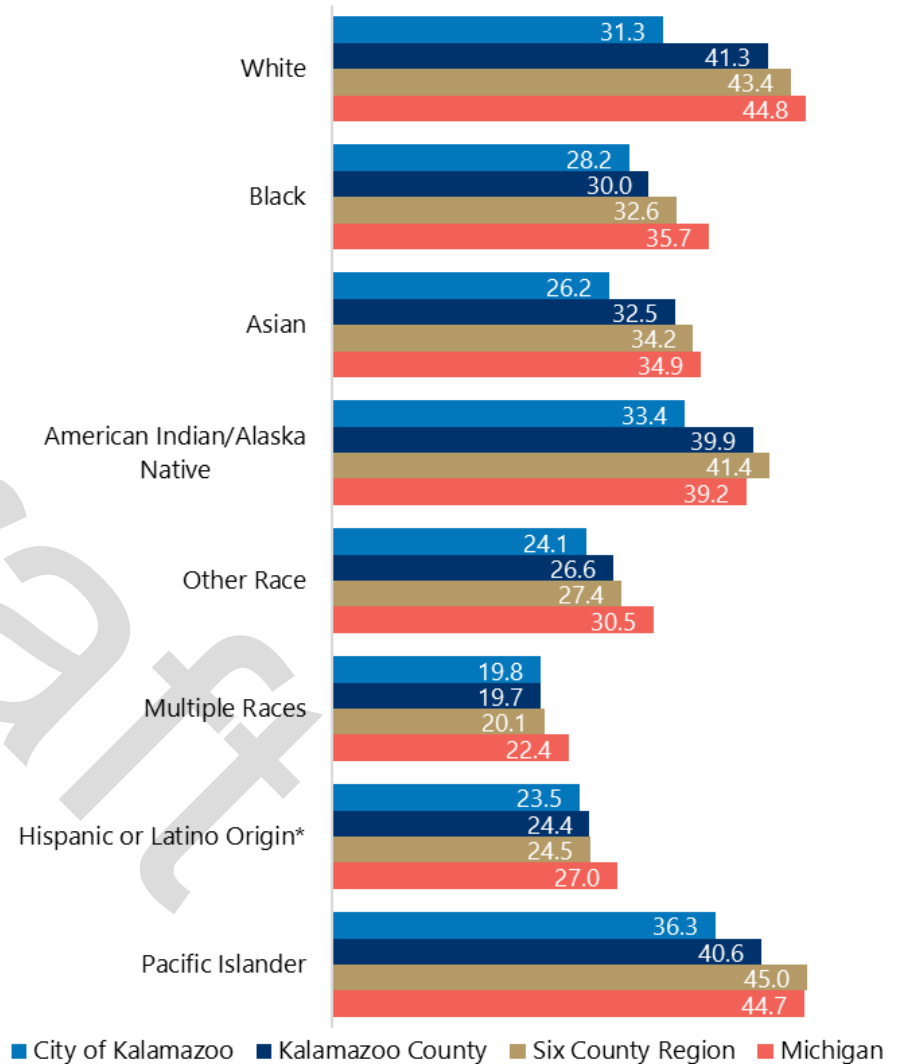
Median Age by Region

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



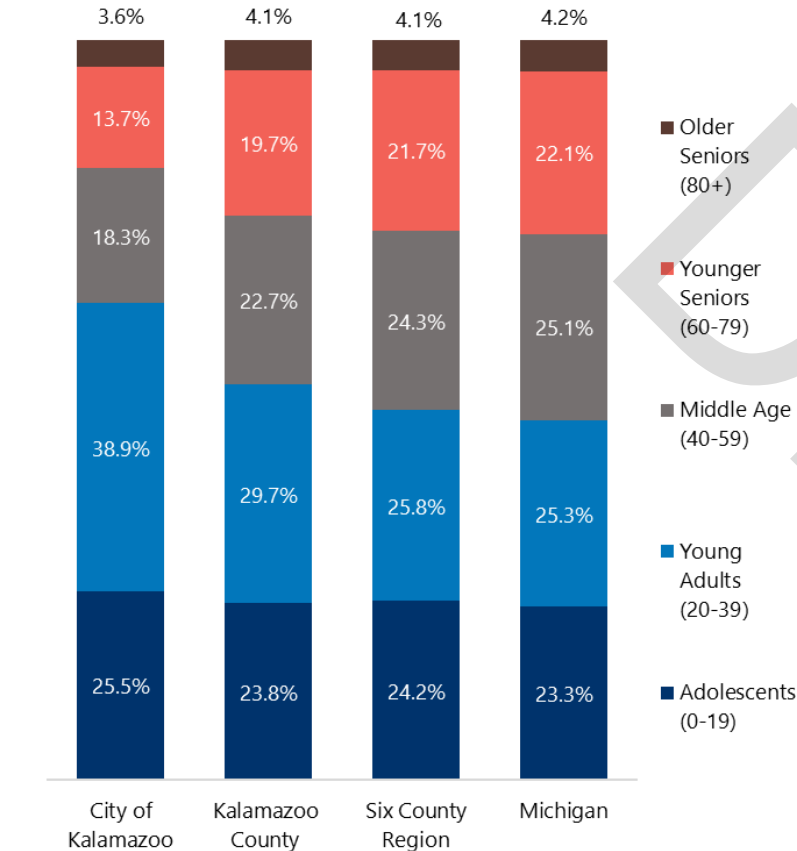
Source: Esri

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



Age Trends Continued

Age Distribution by Cohort, 2023

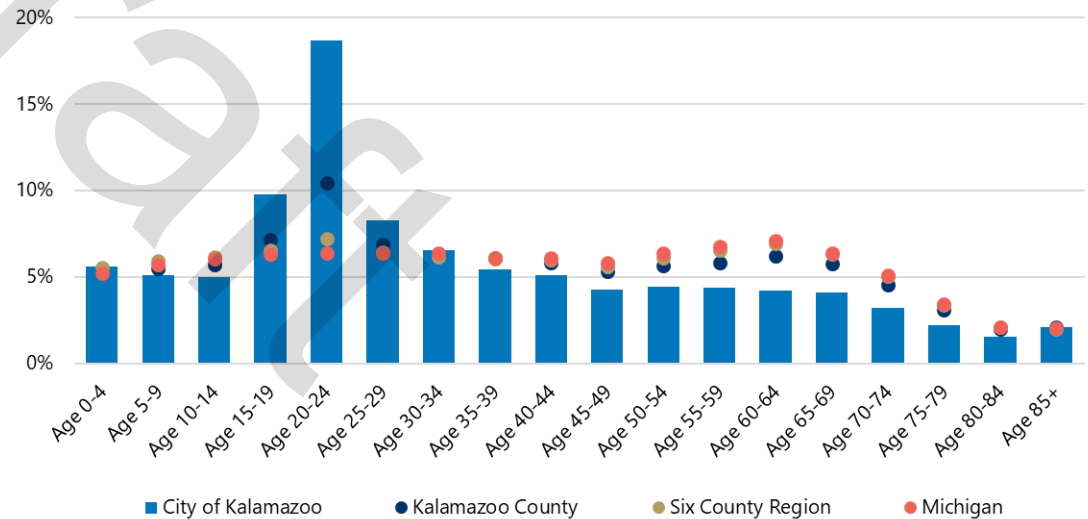


Source: Esri

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

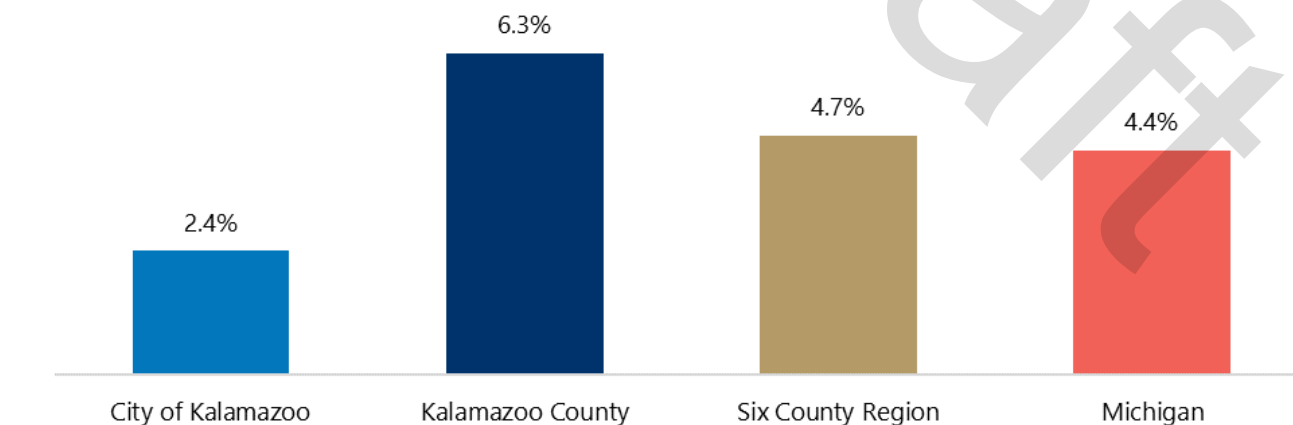
	2010	2020	2023	2028
City of Kalamazoo	2.29	2.26	2.24	2.23
Kalamazoo County	2.40	2.38	2.37	2.35
Six County Region	2.50	2.47	2.46	2.44
Michigan	2.49	2.44	2.42	2.39

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

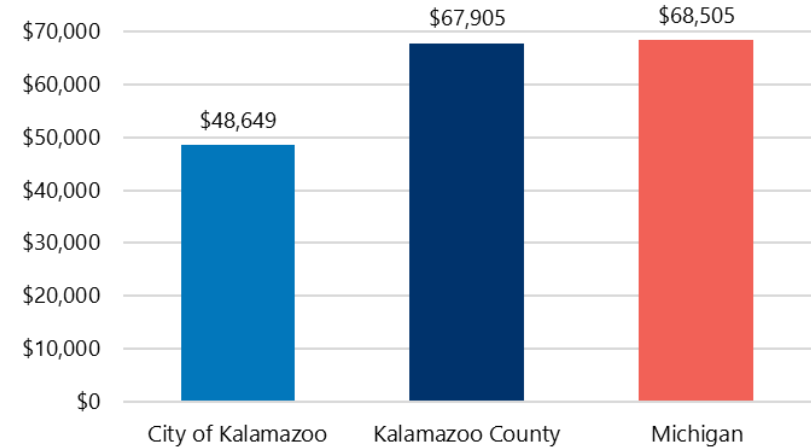
The total number of households increased for all geographies between 2010 and 2020. Kalamazoo County experienced the largest increase (6.3%) while the City of Kalamazoo experienced the smallest increase (2.4%).

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.

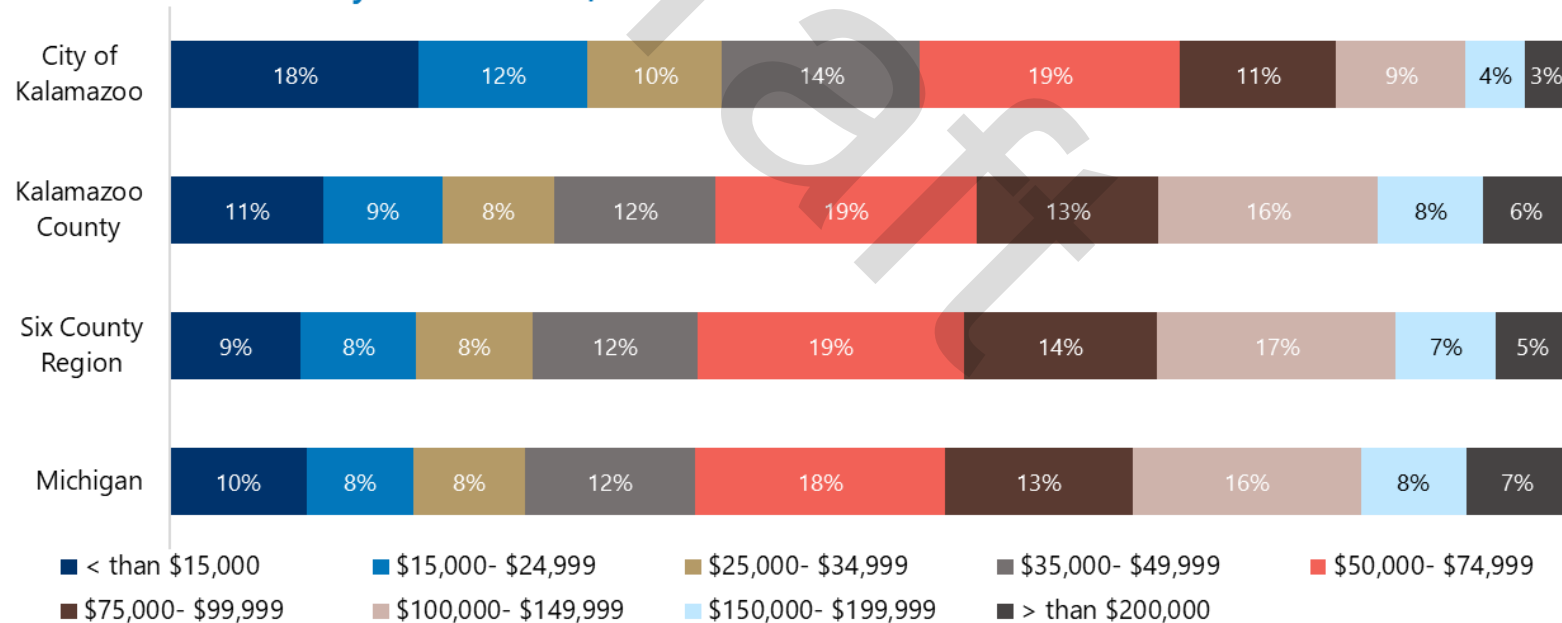
Compared to the other geographies, the city has a larger share of households with annual incomes below \$15,000. In 2023, the city's share of households earning between \$50,000 and \$74,999 was in line with county, region, and state trends. While around 16%-17% of households in the county, region, and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

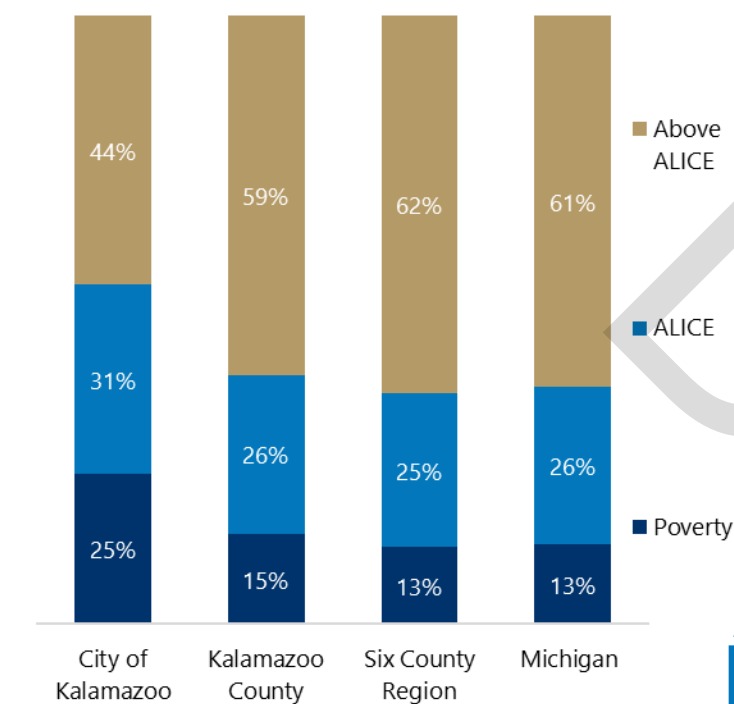


Source: Esri



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

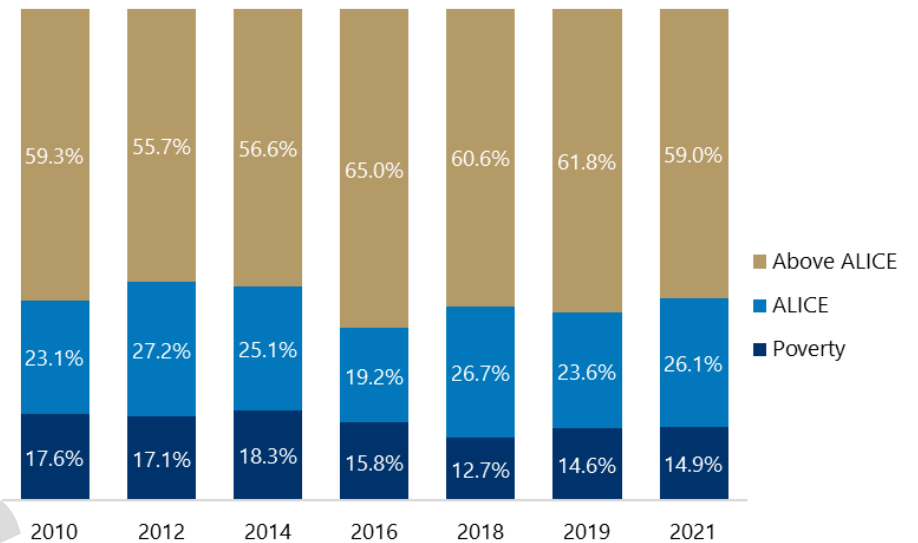
⁴ <https://www.unitedforalice.org/methodology>



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.

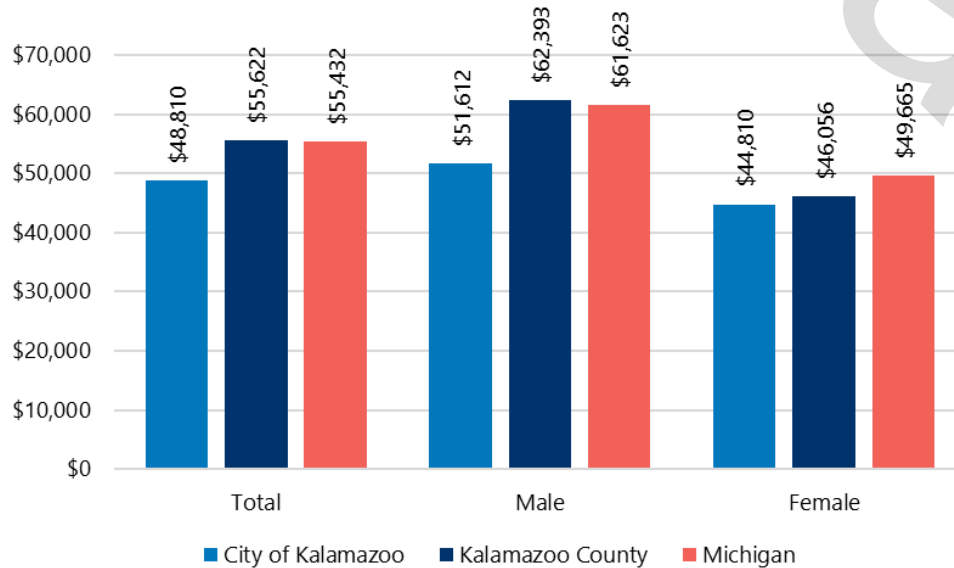
Historic Households by Type, County of Kalamazoo,



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

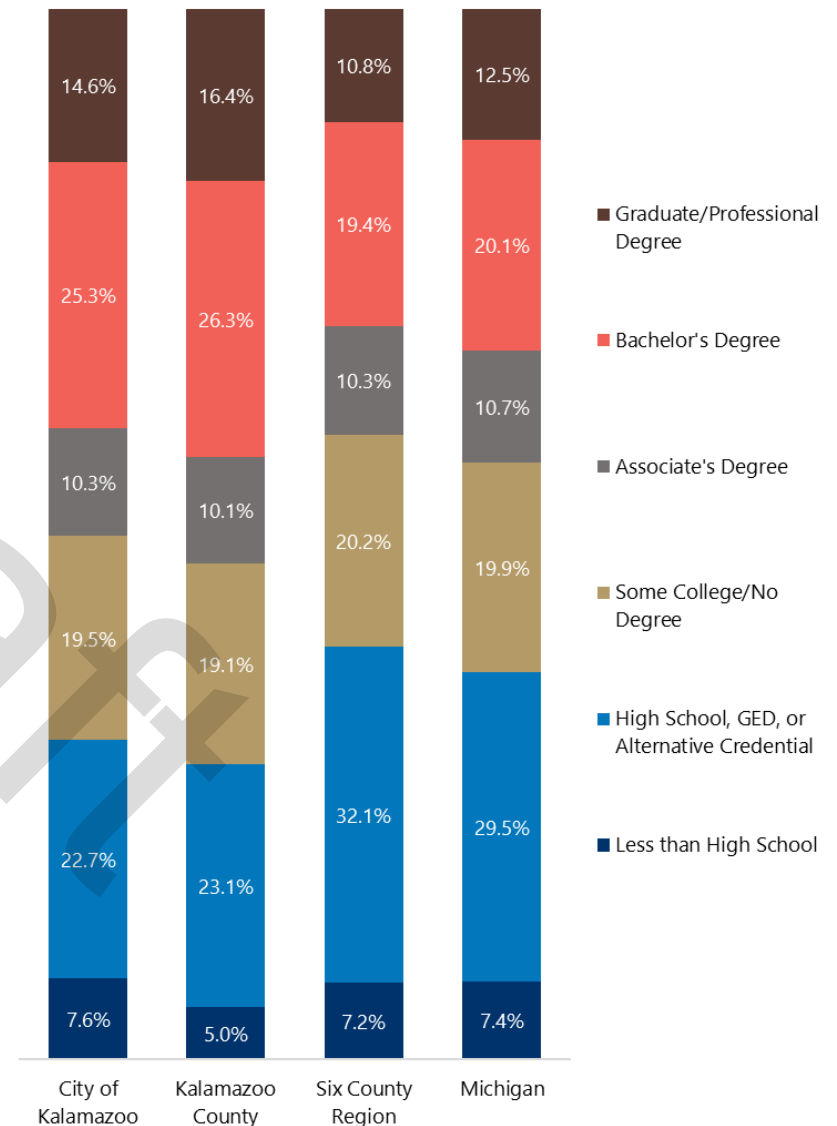


Education

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.

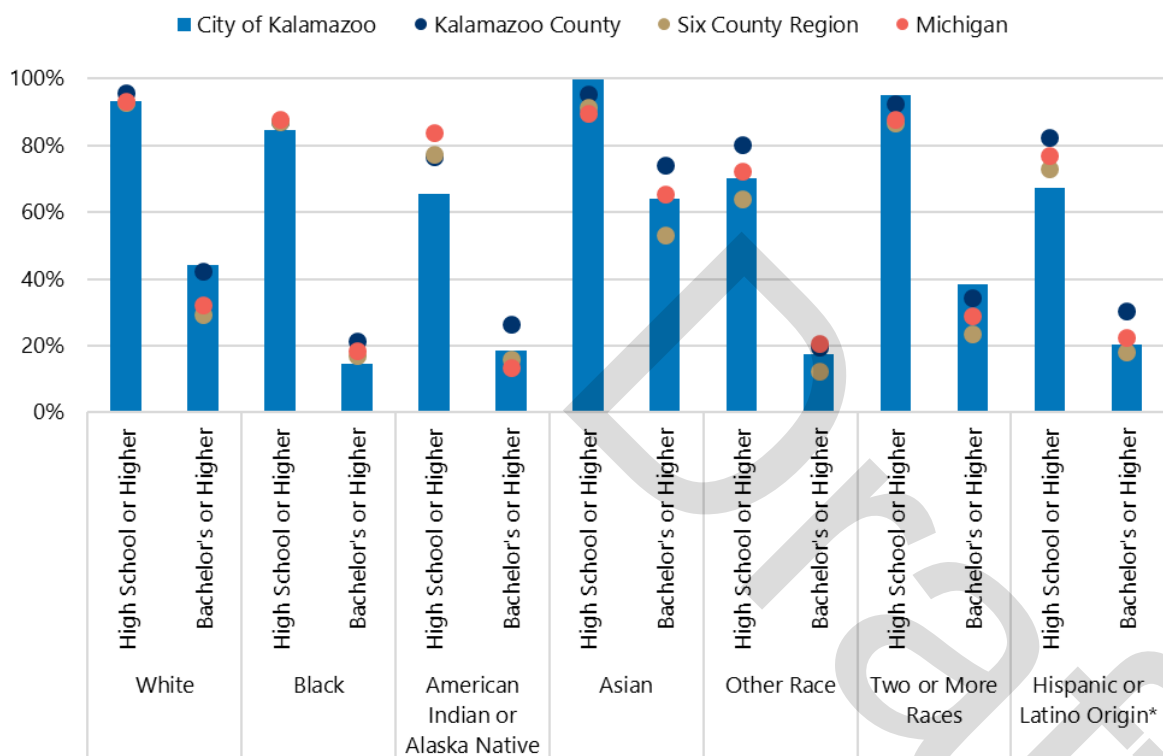
**Percent of Individuals 25 Years and Older
by Education Level, 2023**



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

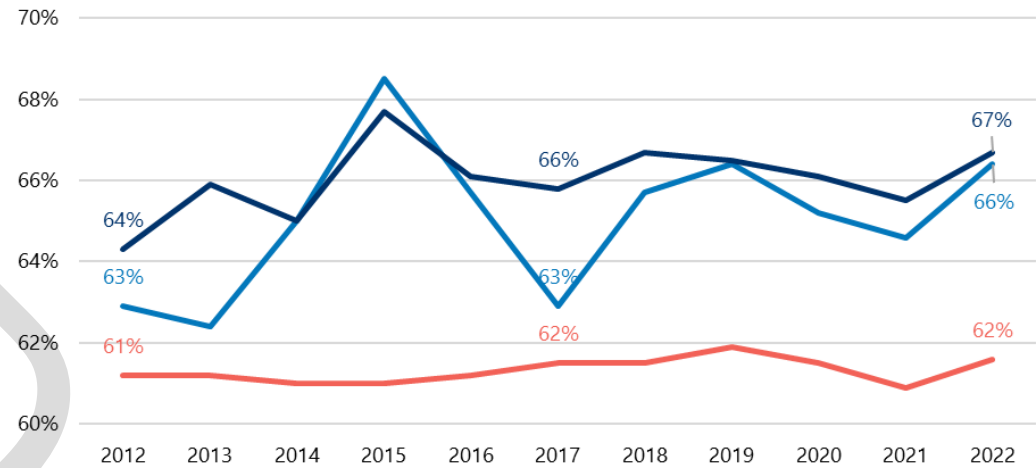
Labor Force Participation and Unemployment

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.

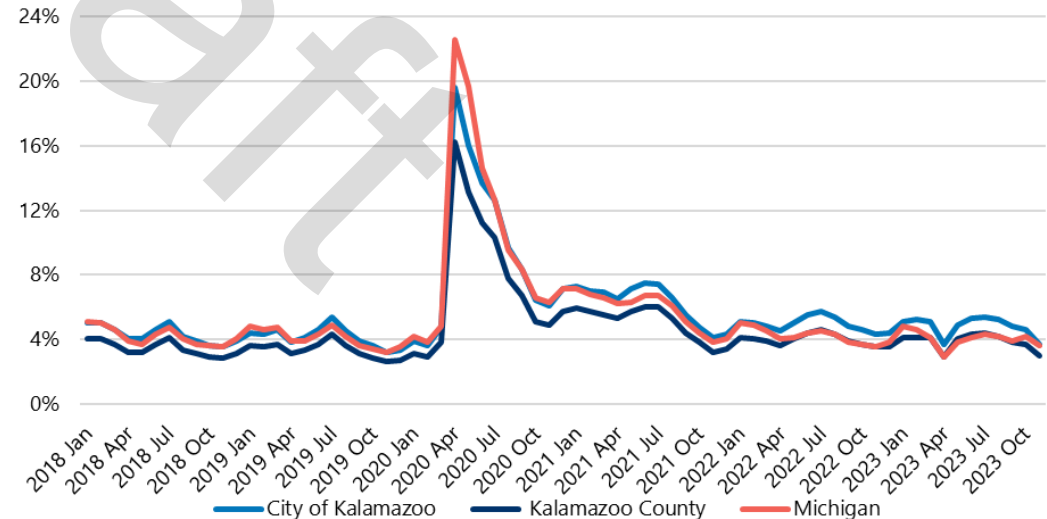
Unemployment in the city was in line with state trends between 2018 and 2019. The COVID-19 pandemic, however, caused a sharp increase in unemployment in 2020. During this period unemployment in the city exceeded county levels but remained several percentage points below the state's peak. Since 2022,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

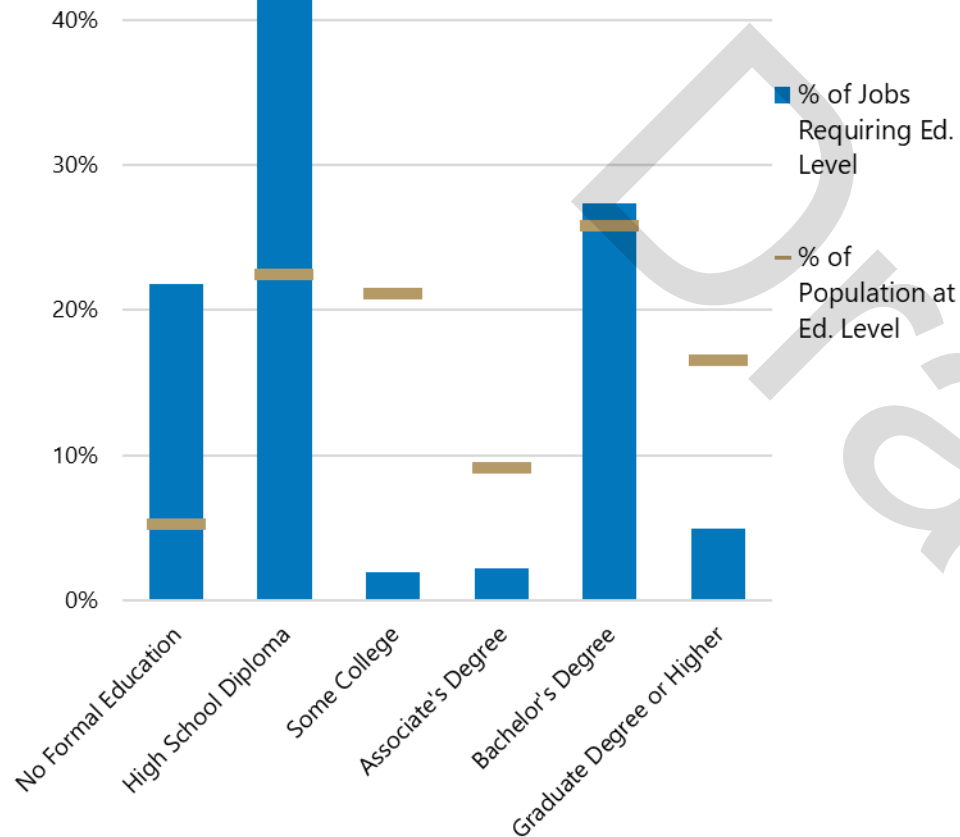


Source: BLS LAUS



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.

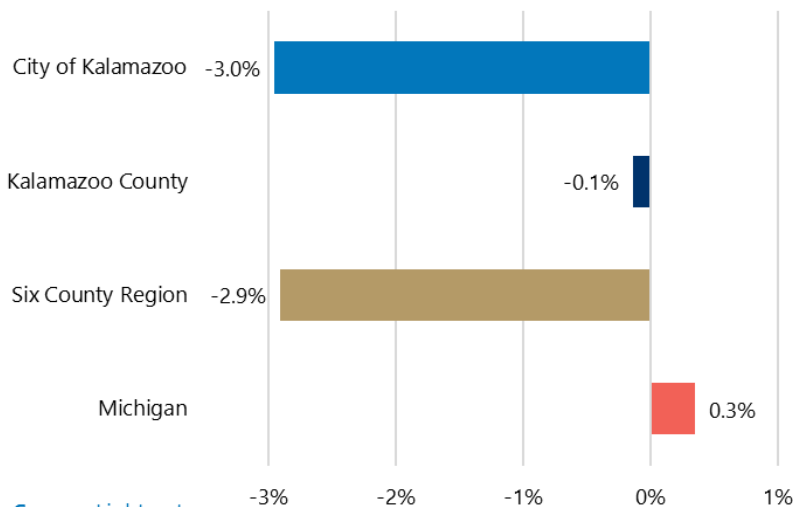
Data note: Industry data uses a combination of ZIP codes to represent the City of Kalamazoo. This includes 49006,49007,49008,49001. A map can be found on page 4.

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

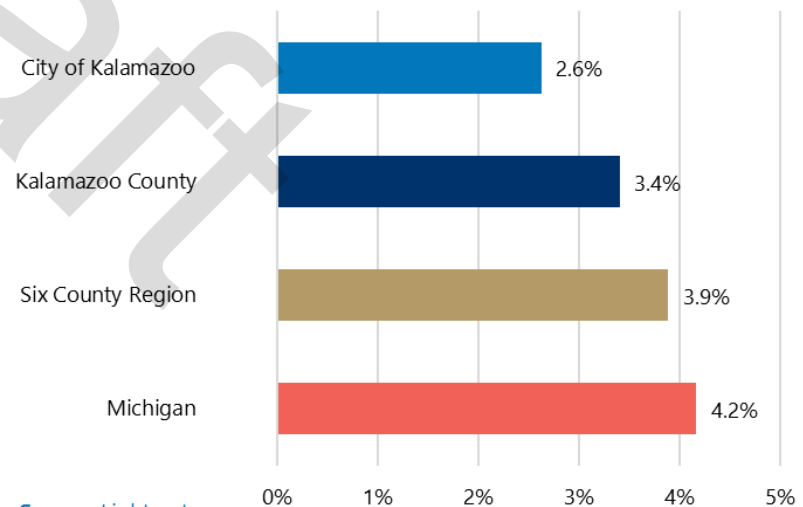
Source: Lightcast 2024.1

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.

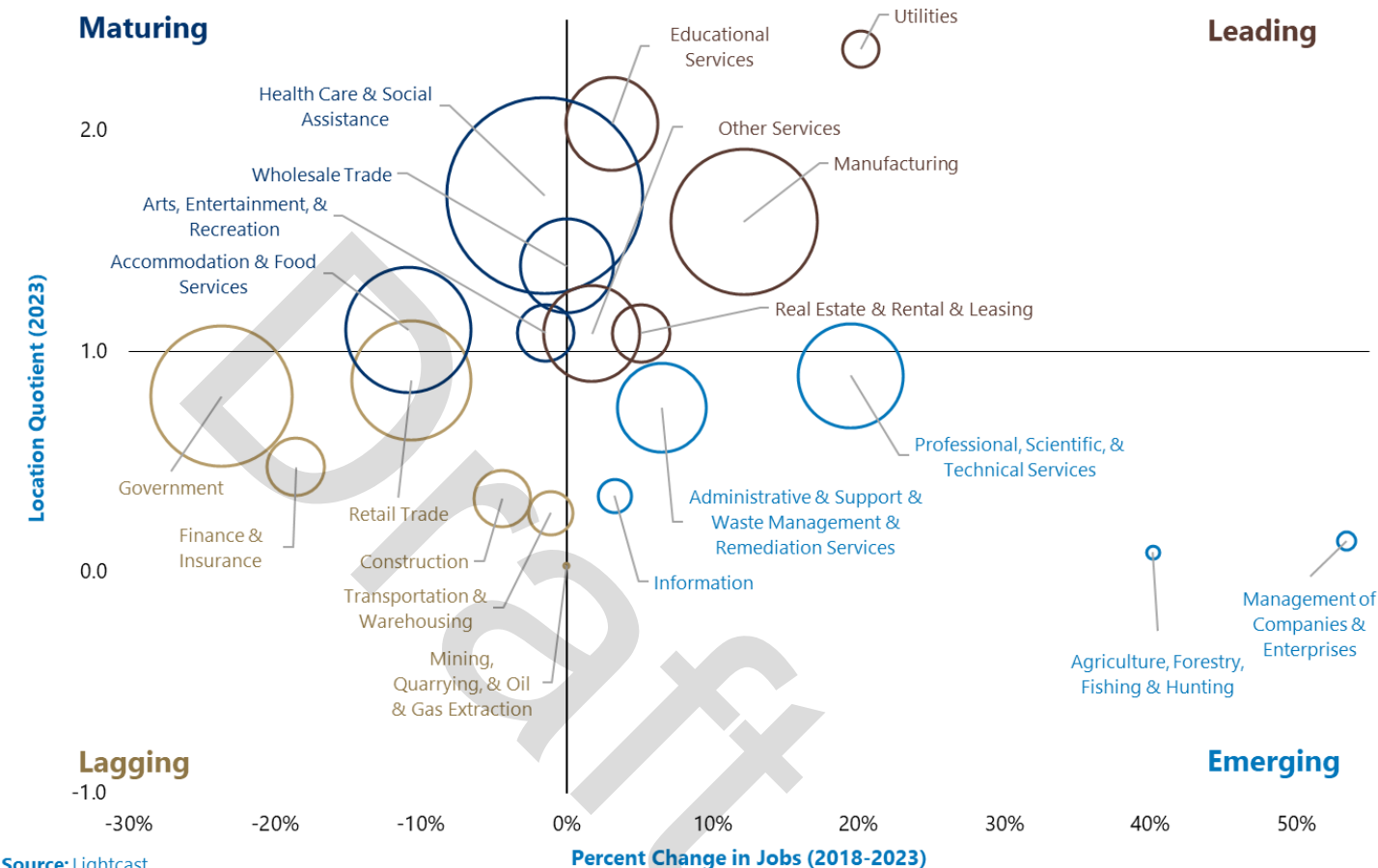
Emerging industries saw positive job growth over the last five years but have a location quotient of less than 1.

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

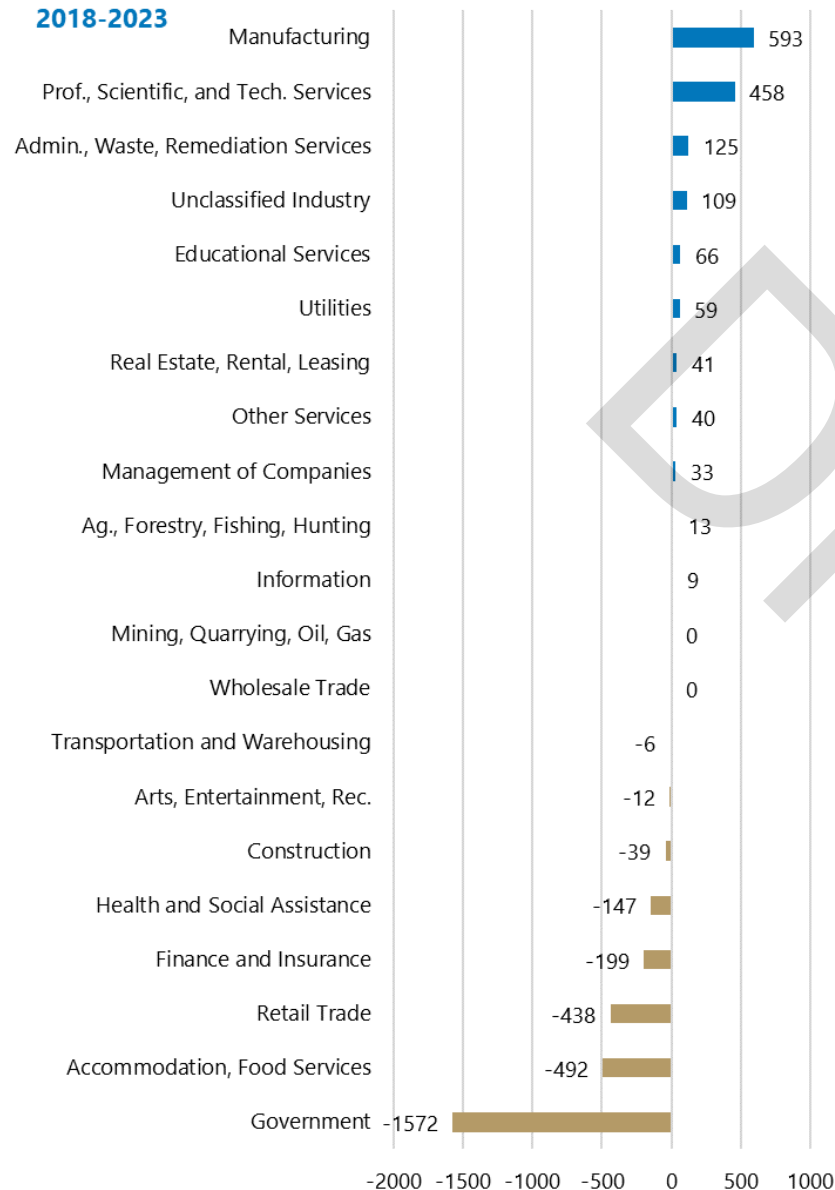
Bubble size indicates 2023 job count



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



Source: Lightcast

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.



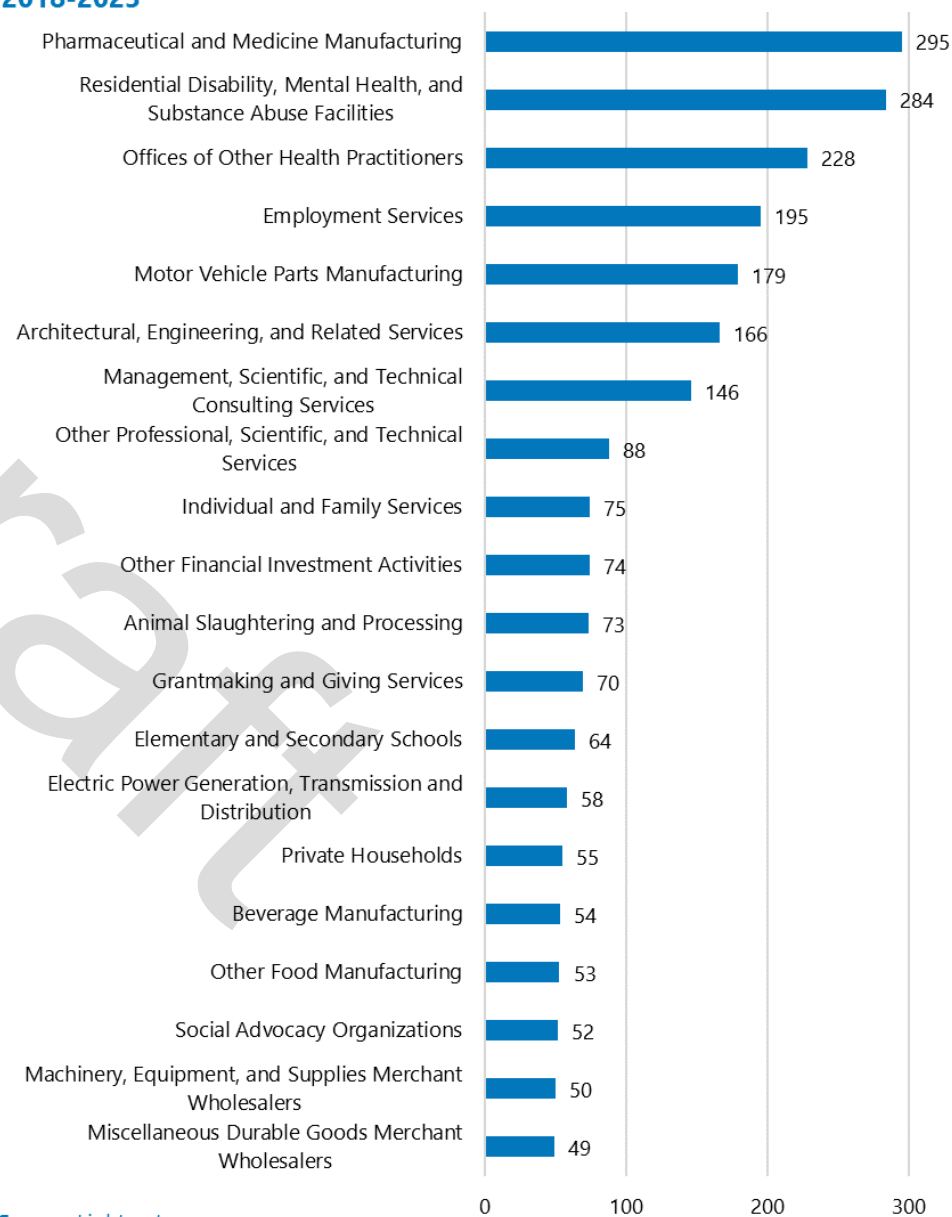
Top 20 Sub Industries by Job Growth⁶

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

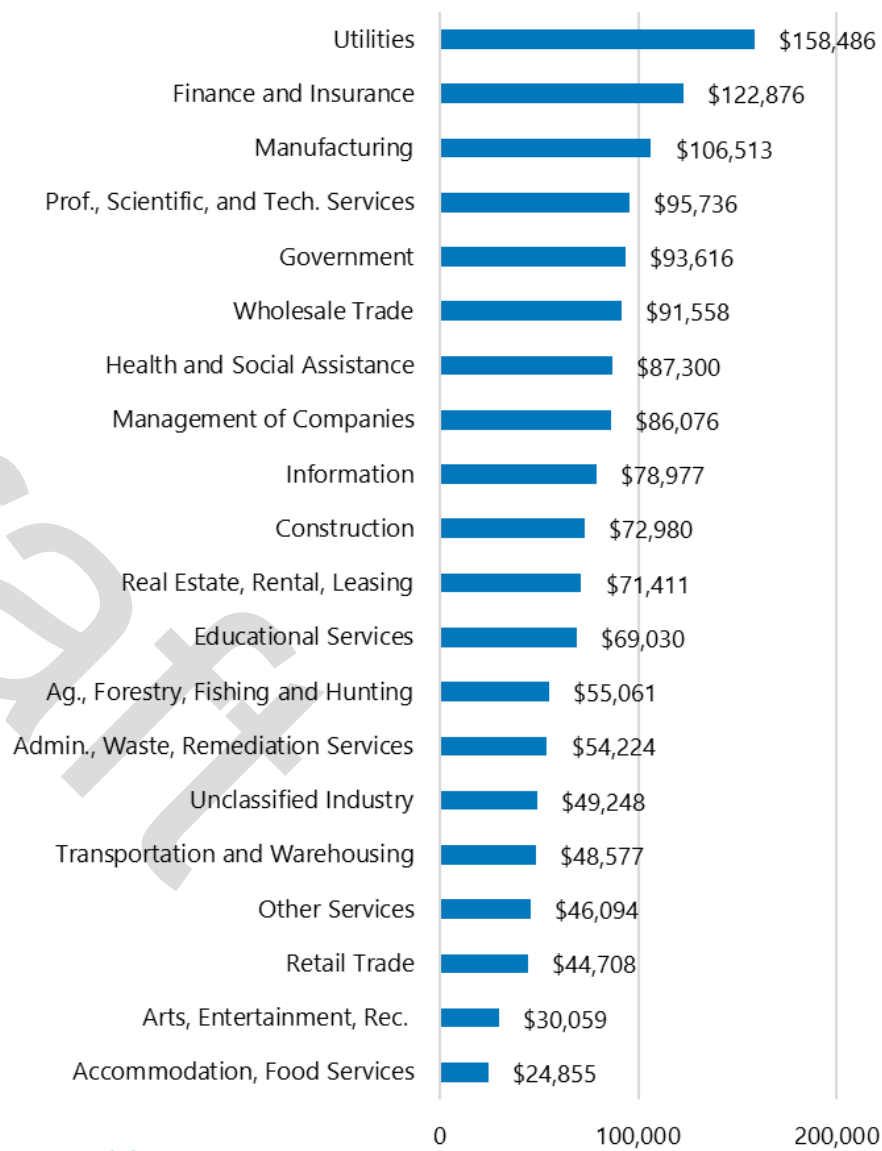
CRAIN'S GRAND RAPIDS BUSINESS



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.

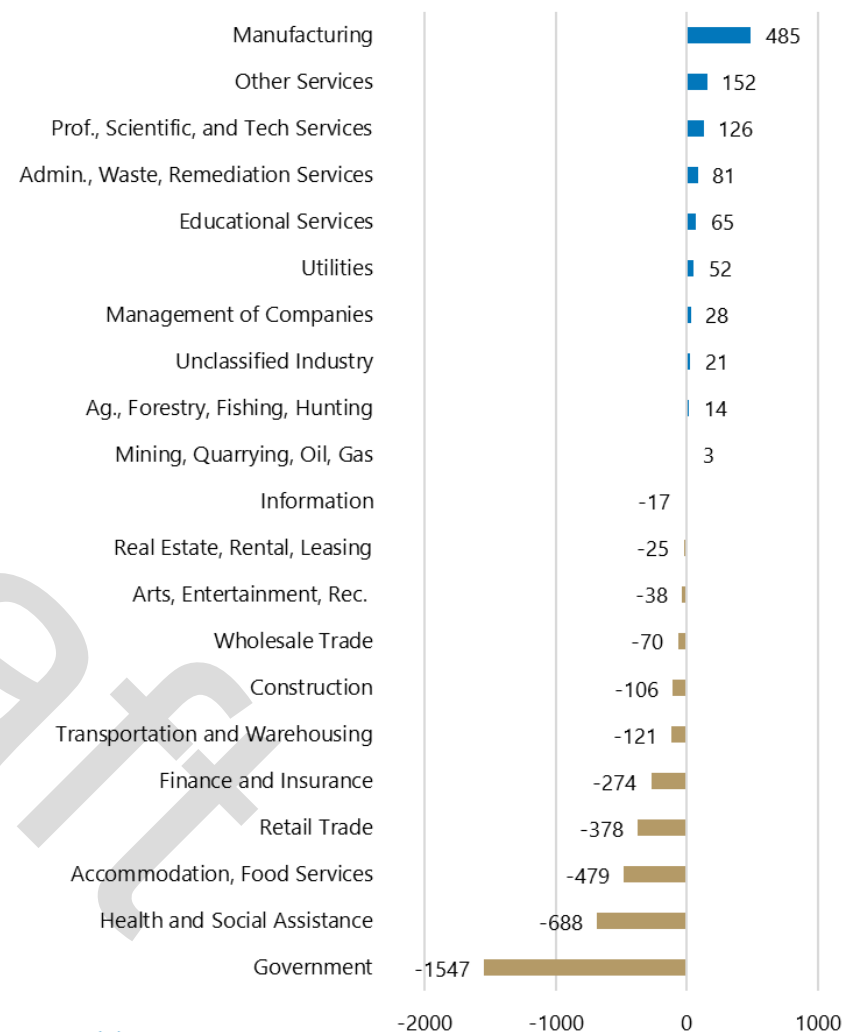
Shift Share Indicators, 2023

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.

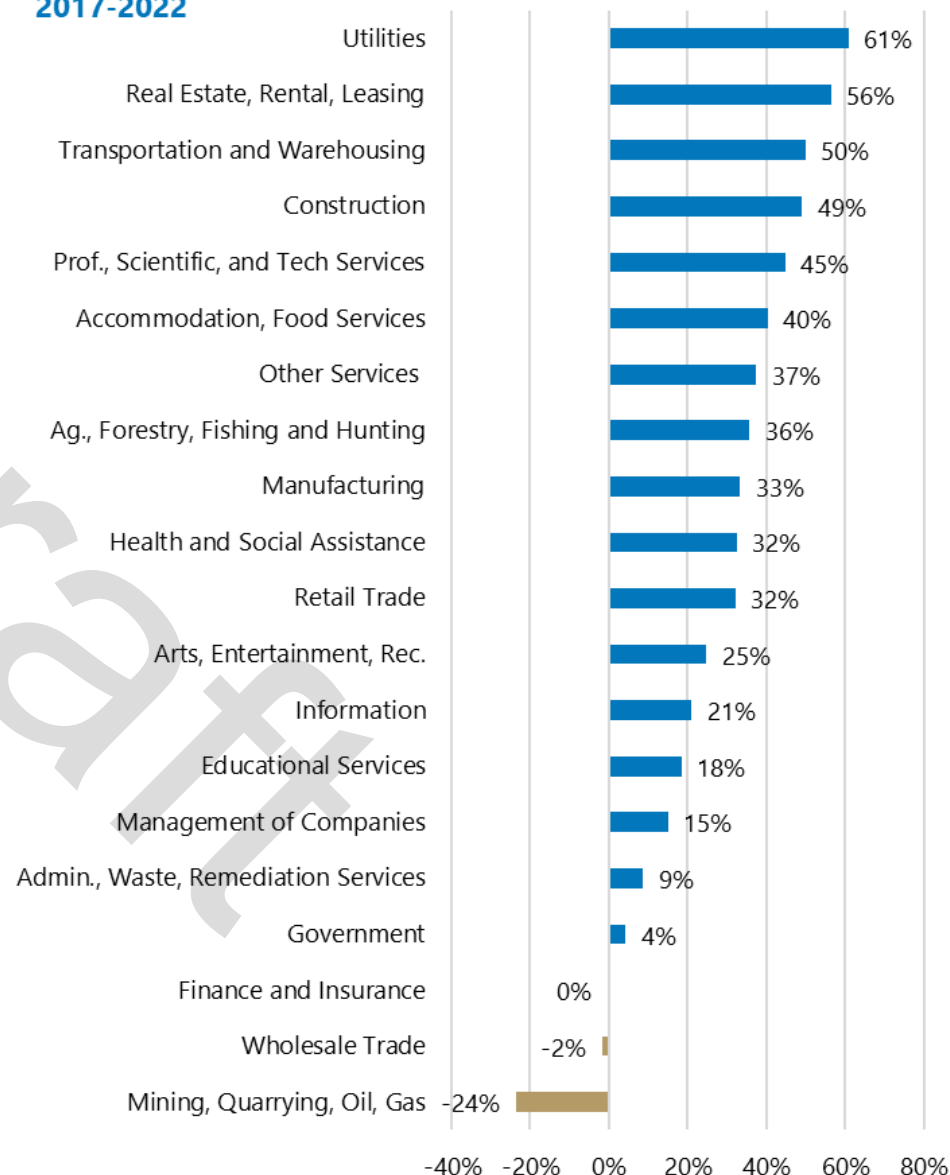
Gross Regional Product

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



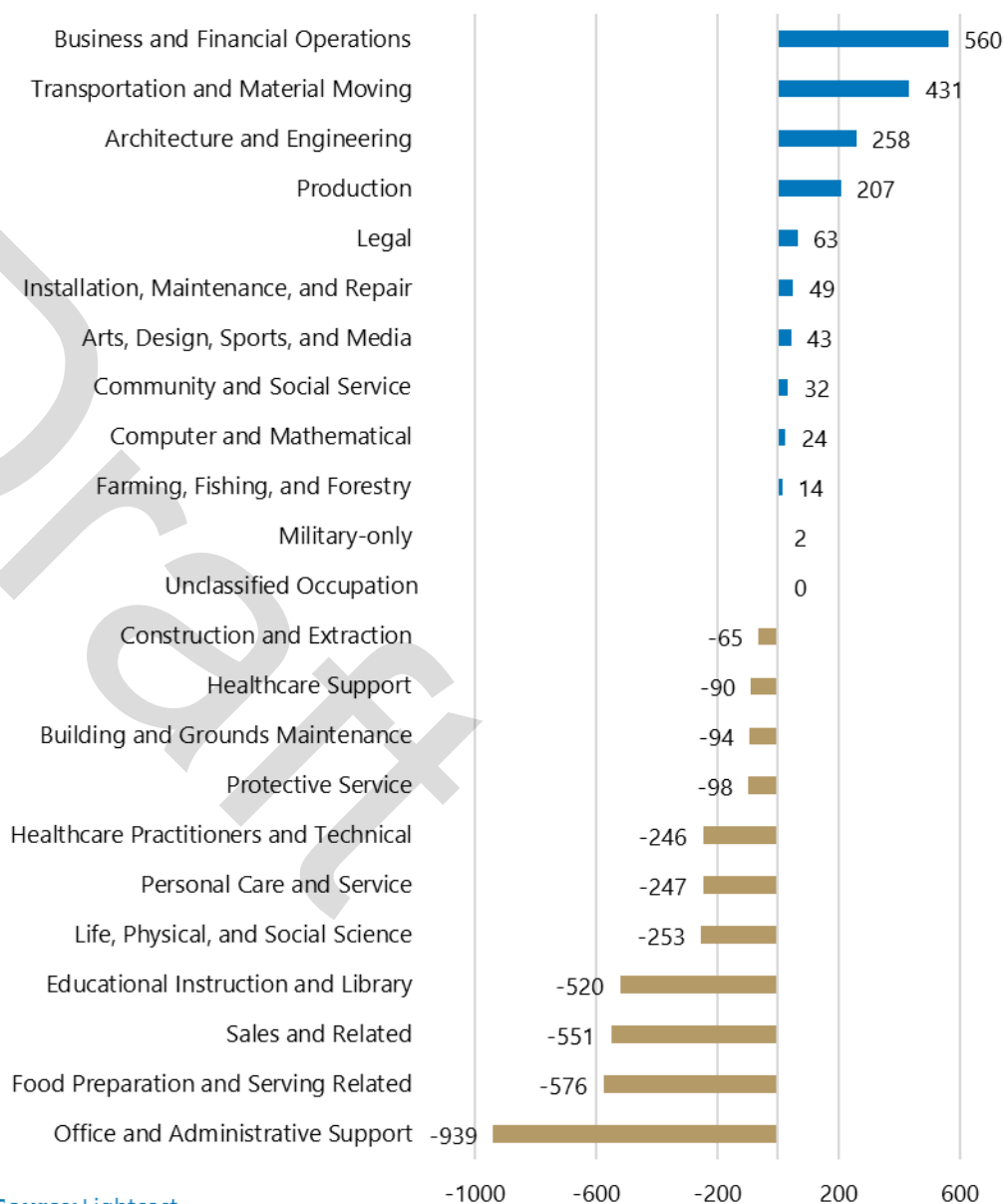
Job Change by Occupation

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

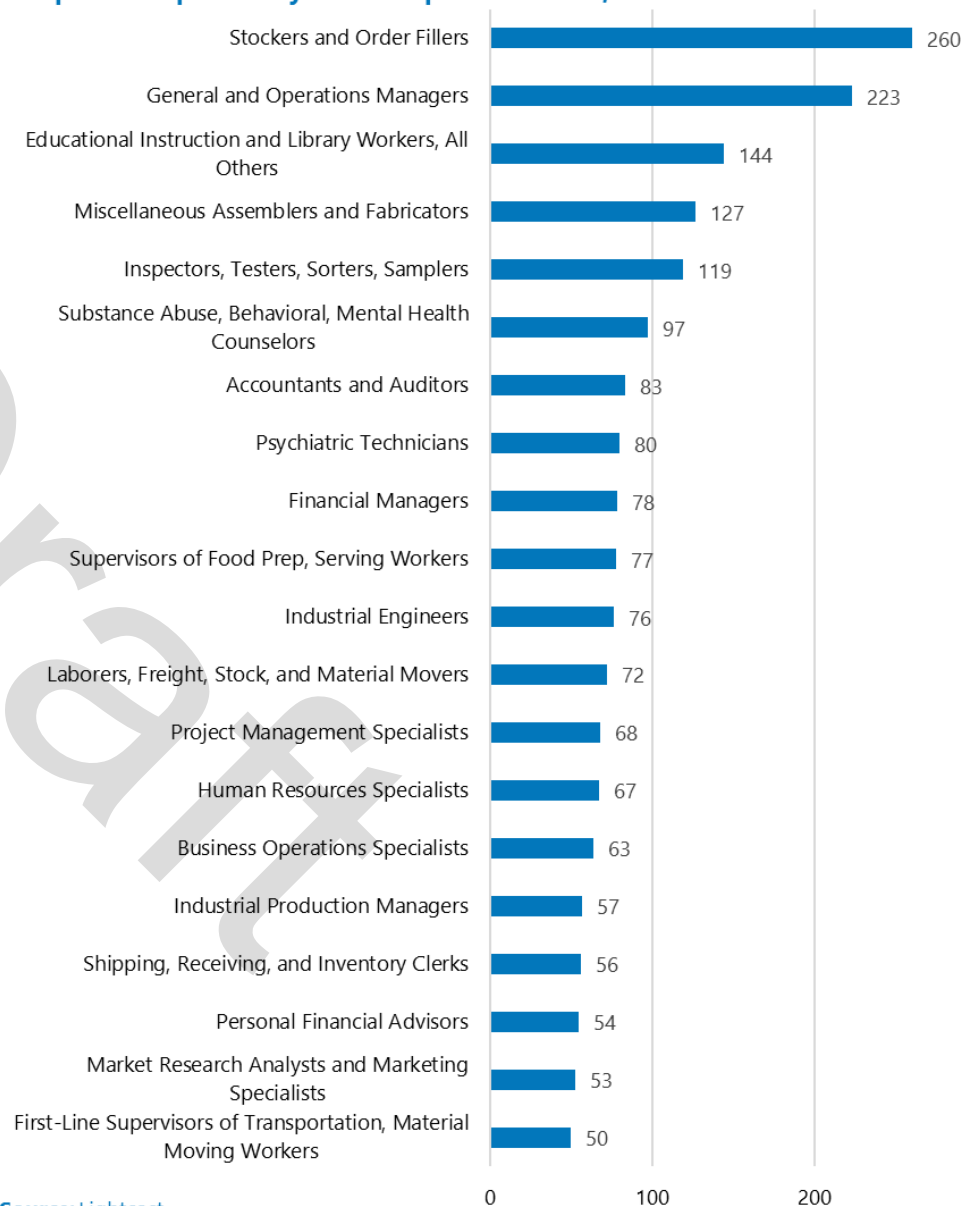


Top 20 Sub Occupation by Job Growth⁸

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

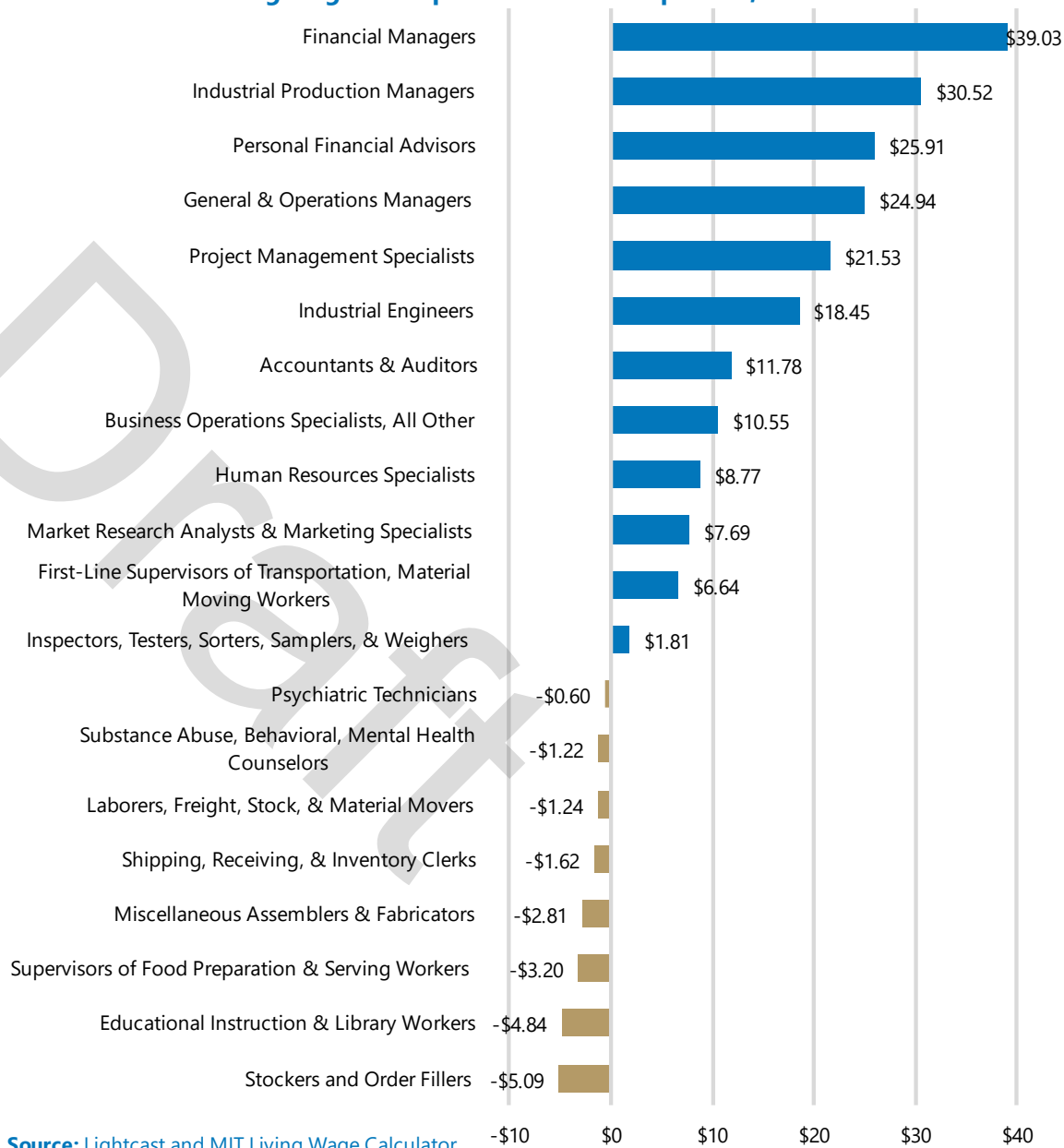
The chart on the right illustrates the deviation between the median hourly earnings for a given industry in the City of Kalamazoo and what is considered to be the region's living wage.

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

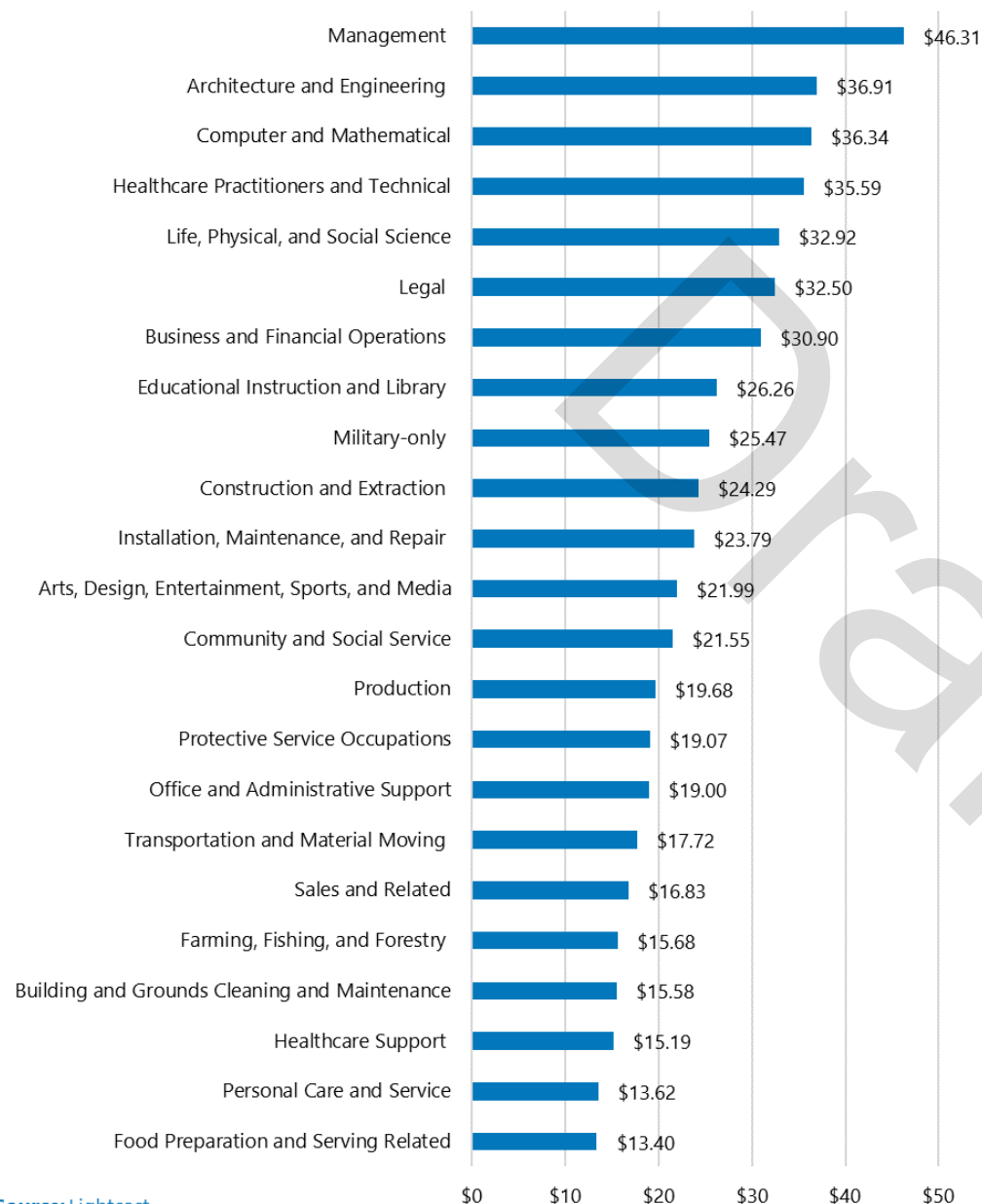
12 of the city's top 20 sub-occupations by growth have median hourly earnings above the living wage. However, Stock and Order Fillers, the occupation with the most job growth in the city, has median earnings \$5.09 below the living wage.

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

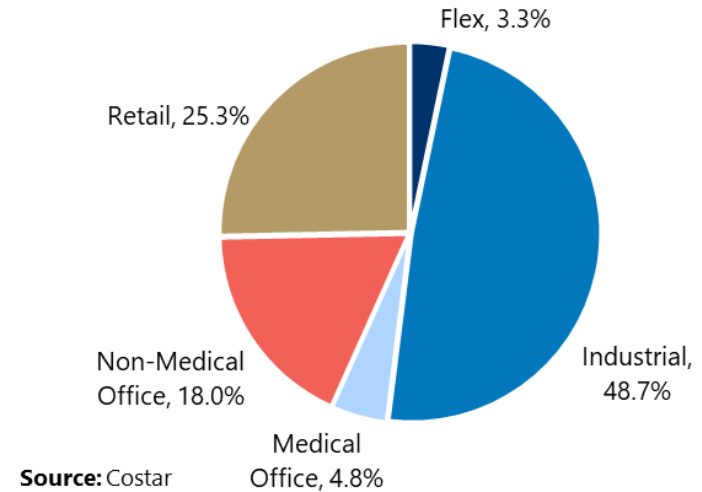
Individuals working in the City of Kalamazoo primarily live in Kalamazoo County (61.5%). Around 6.3% of workers commute from Van Buren County and commuters from Allegan County account for 4.1% of the city's workers. Commuters from Calhoun and Kent Counties account for 3.8% and 3.3% of the city's total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

REAL ESTATE PROFILE

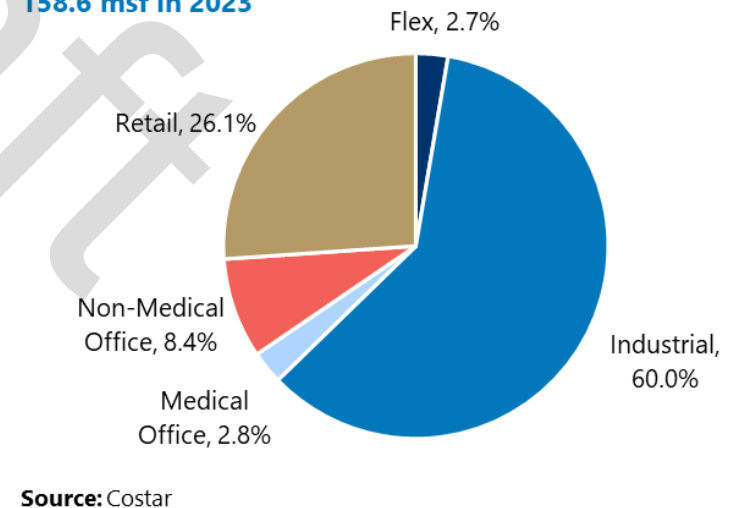
Inventory Overview

- 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

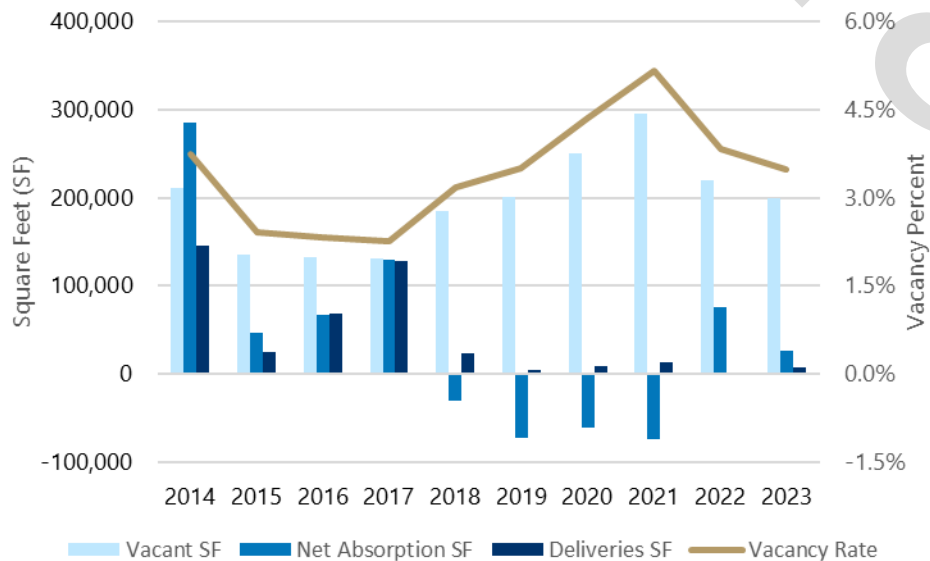
- From 2018 to 2021, retail net absorption was negative in the City of Kalamazoo, and the vacancy rate spiked to 5.2%, but has since declined to now stand at 3.5%, which is the lowest among its peers.
- Over the past decade, the City has added 424,314 square feet of retail space which amounts to a 7.4% 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%

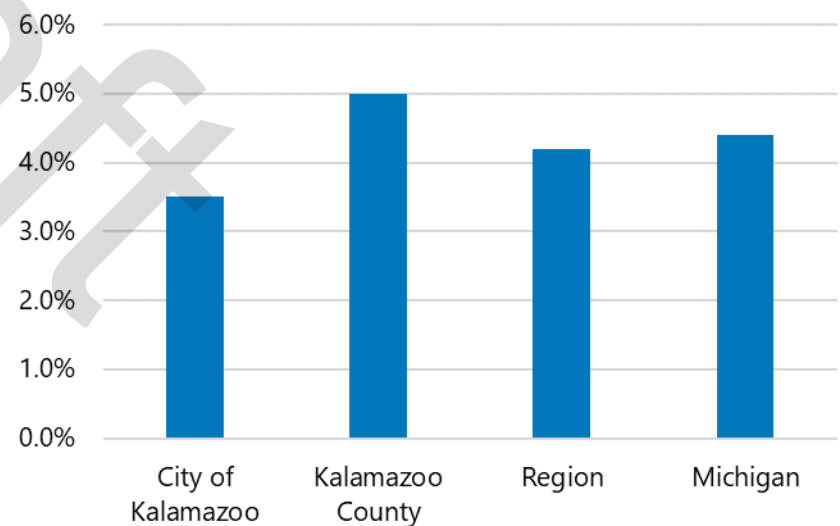
Source: CoStar

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

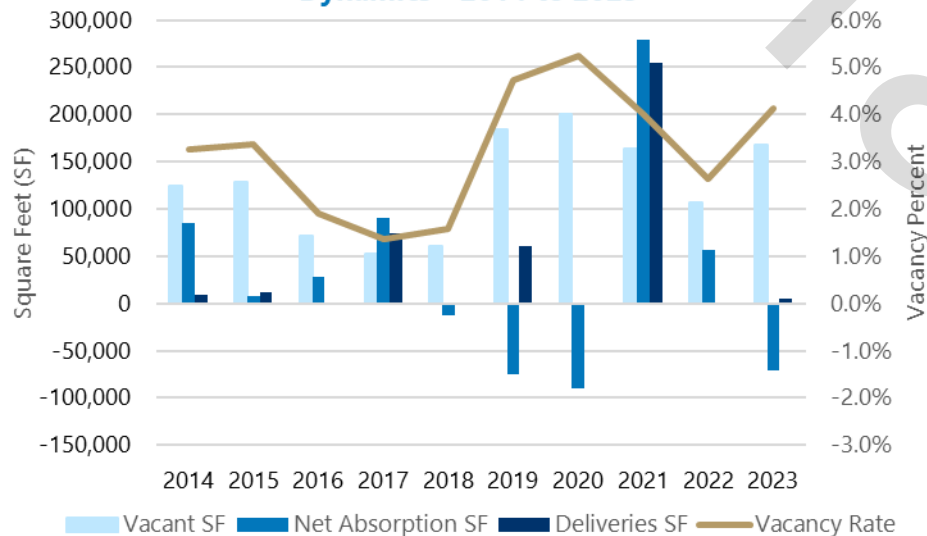
- Non-medical office space has grown by only 160,340 square feet in the past decade, a 4.2% increase.
- Non-medical office vacancy rates in the City of Kalamazoo totaled 4.4% at the end of 2023, which is the lowest among its peer group and is less than half of the overall non-medical office vacancy rate 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%

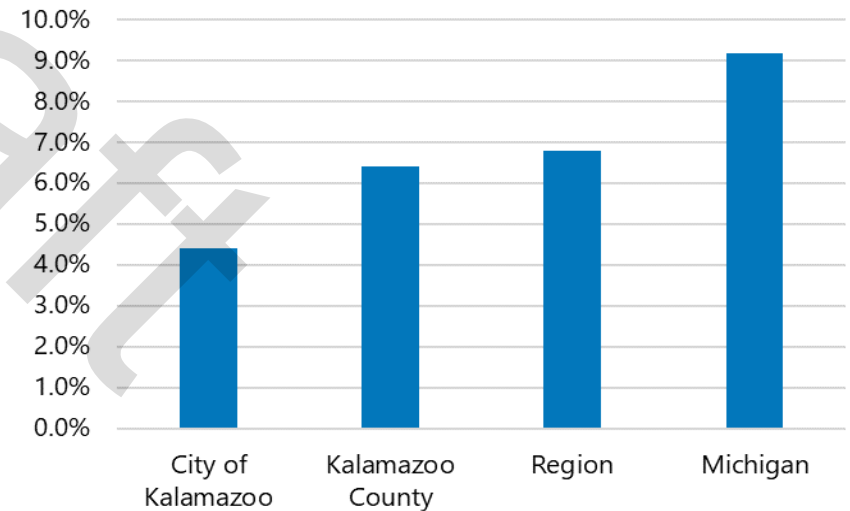
Source: CoStar

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

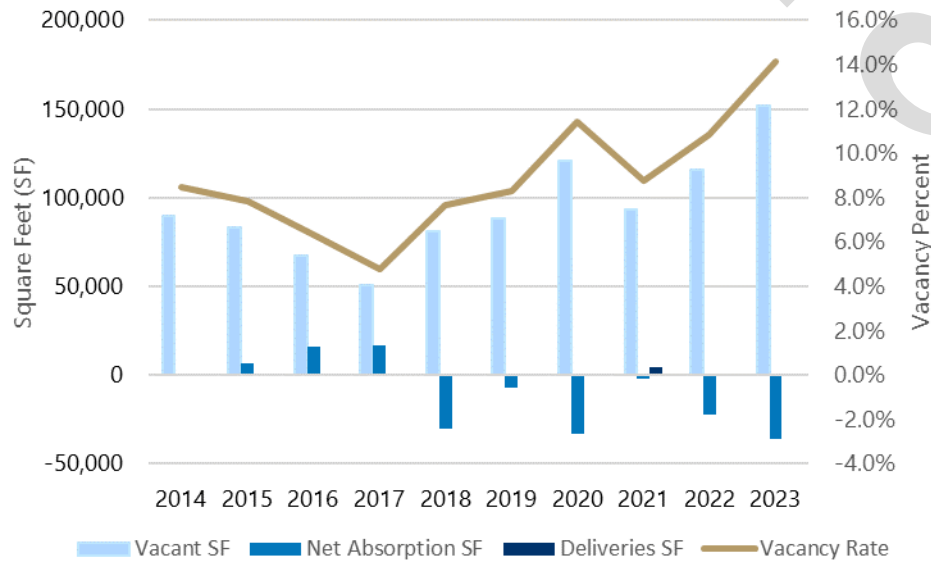
- Medical office vacant space has risen dramatically over the past two years, increasing from 7.3% in 2021 to reach 11.8% at the end of 2023, which is a decade high.
- Medical office developments have been limited to only a handful of fully leased properties that finished construction in 2021.
- The 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%

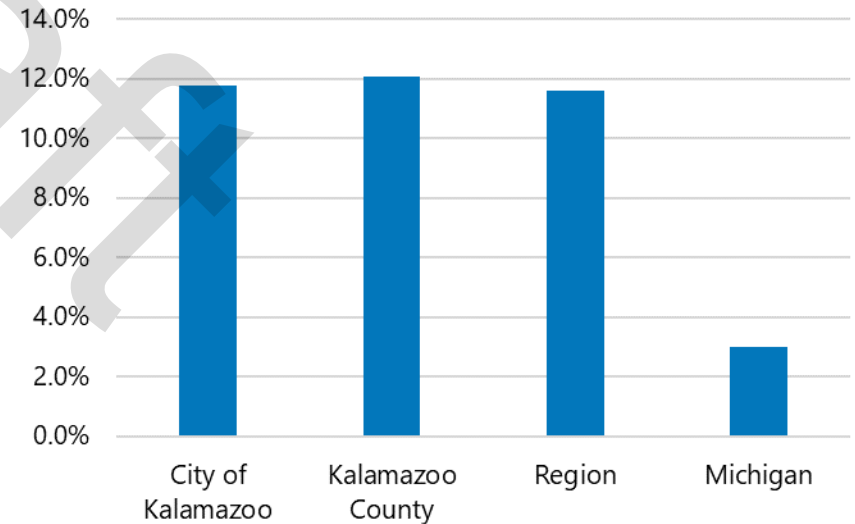
Source: CoStar

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

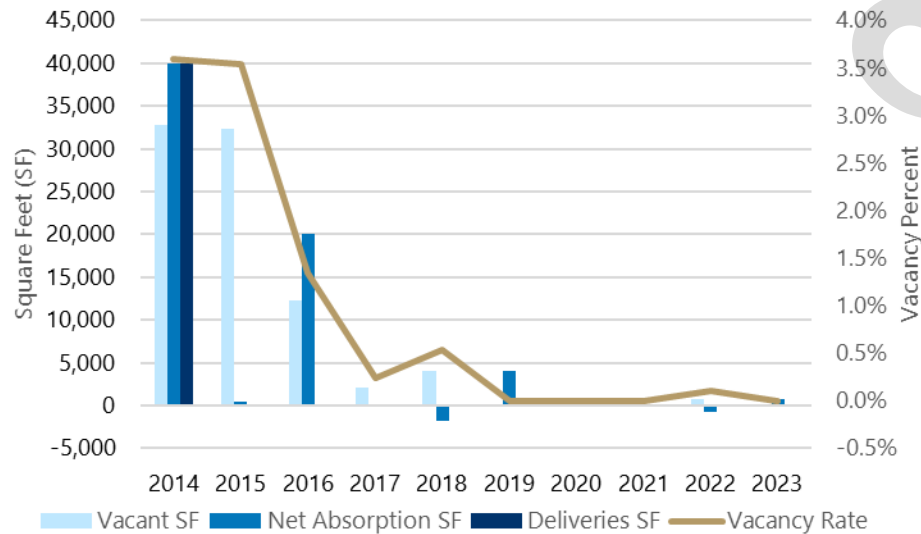
- The City of Kalamazoo flex market is incredibly tight, with not a single vacancy reported over the past five years.
- Construction of flex buildings is also very rare for this market, with only a single 40,000-square-foot building added to the base in the last 10 years.
- The vacancy rate for flex 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%

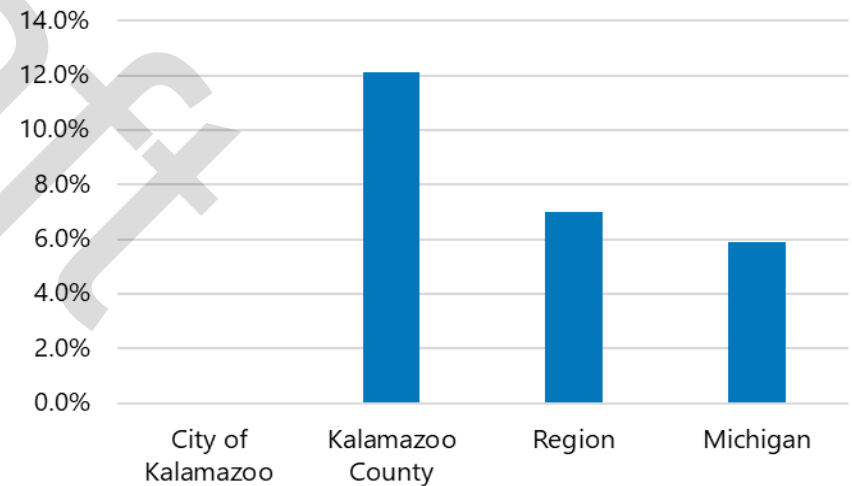
Source: CoStar

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

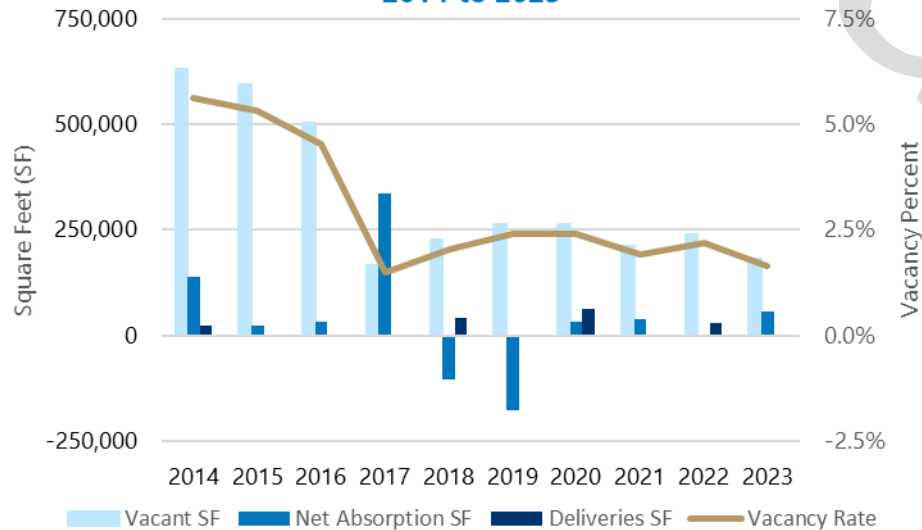
- The industrial vacancy rate has declined over the past decade, from a high of 5.6% in 2014 to a near record low of 1.7% at the end of 2023.
- This decline in the vacancy rate from 2014-2017 was due to industrial demolitions rather than positive net absorption.
- Over the past decade, there have only 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%

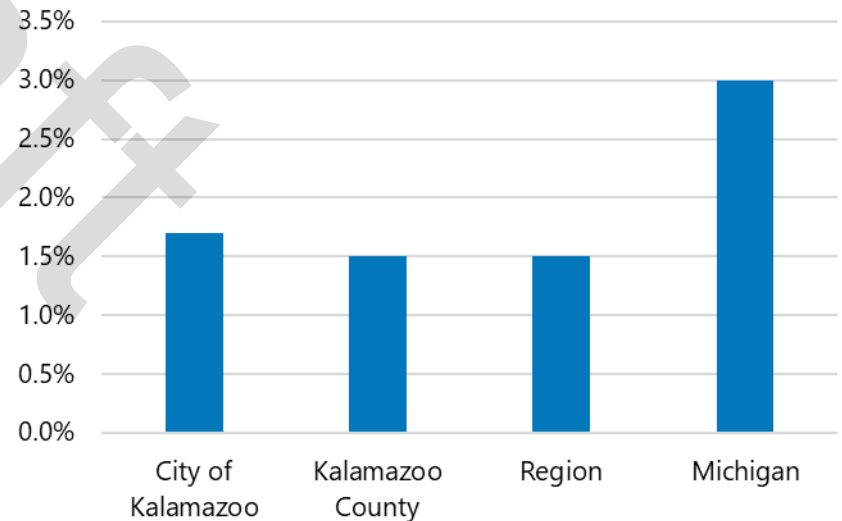
Source: CoStar

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.](#)

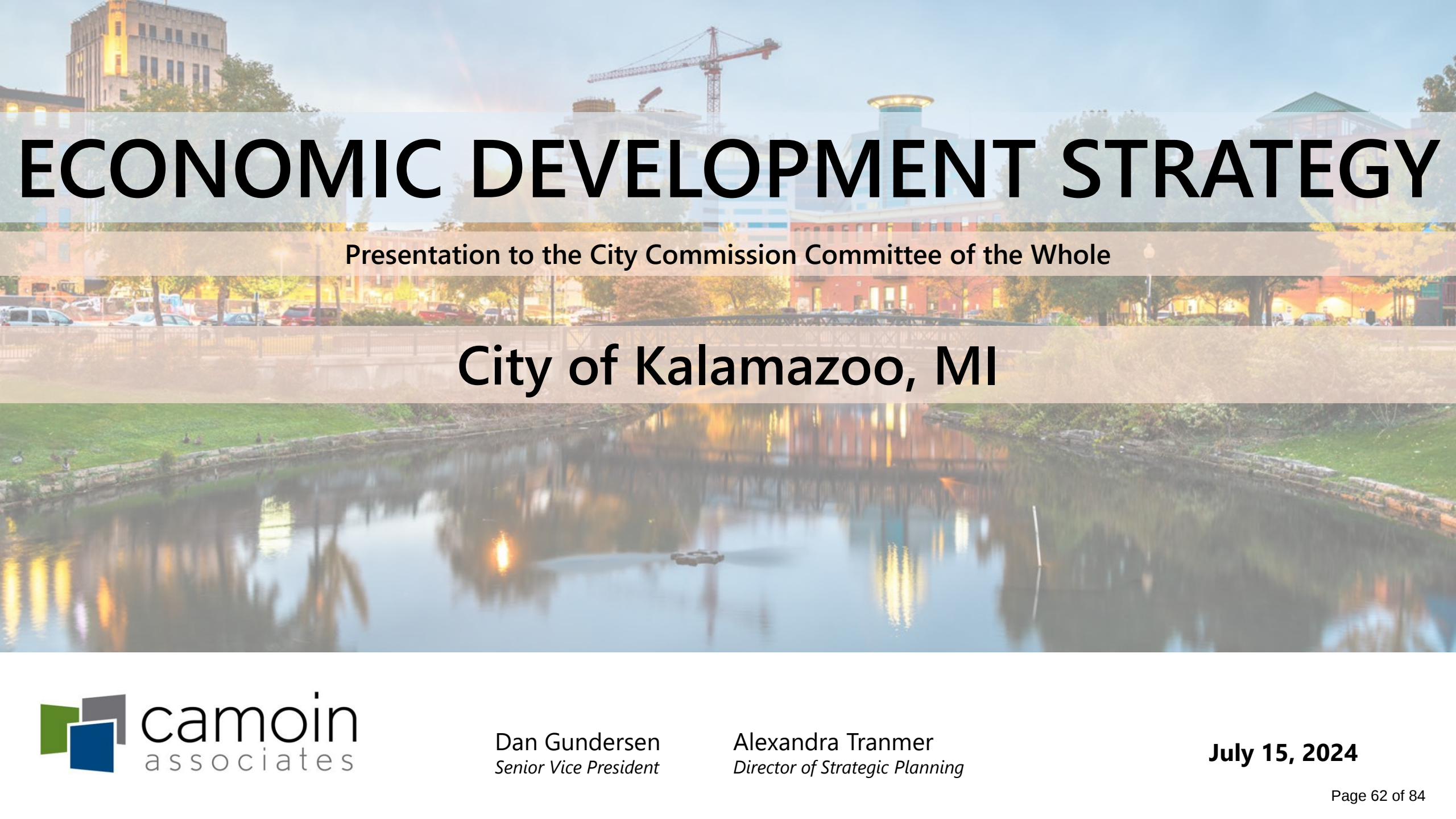
CENSUS^{OF} AGRICULTURE

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.](#)





ECONOMIC DEVELOPMENT STRATEGY

Presentation to the City Commission Committee of the Whole

City of Kalamazoo, MI



Dan Gundersen
Senior Vice President

Alexandra Tranmer
Director of Strategic Planning

July 15, 2024

Objectives:

Economic Development Strategy

1.

Review framework for economic development strategic plan.

2.

Provide suggested comments and thoughts on the strategy and implementation framework by July 26th.

➤ **Email Jerrid Burdue at burduej@kalamazocity.org**

Setting the Context:

Components of Economic Development in Michigan

- An economic development plan is required to be renewed as a Redevelopment Ready Community. RRC Certified Communities have access to funding that other communities do not have access to.
- The State of Michigan provided funding to develop a plan to attract investment, build the tax base, and create jobs.
- The economic development strategy prioritizes community wealth building. It will build on the successes of SPK efforts and ensure that recommendations, where appropriate, are made to improve and advance SPK interests and priorities.

Setting the Context:

Defining Equitable Economic Development

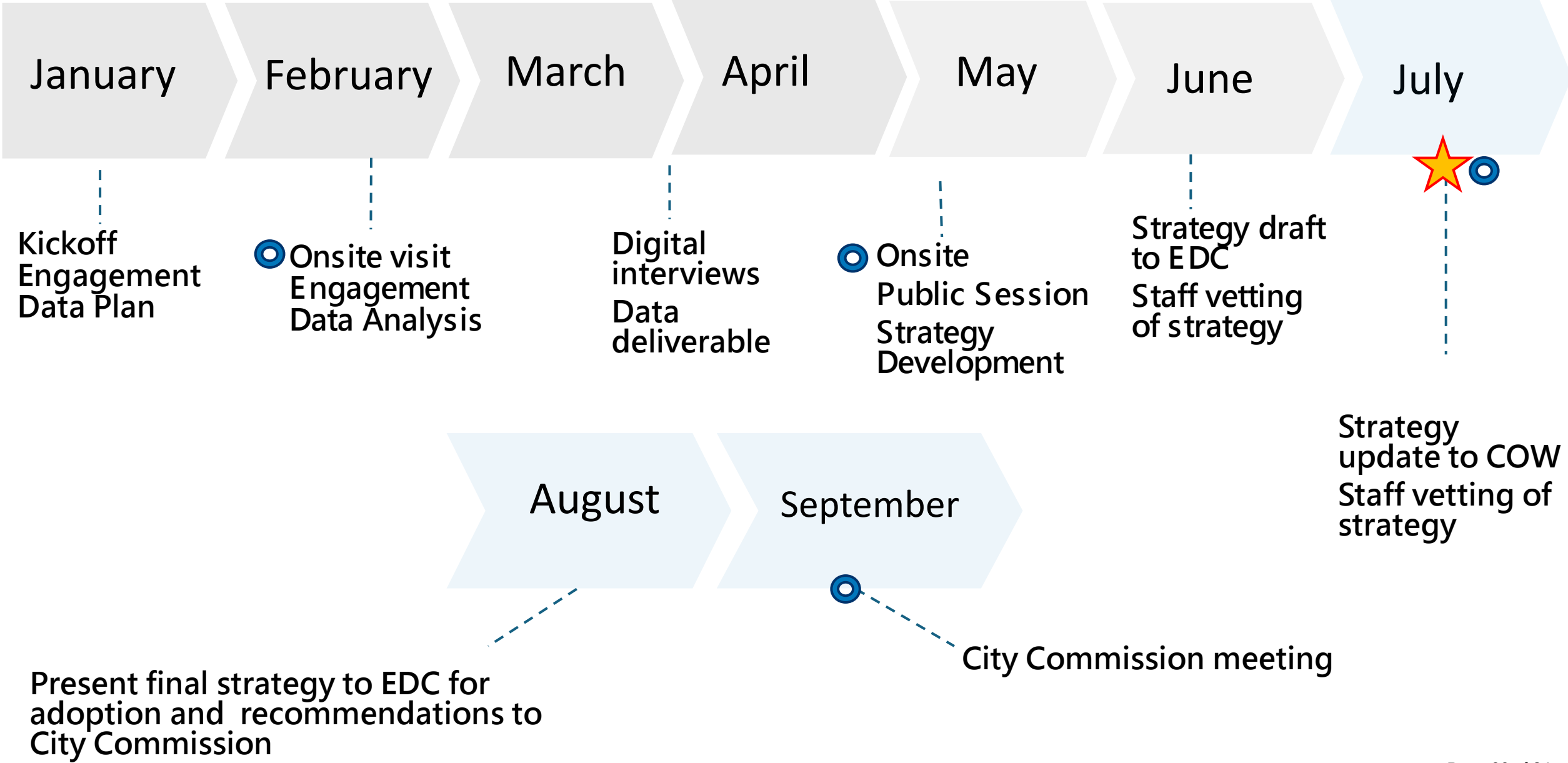
“Economic development promotes economic well-being and improves the quality of life in communities by creating and retaining jobs, enhancing wealth, and providing a stable tax base. Equitable economic development is achieved when every member of a community is able to share in and benefit from economic growth.”

International Economic Development Council

Timeline and Process

 Site Visit

 Current place in timeline





Economic Development Strategy

Vision

“The City of Kalamazoo is a...

thriving city for inclusive growth,
attracting talent, catalyzing
innovation, and fostering vibrant
neighborhoods.”

What We Learned:

Data, Engagement, Outreach

Areas of Strength

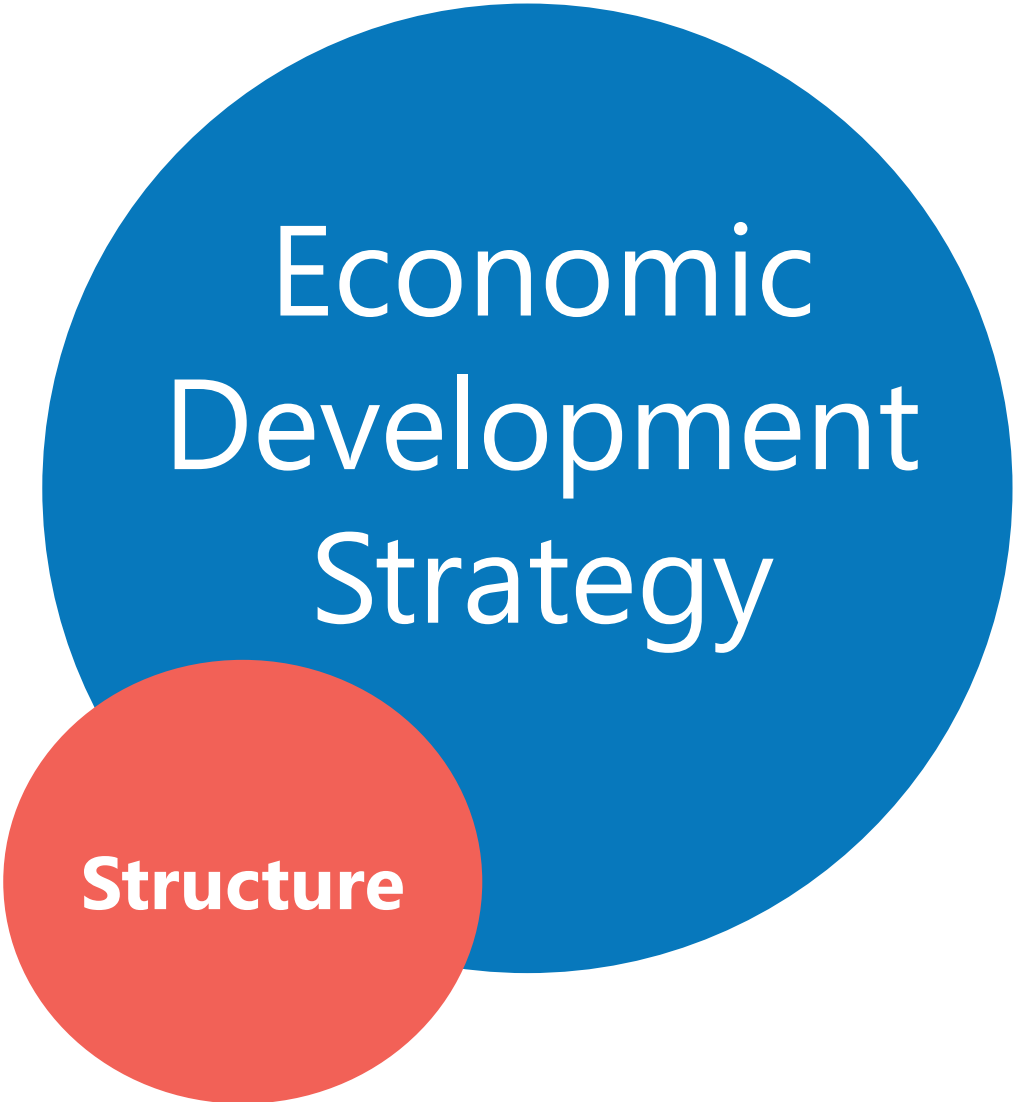
Community Development

- Placemaking
- Neighborhood Advocacy
- Citizen Engagement
- Quality of Life

Areas for Improvement

Economic Development

- Business Retention and Expansion (BRE)
- Business Attraction
- Targeted Industries Growth
- Workforce Development
- Business-Friendly Mindset



The diagram features a large blue circle on the left containing the text 'Economic Development Strategy'. A smaller red circle is positioned at the bottom left, overlapping the blue one, and contains the word 'Structure'. To the right of the blue circle, two yellow curved arrows point downwards towards the 'Goals' and 'Outcomes' sections. Further right, the words 'Goals', 'Outcomes', 'Strategies', and 'Measures' are listed vertically, each followed by a descriptive sentence.

Economic Development Strategy

Structure

Goals

Big ideas, concepts that are important to shape the strategy

Outcomes

What will change if we succeed?

Strategies

Projects, programs, initiatives to achieve the desired outcomes

Measures

Metrics to track progression and gather feedback to make adaptations



Economic
Development
Strategy

Goals

Big ideas, concepts that
are important to shape
the strategy

Foster the Business Environment, Target Markets, and Entrepreneurship.

Support a thriving business climate, attract businesses in key sectors, and nurture start-ups and small businesses through resources, mentorship, and financial assistance.

Strengthen Neighborhoods.

Improve quality of life in neighborhoods through comprehensive support, infrastructure investments, and community engagement.

Advance Conditions for Growth.

Plan proactively for future growth by securing strategic land, enhancing infrastructure, and ensuring equitable development.

Improve the Downtown Experience.

Transform downtown into a vibrant, inclusive, and welcoming space for residents and visitors through mixed-use development and cultural enhancements.



Economic
Development
Strategy

Outcomes

What will occur if we
succeed?

Business Environment, Target Markets, Entrepreneurship

- Increased **business formation** and sustainability.
- **Expanded base** of targeted industries and growth of existing businesses.
- Diversified tax base through attraction of **emerging sectors**.
- **Enhanced resources, mentorship,** and financial assistance for start-ups and small businesses.
- The **relaunch of business resources** with distinct application processes and expectations.

Advance Conditions for Growth

- **Improved transportation** and utility infrastructure.
- **Zoning changes** that support mixed-use development.
- **Proactive property acquisition** to gain site control in strategic locations.
- **Avoiding displacement** in the development process through commercial cooperatives, community investment trusts, and community land trusts.
- **Streamlined and consistent** development processes.

Strengthening Neighborhoods

- **Increased connectivity** and better coordination with neighborhood associations.
- **Development of multifamily housing** with access to complete streets and amenities
- **Continuation of infrastructure investments** that connect downtown to neighborhoods (sidewalks, bike lanes, wayfinding).

Improving Downtown Experience

- The attraction and growth of **diverse retail and entertainment** options.
- **Increased mixed-use housing** close to employers.
- Expansion of cultural and **family-friendly attractions**.
- **Active land assembly** for development and communication with property owners about vision.

Implementation of the Strategy

City

Planning: Land use regulations, zoning, permits and approvals.

Policy and Assistance: neighborhood development programming, façade improvement, and grant administration.

Community-Based Development: aspiration projects, parks and greenlets, transportation.

Economic Development Ecosystem Network Connector

Stakeholder Groups

Education and Workforce Development

Civic/Social Support Efforts

Community Support Entities

Poverty Reduction Organizations

Small Business Development and Entrepreneurship

High Growth Business and Succession Planning

Public – Private Partnerships: Current Gaps or Weakness

Physical Development:

Citywide redevelopment, financing and site development, housing, retail, commercial, office, and industrial, public facilities.

Citywide Place-Making:

Infrastructure, downtown Kalamazoo, planning and promotion, safety and services, streetscape.

Business Development

- Messaging
- Investor outreach
- Sites and building marketing
- BRE small to medium size businesses
- Business attraction citywide
- Business and industry research
- Economic development marketing of Kalamazoo
- Talent attraction



Economic Development Strategy

Tracking Progress

- Identify new, intentional set of metrics to monitor the strategy progress
- Share the process of collecting metrics with partners where appropriate
- Report out on metrics on an annual basis and adapt policy/programs based on findings
- Use metrics to inform City leadership, the public and businesses



Economic Development Strategy

Feedback

- After today, email Jerrid at burduej@kalamazoocity.org by July 26th with additional thoughts and comments.

Next Steps

July

Feedback from Commission

Write full report, expand on strategy

Continue to vet with staff

August

Present final strategy to EDC for recommendations to City Commission

Incorporate feedback from EDC

Discuss implementation with partners

Finalize report document

September

City Commission meeting

Finalize report

Begin ongoing communication and roll-out

Incorporate into IK 2035

Summary of the City of Kalamazoo's Open House Engagement Activity

Background

On May 8, the City of Kalamazoo hosted an open house for the community in an effort to share progress on their current strategy development work. The open house also served as a forum for the City to gather feedback from community members. Attendees were asked to consider a variety of statements about the City of Kalamazoo. Using stickers, the attendees were then asked indicate if they agreed or disagreed with the statement and to what level. The following pages summarize these rankings.

Please note that stickers were regularly placed in between rankings so the counts are somewhat subjective. For transparency, a note explaining the sticker distribution is included under each statement.

The open house also asked attendees to leave comments. We have included a sample of these comments in three "Comments from the Community" sections. Not all of the comments collected during the open house are included in these sections. Comments were excluded for several reasons including legibility, duplication, and relevancy.

Key Takeaways from Public Participation

Topic 1: Business Vitality

- The majority of participants do not believe finding resources to start a business is straight forward in the City of Kalamazoo.
- Participants are divided on whether the City has a diverse economic base with many employment opportunities.
- Several comments on this topic state that the City struggles to communicate effectively and provides inconsistent support for local businesses.

Topic 2: Quality of Life

- Most participants are proud of the City and enjoy the entertainment options it provides.
- Most participants believe the City needs to improve its walkability.
- The comments from this topic highlight several safety concerns related to the downtown area.

Topic 3: Vision and Leadership

- Overall, the open house attendees believe the City of Kalamazoo does not have a clear economic development vision and struggles to prepare residents to enter the labor force.
- Most participants agree that the city has some resources and expertise to advance economic development. However, related comments indicate that accessing this expertise can be challenging if not impossible.

STATEMENT 1.1: It is straightforward to find resources for how to start a business in the City of Kalamazoo.

Participant Ranking by Sticker Count

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
5	12	8	5	0

Note on participant ranking: All the strongly disagree stickers were placed between *Strongly Disagree* and *Disagree*. Three of the *Agree* stickers were between *Agree* and *Strongly Agree*

STATEMENT 1.2: The city has a diverse economy with many businesses providing employment opportunities.

Participant Ranking by Sticker Count

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
2	12	0	15	0

Note on participant ranking: Seven of the *Disagree* stickers were placed between *Disagree* and *No Opinion*. Ten of the *Agree* stickers were between *No Opinion* and *Agree*.

STATEMENT 1.3: The City of Kalamazoo is business-friendly and welcoming to new ideas.

Participant Ranking by Sticker Count

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
0	7	4	17	0

Note on participant ranking: Seven of the *Agree* stickers were placed between *Agree* and *Strongly Agree*. Four of the *Disagree* stickers were between *Disagree* and *No Opinion*

COMMENTS FROM THE COMMUNITY

- "The businesses that are supported most by the city are larger employers and industries."
- "While resources exist to support smaller and start up businesses, there still are not enough financial, technical, and neighborhood-based resources to truly incubate these types of opportunities."
- "The City supports businesses depending on who, what, and where they are or want to be located."
- "Kzoo seems very intent on encouraging economic development. My perception is that development in the city is sporadic. Small businesses come and go (especially restaurants) Larger employers seem to focus more on expanding in surrounding communities/suburbs."
- "I believe the city would benefit by a more balanced approach with businesses. In my experience, the building department and fire marshal have too much influence and interaction with brick-and-mortar businesses; the cornerstone of local economies. Also, financial incentives are far too low."
- "I have used the City website to gather information about starting a business."
- "Many resources but communication falls short"
- "There are a lot of resources but If I were just starting out, I wouldn't know where to start."
- "There should be a one stop center for start ups and resources to grow a business versus all of the groups we have today. Doesn't feel cohesive and it's confusing."
- "We are pretty reliant on a few big companies and industries"
- "Nice diversity of businesses. Redesign for walkability will be great for downtown and street level businesses."
- "Definitely welcoming to new ideas and could be more business-friendly with less restrictive zoning."

STATEMENT 2.1: I can access goods and services within my neighborhood or adjacent neighborhood.

Participant Ranking by Sticker Count

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
2	8	1	14	5

Note on participant ranking: All of the *Strongly Disagree* stickers were placed between *Strongly Disagree* and *Disagree*.

STATEMENT 2.2: Entertainment and amenities are available in the City of Kalamazoo that fit my demographic.

Participant Ranking by Sticker Count

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
3	3	0	20	7

Note on participant ranking: Cluster of stickers between stating near *Agree* and continuing to *Strongly Agree*.

STATEMENT 2.3: The City of Kalamazoo has opportunities to travel safely by bike, vehicle, or foot across different neighborhoods.

Participant Ranking by Sticker Count

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
1	11	14	6	0

Note on participant ranking: Tight cluster of stickers distributed along the line between *Disagree*, *No Opinion* and *Agree*.

STATEMENT 2.4: I go to downtown Kalamazoo when I am searching for culture, arts, and entertainment.

Participant Ranking by Sticker Count

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
1	3	5	15	10

Note on participant ranking: Tight cluster of stickers distributed along the line between *Agree* and *Strongly Agree*

STATEMENT 2.5: I am excited to have visitors in town and showcase Kalamazoo’s businesses, attractions, and entertainment opportunities.

Participant Ranking by Sticker Count

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
0	3	7	16	7

Note on participant ranking: Tight cluster of stickers distributed along the line between *Agree* and *Strongly Agree*

COMMENTS FROM THE COMMUNITY

- "Walkability could be improved especially between neighborhoods. Many sidewalks are damaged or stop and start. Many of the larger roads do not have enough pedestrian crossings. Particularly W. Maine and Drake area. Crossing should be better coordinated with metro bus stops."
- "Walkability to and from neighborhoods is not great."
- "Crossing W. Maine, south to north, in Westwood requires going out of your way by a considerable distance."
- "It is easy to get around by car. Much less safe and easy to get around walking and biking."
- "We need more lunch options. Fresh salads"
- "I would love to see a higher level of support for the organically grown arts community in Kalamazoo. While I don't have a grand idea for a booming, multi-million-dollar business, I do know that those big businesses need to attract talent. A vibrant entertaining arts community does that. I also believe Kzoo is on the cusp of and has all the ingredients to be a destination city for performing arts. This would be an economic boost in itself."
- "More events downtown. We should have a Christmas/Holiday Market like Grand Rapids."
- More mixed-use businesses inside neighborhoods. If an aspiring business owner could diversify their income by buying a storefront with an apartment above either for renting or for living in, they could feel more comfortable taking the risk. Also, this would encourage walkability."
- "Mixed use business/housing in neighborhoods."
- The business mix in Kalamazoo is impressive—however where these businesses are is a challenge. More neighborhood-based business development in childcare, services such as home maintenance, and auto repair. Also, more pipeline development for talent. Consider using Talent Pipeline Management (TPM) to organize businesses in these areas."
- "It would be cool to see more entertainment/things to do around Kalamazoo. Also, this should be communicated out more. I don't really know of much to do besides food places around."
- "There are many bike lanes and sidewalks, though safety is still an area that needs work. I am proud of the street improvements in the past few years. New crossings are not being abided by drivers. Crossing by foot can take over 10 minutes due to no opening to cross the road. Cycling is safer though more work needs to be done."

STATEMENT 3.1: There is a bold, well-established vision for economic development in the city.

Participant Ranking by Sticker Count

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
9	13	6	3	1

Note on participant ranking: Tight cluster of stickers between *Disagree* and *Strongly Disagree*

STATEMENT 3.2: The economic development and workforce system prepares its residents for relevant and meaningful employment.

Participant Ranking by Sticker Count

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
0	14	12	2	0

Note on participant ranking: Most stickers were clustered between *No Opinion* and *Disagree*

STATEMENT 3.3: There is expertise in the following subjects to advance Kalamazoo's economic development.

- Brownfield remediation
- Structuring complex financial deals
- Recruitment of new businesses
- Streamlining the development process

Participant Ranking by Sticker Count

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
0	9	11	8	0

Note on participant ranking: Tight cluster of stickers distributed along the line between *No Opinion* and *Agree*.

STATEMENT 3.4: The City provides clear and relevant information about upcoming projects or opportunities for businesses.

Participant Ranking by Sticker Count

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
3	9	7	11	0

Note on participant ranking: Four stickers were between *Agree* and *Strongly Agree*.

STATEMENT 3.5: There is a clearly defined marketing message about the advantages of establishing a business in the City of Kalamazoo.

Participant Ranking by Sticker Count

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
7	12	7	2	0

Note on participant ranking: Large cluster of stickers distributed along the line between *Disagree* and *Strongly Disagree*

COMMENTS FROM THE COMMUNITY

- "Certain businesses receive information early. By the time it's on the website, the funds are gone."
- "What does Kzoo want its identity to be?"
- "There should be more outreach to high schoolers that want to a business."
- "How you can you make the message more known to the youth (8th-12th)"
- "Remove roadblocks to development and unnecessary code restrictions."
- "Allow businesses within neighborhoods to expand."
- "There is a plethora of knowledge and talent right here."
- "I can see where you want to go, but there's no map."
- "There is a bold vision, but the paths, processes, and especially the way for residents, developers etc. to get engaged—that part isn't clear."
- "Yes, there is expertise and there are also so many barriers that it can't always be activated."
- "I have noticed resources around, but they can be harder to find and clouded down by lack of explanations and open availability"