

Agenda

Economic Development Corporation

Board of Directors

City of Kalamazoo



Thursday, September 19, 2024

7:45 AM

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

A. CALL TO ORDER/ROLL CALL

B. ADOPTION OF FORMAL AGENDA

C. APPROVAL OF MINUTES

1. Approval of the minutes from the meeting of the Economic Development Corporation held at the regular Board meeting on August 15, 2024. **(Action: Motion to Approve) - Voice Vote**

D. PUBLIC COMMENTS

E. DIRECTOR COMMENTS

F. NEW BUSINESS

1. Approval of a recommendation to the City Clerk's Office for a 1-year approval of the Adult Use Retailer Permit to Kalamazoo Gallery Inc. DBA Herbana. **(Action: Motion to Approve) - Roll Call Vote**
2. Approval of the 2025 EDC Budget **(Action: Motion to Approve) - Roll Call Vote**
3. Nomination and Approval of New Officer Positions for Chair, Vice Chair, and Treasurer/Secretary Effective October 1, 2024 **(Action: Motion to Approve) - Voice Vote**
4. Adoption and Recommendation to City Commission of the Economic Development Strategy 2024 **(Action: Motion to Adopt and Recommend to City Commission) - Roll Call Vote**

G. UNFINISHED BUSINESS

H. COMMUNICATIONS AND ANNOUNCEMENTS

1. Imagine Kalamazoo 2035 (IK35)

I. STAFF REPORTS AND UPDATES

J. ADJOURNMENT

**CITY OF KALAMAZOO
ECONOMIC DEVELOPMENT CORPORATION BOARD MEETING
Thursday, August 15, 2024
Community Planning and Economic Development
245 N. Rose Street, Kalamazoo, MI 49007**

MEMBERS PRESENT: Jason Novotny; Sharon Ferraro; Lucas Middleton; Rachel Bair; Kevan Hess; Kyle Gulau

MEMBERS ABSENT: Torean Greeley; Alonzo Wilson; Michael Gurnee; Andrew Schipper; Nathan Bolton

CITY STAFF PRESENT: Jamie McCarthy (Sustainable Development Coordinator); Jerrid Burdue (EDC Liaison/Neighborhood Business & Special Projects Coordinator); Jessica Wood (Attorney, Dickinson Wright); Logan Mulholland (Consultant, Fishbeck); Jared Chambers (Business Specialist); Heidi Waffle (Brownfield Project Assistant); Antonio Mitchell (CPED Director); Chelsie Downs-Hubbarth (Community Investment Manager)

Meeting was called to order at 7:47 AM by Chair Hess.

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

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

Mr. Burdue shared the contingency section of the approval of New Business Item F-2 could be removed, as the business had addressed the deficiencies prior to the meeting.

APPROVAL OF MINUTES: Director Ferraro moved approval of the minutes from the meeting of June 20, 2024; seconded by Director Middleton. Motion approved by voice vote unanimously.

PUBLIC COMMENTS

None.

DIRECTORS' COMMENTS

None.

NEW BUSINESS

1. Approval of the Second amendment to the Approved 2024 Economic Development Corporation Budget.

Mr. Burdue shared information regarding a budget amendment to allow for additional meetings with Camoin Associates on the Economic Development Strategy. The additional costs are \$10,045. He said

they received a \$50,000 MEDC Redevelopment Ready Community technical assistance grant, which the city applied to this project. They would remain under budget if this amendment was made.

Director Novotny moved approval of the Second amendment to the Approved 2024 Economic Development Corporation Budget; seconded by Director Bair.
A roll call vote was taken, and the motion passed unanimously.

2. Approval of a recommendation to the City Clerk's Office for a 1-year approval of the Adult Use Retailer Permit to 2233 N Burdick Inc DBA Levels Cannabis, contingent on the Applicant correcting the zoning deficiencies by replacing four shrubs and one tree by August 31, 2024. If the Applicant fails to correct the deficiencies by August 31, 2024, then the recommendation is approval of a 90-day probationary renewal.

Mr. Burdue shared the business is only eligible for a one-year approval due to filing their personal property tax statement late.

Director Middleton moved approval of a recommendation to the City Clerk's Office for a 1-year approval of the Adult Use Retailer Permit to 2233 N Burdick Inc DBA Levels Cannabis, contingent on the Applicant correcting the zoning deficiencies by replacing four shrubs and one tree by August 31, 2024. If the Applicant fails to correct the deficiencies by August 31, 2024, then the recommendation is approval of a 90-day probationary renewal; seconded by Director Ferraro.
A roll call vote was taken, and the motion passed unanimously.

3. Approval of a recommendation to the City Clerk's Office for a 2-year approval of the Adult Use Retailer Permit to Nirvana Kalamazoo, LLC, contingent on the Applicant correcting the zoning deficiencies by replacing the doors on the dumpster enclosure by August 31, 2024. If the Applicant fails to correct the deficiencies by August 31, 2024, then the recommendation is approval of a 90-day probationary renewal.

Mr. Jerrid Burdue shared they are eligible for a two-year renewal. The only deficiency that needs to be corrected is the zoning issue regarding the dumpster enclosure.

Director Ferraro asked about the location of the listed manager, which stated an Arizona address. Cole Deanda, Nirvana representative, explained the owner is not a resident of Michigan.

Mr. Deanda explained they are addressing the items of deficiencies, and the gates should be on by Monday.

Director Middleton moved approval of a recommendation to the City Clerk's Office for a 2-year approval of the Adult Use Retailer Permit to Nirvana Kalamazoo, LLC, contingent on the Applicant correcting the zoning deficiencies by replacing the doors on the dumpster enclosure by August 31, 2024. If the Applicant fails to correct the deficiencies by August 31, 2024, then the recommendation is approval of a 90-day probationary renewal; seconded by Director Novotny.
A roll call vote was taken, and the motion passed unanimously.

4. Approval of a recommendation to the City Clerk's Office for a 1-year approval of the Adult Use Retailer Permit to J Elias Management Inc., DBA Puff Kalamazoo.

Mr. Burdue shared the business is only eligible for a one-year approval due to filing their personal property tax statement late. Mr. Chambers added this business is at silver-level status, so they are only eligible for a one-year approval anyways.

Director Middleton moved approval of a recommendation to the City Clerk's Office for a 1-year approval of the Adult Use Retailer Permit to J Elias Management Inc., DBA Puff Kalamazoo; seconded by Director Novotny.
A roll call vote was taken, and the motion passed unanimously.

5. Approval of a recommendation to the City Clerk's Office for a 2-year approval of the Adult Use Grower Class C (4) Permits to sweet Cut Grow, LLC.

Mr. Burdue shared staff is recommending a two-year approval.

Director Novotny moved approval of a recommendation to the City Clerk's Office for a 2-year approval of the Adult Use Grower Class C (4) Permits to sweet Cut Grow, LLC; seconded by Director Ferraro.
A roll call vote was taken, and the motion passed unanimously.

UNFINISHED BUSINESS

None.

COMMUNICATIONS AND ANNOUNCEMENTS

Attorney Wood explained a very recent supreme court case regarding recommending bodies and open meetings act. The ruling has been remanded, but for the time being the EDC board will pause moving Cannabis approval items to a consent agenda.

STAFF REPORTS AND UPDATES

1. 2024 Quarterly Budget Report

Mr. Burdue shared information on the budget, as found in the agenda packet.

Director Gulau asked if there has been any interest in the loans. Mr. Burdue said slight interest and that there have been considerations of using it for businesses impacted by construction. He said the main objective of the loan is job creation and they are discussing whether that extends to job retention. They are internally working through these issues.

Director Gulau asked if the \$500,000 loan has a renewable source of income. Mr. Burdue said it is a revolving loan, and so it will come back into the funds. Director Gulau asked over what timeframe. Ms. Downs-Hubbarth shared it would be in the account in the next budget year and explained the upcoming changes in how this loan will be reflected in the EDC budget.

Director Gulau said the changes of how this loan will be budgeted gives them an opportunity to restructure the program so the money will actually be used. He asked when the last time was this loan was used. Ms. McCarthy shared last year a loan was done with 215 E Michigan.

Chair Hess asked what is the timeframe on the loans from when they are applied for and when they are granted. Ms. Downs-Hubbarth was not sure, but she said it does take awhile as there is a personal guarantee involved.

2. 2025 Budget Planning

Mr. Burdue shared information on items they are looking to add to the 2025 budget, including: EDC branding, website services, business and talent attraction for the City, marketing and promotion of the City, Salesforce training, and implementation of the Economic Development Strategy.

Director Bair asked about the work of marketing and promoting the City, as well as the business and talent attraction, and how the EDC Board's work in those areas would align with or duplicate other entities that are doing that work. Mr. Burdue explained Southwest Michigan First exists as a regional partner and does not market directly for the City of Kalamazoo, so this could be more specific for business attraction in that aspect. In terms of potential partnership with the DDA or DEGA, they are focused on retail in the downtown, so the EDC Board could find ways to promote retail not just downtown, but city-wide. He said another partner that they will really want to engage with is Discover Kalamazoo and the great efforts they're doing. They are more-so attracting visitors to the county and city, but there is shared overlap.

Director Bair asked if this is a recommendation emerging from Camoin Associates' work on the Economic Development Strategy. Mr. Burdue said that is correct.

Director Gulau alluded to Mr. Burdue's comment on the strengths of the EDC that can be leveraged and asked what are their strengths. Mr. Burdue said it is not so much looking at the strengths of the EDC, but the City of Kalamazoo in general. He will lean on Camoin Associates for the strengths they come out with for the strategy. He mentioned the Kalamazoo Promise and zoning changes. He understands there are still improvement that need to be done to continue to be business friendly.

Director Gulau said as he looks at the list, he is excited about these things. He said when talking to other people in the community, it seems like one of the general issues is a perception problem with Kalamazoo and people coming downtown. He said when talking about marketing and website work, that it is cool they are thinking about moving that direction, as it might start solving a problem that is easily identifiable in a two-minute conversation with someone on the Kalamazoo Mall. He acknowledged the budget amounts are subject to change, but asked what type of amount they are thinking of to address some of these issues. Mr. Burdue shared potential amounts for the 2025 budget items that will be presented in a draft budget in September.

3. Kalamazoo Social Equity Cannabis Chamber Update

Mr. Burdue shared they are looking to have Rebecca Colett, Detroit Cannabis Project, give a virtual or in-person update presentation at the October board meeting.

4. Economic Development Strategy Update

Mr. Burdue shared the draft should be presented in September. In place of a focus group he had originally emailed directors about, they are going to send a report out to the group and directors can send their comments back or meet with Mr. Burdue to discuss one-on-one. They are looking at City Commission approval at their first meeting in October.

ADJOURNMENT: Meeting was adjourned at 8:12 AM by Chair Hess.

Signature

Printed Name/Chair

Heidi Waffle/Recording Clerk

INTER-OFFICE MEMO

To: The Economic Development Corporation Board of Directors

From: Jared Chambers, Business Specialist

Date: August 14, 2024

Re: Adult Use Retailer Permit Renewal for Kalamazoo Gallery Inc. DBA Herbana

The City Clerk's Office has requested that the Economic Development Corporation (EDC) Board of Directors evaluate the *Marihuana Facility Permit Renewal Application* submitted by: Kalamazoo Gallery Inc. DBA Herbana for its facility at 2705 W Michigan Avenue and that the EDC Board provide a recommendation regarding the renewal of this permit. The City Operating Permit, issued on October 1, 2023, is scheduled to expire on September 30, 2024, and must be renewed before its expiration for the facility to continue operating. The applicant has submitted the required renewal application and the annual permit fee. Below is the ordinance language that describes the specific role and responsibilities of the EDC in this process:

§ 20B-12

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

1. The Staffing plan for the business which describes the actual number of employees, including the number and type of jobs that the facility has created, and the amount and type of compensation (including benefits) paid for such jobs;
 - Herbana has 16 employees.
 - 1 General Manager, earning \$26.20/hour.
 - 3 Managers, earning \$22/hour.
 - 1 Manager, earning \$20.50/hour.
 - 1 Manager, earning \$18/hour.
 - 1 Manager, earning \$17/hour.
 - 3 Consultants, earning \$16/hour.
 - 6 Consultants, earning \$15/hour.
2. An explanation, with supporting factual data, of the economic benefits to the City and the job creation for local residents achieved by the business, results of efforts for community outreach and worker training programs;
 - Herbana donated 40 pounds of food to the Gospel Mission.
 - They donated 43 pounds of food to Loaves & Fishes
 - They donated 3 bags of clothing, diapers, and baby wipes to the Kalamazoo Dream Center.
 - They have added 2 net-new jobs and converted 2 part-time to full-time roles, with 100% of all positions going to Kalamazoo residents.

- \$4,996 Donation to the Kalamazoo Community Foundation.
 - \$4,996 Donation to Loaves & Fishes
3. An explanation, with supporting factual data, of the efforts and success achieved by the social equity plan of the business to promote and encourage participation in the marihuana industry by local residents that have been disproportionately impacted by marihuana prohibition and enforcement, and the positive impact of the social equity plan on local residents;
 - Herabana received a grant from the CRA, that they are using to do volunteer work with neighborhood organizations.
 - They have reached out the the Black Arts & Cultural Center a few times, but have not heard back. They also reached out to NACD who declined to be affiliated.
 4. A statement that the business is not in default to the City for any property tax, special assessment, utility charges, fines, fees, or other financial obligation owed to the City;
 - Herbana is not in default to the City.
 5. A statement that the hiring and public accommodation practices of the facility conform to the City's Nondiscrimination Ordinance provisions and documentation of the total number of employees broken out by managerial and operational employees, number of women, and number of minority employees and number of employees disproportionately impacted by marihuana prohibition and enforcement.
 - They assert compliance with the City's Nondiscrimination Ordinance.
 - 2 managers and 3 consultants are black.
 - 3 managers and 4 consultants are women.
 - 3 employees with 3 years at the store.
 6. A statement, with supporting documentation, providing answers to the following questions:
 - a. How many City residents do you currently employ?
 - 16 employees are City residents.
 - b. How many current employees reside in Census Tracts 1 (Eastside); 9, 10 (Edison), and/or 2.02,3 (Northside)?
 - 1 employee resides in the Eastside neighborhood.
 - c. What is your plan to employ residents of the identified census tracts?
 - Herbana continues to recruit in these areas, focusing on word-of-mouth.
 - d. How many of your employees have prior marihuana convictions (excepting a conviction for delivery or distribution to a minor)?
 - 0-3 (3 prefer not to say)
 - e. What is your plan for employees with a prior marihuana conviction to move up within your business and/or the marihuana industry?
 - Herbana continues to recruit in these areas, focusing on word-of-mouth.
 7. Proof that the marihuana business has received recognition and maintains the status as a Silver Level Social Equity All-Star or better with the Michigan Cannabis Regulatory Agency.
 - Herbana is at the Silver Level.

Please see the attached Marihuana Renewal Application Checklist, completed by City staff to verify if all ordinance requirements have been met.

The City Clerk has verified that the applicant has no outstanding financial obligations to the City, and there have been no complaints to the City Manager regarding compliance with the City's anti-discrimination ordinance. The facility has passed its City Fire & Zoning inspections. The applicant has met all the requirements for renewal.

RECOMMENDATION

Staff recommends that the EDC Board recommend to the City Clerk's Office a 1-year approval of the Adult Use Retailer Permit to Kalamazoo Gallery Inc. DBA Herbana.

ATTACHMENTS

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

Economic Development Corporation (EDC)
Proposed 2025 Budget

Revenues	2025 Proposed Budget	2025 Itemized	2025 Notes
Interest on Investments	\$1,000.00		
Reimbursements	\$0.00		
Application Fee Revenue	\$5,000.00		
Bond Issue Revenue	\$0.00		
Contribution from General Fund - Marijuana Equity Transfer	\$322,817.00		
Contribution from Economic Initiative Fund, if EIF loans are approved	\$0.00		Not including in budgets going forward
Total Revenue	\$328,817.00		

Expenses	2025 Proposed		2025 Notes
Base Pay - Full Time - Exempt	\$40,656.00		
Staff Benefits	\$12,720.00		
Office Supplies and Forms	\$500.00		
Postage	\$100.00		
Professional Development	\$4,500.00		
Loan Expense-if EIF loans are approved	\$0.00		Not including in budgets going forward
Professional and Contractual Services	\$355,000.00		
		\$300,000.00	Detroit Cannabis Project Contract
		\$5,000.00	Salesforce Updates & Integrations
		\$50,000.00	Economic Development Strategy Implementation
			(Possible Expenses: Business and talent attraction packets, workforce development plan, marketing of city owned properties, program evaluation/program planning)
Legal Services	\$40,000.00		
Advertising	\$4,000.00		Marketing and Printing of Attraction Packets
Administrative Fees	\$7,239.00		
Other Operational	\$5,000.00		Vehicle lease share with BRA
Memberships & Subscriptions	\$3,000.00		Group MEDA membership and training
Total Expense	\$419,339.00		
Revenue over (under) expenditures		-\$90,522	

ECONOMIC DEVELOPMENT STRATEGY

CITY OF KALAMAZOO

2024



ACKNOWLEDGMENTS

Thank you to the following organizations for their support in the preparation of the City of Kalamazoo Economic Development Strategic Plan.



The City of Kalamazoo is the county seat of Kalamazoo County and home to over 70,000 residents. The Community Planning & Economic Development Department (CPED) oversees land use and planning, housing program, historic preservation, economic vitality and the enforcement of codes and ordinances. The Economic Development Corporation (EDC) is the governing board of a special purpose corporation to provide financing and other assistance for commercial and industrial development projects.



MEDC awarded the City of Kalamazoo a RRC Technical Assistance grant to support the creation of this strategy. MEDC delivers tailored assistance to invest and expand your operations and workforce in Michigan communities. Through collaboration with more than 100 partners, we have tools and resources to support businesses at any stage of growth. No matter your business size, industry, or your community needs, the MEDC's programs and local and regional partners have resources to help. MEDC provided funding through Redevelopment Ready Community initiative.



Camoin Associates has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com.

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1 INTRODUCTION

Economic development is an endeavor that is based in collaboration, building partnerships, and recognizing what roles are best suited to be played by partners in the larger ecosystem. The City of Kalamazoo's Economic Development Strategy encompasses economic development activity undertaken by the City along with the activities of many public, private, non-profit, and philanthropic partners throughout Kalamazoo.

This strategy is inclusive of the wider economic development system, where each partner has a part to play in achieving the shared vision.

Developing an economic development strategy for the City of Kalamazoo began with renewing the city's status as a Redevelopment Ready Community (RRC) in Michigan. Achieving RRC certification allows communities access to funding opportunities that are unavailable to non-certified municipalities. Recognizing this advantage, the State of Michigan and the City provided financial support to create a plan to attract investment, expand the tax base, and generate jobs that provide opportunities for wealth creation.

This economic development strategy strongly emphasizes community wealth building, leveraging the successes of the Shared Prosperity Kalamazoo (SPK) efforts. The plan ensures that recommendations are aligned with and enhance the interests and priorities of SPK and other community-related activities. This aligns with the evolving field of economic development across the country. Once an area that relied on measuring success solely with private sector investment and new jobs added to the economy, today's economic development measures of success are based on a broader set of metrics that tell the story about the quality of jobs, the overall health of the community, and diversifying the economic base.

As decisions are made over the next five years based on this strategy, it is imperative to maintain an approach to economic development where neighborhoods are not pitted against downtown or the city against the region. While it is advantageous to take a place-based approach where investments are based on the unique circumstances of a corridor or neighborhood, each investment must tie back to a shared vision for the city. This unified approach will yield the greatest economic gains for the most people.

Economic Development Vision for the City of Kalamazoo



"The City of Kalamazoo is a...

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

Setting the Context for “Equitable Economic Development.”

The City of Kalamazoo is steadfast in its commitment to pursuing ambitious goals in its economic development efforts. The city recognizes the importance of creating a thriving economy that benefits all its residents and is dedicated to implementing strategies that drive substantial and inclusive growth.

At the heart of Kalamazoo's approach is a strong focus on equitable economic development and community wealth building. The city's highest priority is ensuring that economic growth translates into real opportunities for its residents, allowing them to share in the prosperity of development. Kalamazoo aims to create a more inclusive and thriving community by prioritizing these values.

There are many ways to define equitable approaches to economic development. For clarity and consistency, the City operates with the definition put forth by the International Economic Development Council (IEDC), which published the following:



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*



Transformation in action.

Several transformational projects are underway within the city that will impact Kalamazoo's economic landscape. This strategy accounts for the current conditions and anticipates how these investments will yield opportunities for related economic growth. Two notable projects are noted below.

- **Sports and event center**—A privately funded multi-use event center is slated to come to the city in 2028. The space will be 380,000 square feet on Kalamazoo Avenue and include an ice rink, two basketball courts, community space, parking, and an event hall. It will also be the home to Western Michigan University's women's and men's basketball and hockey teams. The developer anticipates that the facility will bring in 55,000 annual attendees and 800,000 people downtown and infuse nearly \$54 million into the local economy.
- **Investments in transportation**—Over the next four years, select streets will be converted from one-way to two-way. This includes Michigan Avenue, Kalamazoo Avenue, Ransom Street, South Street, Lovell Street, and West Main Street. The work is also slated for full completion by 2028. The construction will be phased over the next four years.

2 ESTABLISHING ECONOMIC DEVELOPMENT GOALS

The Economic Development Strategy is built on four goal areas that encompass activities that will drive equitable economic development in the City of Kalamazoo. Each goal area contains descriptions of strategies that outline projects, programs, or approaches to achieving the city's desired outcomes. Anticipated outcomes from the strategies are found on page 31. Pages 6-11 provide an overview and the priorities for each goal area and how they contribute to the overall strategy.

1.

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.

2.

Strengthen Neighborhoods and Community Connections.

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

3.

Advance Conditions for Growth.

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

4.

Improve the Downtown Experience.

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

GOAL 1 OVERVIEW

Foster the business environment, target markets, and entrepreneurs.

A healthy business climate requires ongoing nurturing and constant engagement with business and trained economic development professionals who can provide insights to policymakers and inform the public on market trends and strategies for growth.

A feedback loop between the city government, institutions, nonprofits, and the business community enables proactive responses to emerging issues, timely support, and adaptable strategies that meet the evolving needs of small and medium-sized businesses (SMBs). This approach fosters a dynamic business environment where policies are continually refined based on real-world experiences.

Attracting businesses that align with the city's strengths creates a cycle of growth, where successful enterprises support each other, enhance the city's reputation, and draw in more investment. This begins with defining the city's unique competitive assets and distinguishing Kalamazoo from other Southwest Michigan locations. To expand economic opportunities across neighborhoods, delivering consistent and frequent messaging through digital and in-person channels is essential.

Entrepreneurs need access to the right resources at the right time to succeed. A "no wrong door" approach ensures that individuals can easily find and access the necessary support. By integrating financial aid with mentorship and peer networks, Kalamazoo can better prepare small businesses for growth challenges, increasing their chances of long-term success. Inclusive, curated marketing is crucial for ensuring diverse population segments can access these resources, achieved by creating culturally relevant materials and partnering with nonprofit and community-based organizations.

Summary of Goal Area

Priority Strategies:	Implementation Timeline for Strategies (No.):
1. Clarify economic development leadership and functions and where there is "no wrong door" businesses and entrepreneurs.	Immediate - 2 Short-term - 7 Mid-term - 3 Long-term - 0
2. Amplifying the city's competitive positioning and market positioning.	
3. Supporting the people of Kalamazoo to access good jobs and create businesses.	



Strengthen neighborhoods and community connections.

In Kalamazoo, neighborhoods are the heartbeat of the city's identity. They are the places where community networks take root, grow, and ultimately weave together the city's fabric. With many neighborhood associations spread across Kalamazoo, a strong grassroots movement advocates for meaningful change. These associations champion initiatives such as workforce development training, small business support, resources for first-time homeowners, and offering pathways for generational change, among other programs. However, the disparity in resources and capacity among these associations, coupled with the lack of clear expectations regarding their interactions with the Department of Community Planning and Economic Development (CPED) and other city departments, presents challenges that must be addressed through this strategy.

Neighborhoods hold the potential to be incubators for home-grown businesses that cater to local needs and contribute to the wider regional economy. Developing neighborhood commercial corridors is crucial in creating internal linkages between local businesses and the broader economic ecosystem. The size, scale, and market of these businesses are likely to be different from a downtown business, and it is important to recognize the difference in local serving versus regional serving businesses and ensure areas are not competing against each other but rather are providing complementing uses.

By enhancing physical linkages like accessible pedestrian walkways or safe bicycle travel routes, local spending is circulated more effectively. Another large part of vehicular circulation across the city is being addressed by transforming many of the city's one-way streets into two-way streets.

As the national demand for walkable communities with diverse housing options, strong community networks, and locally driven businesses continues to remain strong, Kalamazoo's neighborhoods are well-positioned to attract new residents and generate economic activity with the right planning and intentional support. Each neighborhood possesses a unique set of assets, and by adopting a place-based approach, the city can effectively leverage these assets to foster growth and development.

Summary of Goal Area

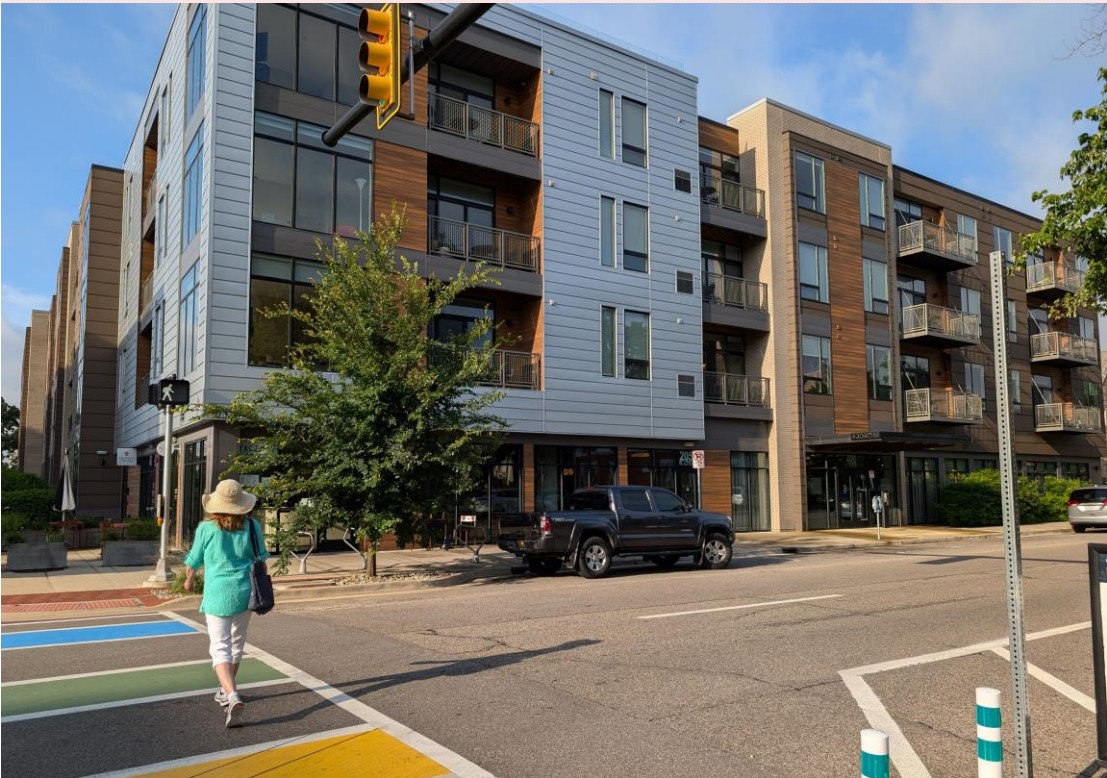
Priorities for this goal area:

- 1. Formalizing the working relationship and expectations between the neighborhood associations and CPED.
- 2. Identifying ways that neighborhoods can prepare and benefit from surrounding investments.

Implementation Timeline for

Priority (No.):

- Immediate - 0
- Short-term - 1
- Mid-term - 3
- Long-term -1



Advance conditions for growth.

The City of Kalamazoo can be pivotal in fostering growth and ensuring shared prosperity. Achieving these ends will require an unyielding commitment to:

- Streamline the site and project review process. This is essential for sound economic development, efficient governance, and public trust. The current process sometimes causes delays, frustration, and increased costs, reducing tax revenue and slowing job creation.
- Continue to review zoning regulations to manage growth, attract investment, and create a more equitable urban environment. These reviews should ensure that the City can promote sustainable development, climate resilience, and the creation of mixed-use, walkable communities.
- Address public safety concerns, particularly in downtown areas. This is crucial to improve the city's economic vitality and reputation. Unaddressed safety issues can lower property values, discourage development, and weaken civic pride.
- Support the establishment of a public/private entity to champion positive change and redevelop underutilized or blighted areas with incentives and fast-tracked approvals. This will transform them into vibrant spaces that benefit the local economy.

The need for clear communication about the new downtown Event Center project's timeline and impact is of pressing concern. This is vital for building trust with residents, businesses, and investors. Such transparency will help minimize disruptions, prepare businesses for changes, and foster public support. The Event Center can enhance the urban environment and boost the local economy if viewed as an integral part of a delicate ecosystem and not just a development project. It can be a fulcrum to produce more well-designed spaces with improved accessibility, attract a diverse workforce, and promote social equity.

To maximize the benefits of the Event Center project, residents and small businesses will need access to clear information, including timelines and participation opportunities. Providing workshops, training, and details on available financial support will help advance economic inclusion, strengthen the local economy, and build community trust.

Priorities for this goal area:

1. Improving the business climate by infusing a sense of urgency and shared economic growth imperative into how public services are delivered.
2. Ensuring a safe and welcoming environment for residents and visitors.
3. Expanding economic opportunities to realize shared prosperity.

Implementation Timeline for Strategies (No.):

- Immediate: 2
- Short-term: 6
- Mid-term: 4
- Long-term: 3



Kalamazoo's Commitment: Equitable economic development approaches

"In an equitable economy, all workers would earn a living wage, without systematic differences by race and gender. Low wages and pay gaps by race and gender undermine workers and their communities, while reducing local spending and tax revenue."

- *National Equity Atlas*

The City's population is growing more diverse over time, and recognizing this will impact the types of services provided, how outreach is conducted, and what languages must be represented in materials. Individuals who identify as Multiple Races are the fastest-growing demographic group as a proportion of the total population, followed by individuals of Hispanic or Latino Origin and Black/African American individuals (Source, Esri).

While Hispanic and Black populations are growing as a proportion of the overall population in the City of Kalamazoo, county-level data shows these cohorts are facing challenging economic circumstances. 2021 data from the United Way on Asset Limited, Income Constrained, Employed populations (ALICE) shows that 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 Federal Poverty line.

It is critical that through collaborative efforts with other city departments, the private sector, non-profits, activists, philanthropists and other members of the economic development ecosystem that there is a clear, defined goal to work towards an equitable economic development environment. In addition to the strategies presented in this plan, community level work and the Shared Prosperity Kalamazoo plan will be critical to eliminate the additional barriers entrepreneurs and small businesses owned and operated by people of color face. Increasing connections to financing networks, mentorships, unique markets, and available real estate are all part of expanding opportunities and reducing barriers for historically disadvantaged populations.

Case Study: Small Business Anti-Displacement Toolkit Supporting existing businesses in times of growth.

The *Small Business Anti-Displacement Toolkit (SBAN)*, offers a selection of approaches to avoid the displacement of businesses based on a series of factors. As neighborhoods are impacted by new development and growth advancement, engaging businesses and community advocates and exploring how to support new and existing businesses proactively will strengthen the overall business community. There is no one-size-fits-all all for business support, and factors like systemic barriers, race, gender, and neighborhood location will all play a role in determining a strong place-based approach.

The Small Business Anti-Displacement Toolkit is generated through the National Center for Smart Growth Research and Education at the University of Maryland. It includes examples from neighborhoods with distinct racial or cultural identities.



GOAL 4 OVERVIEW

Summary of Goal Area

Improve the downtown experience.

Downtown Kalamazoo is a dynamic, evolving part of the city that requires targeted strategies and resources to thrive. Downtowns play a dynamic role in the community—they support housing, lodging, retail, restaurants, employment opportunities, and services and are generally spaces for human connection and events. They can also inform a person’s first impression of a place. Conversations across different stakeholder groups yielded similar impressions of downtown –there remains much potential to capture. That clear leadership is necessary for the area to grow and thrive truly. With a pedestrian mall, a range of shops and restaurants, and live music, there is a strong foundation of experiences to grow.

With the impending Event Center, Kalamazoo will welcome hundreds of thousands more people through its front door in the next two to five years. As activity increases with the development of the event center, it is important that the city is clear on its vision for growth in and around the area and becomes a collaborator in the city’s destiny. There are already strong efforts underway to collaborate with the Northside Association for Community Development (NACD) on workforce development, supporting local contractors, identifying BIPOC businesses to locate in and around the event center, along with a donation of \$6 million to NACD to further contribute to opportunities for prosperity for residents.

While visitation will be one way to grow downtown's market potential, another is to introduce additional housing options downtown and across the city. The city’s population remained steady except for a brief pandemic loss around 2020. While numerous factors impact population change, housing (affordability, quality, style, availability) remained common throughout the planning process. The adage that “retail follows rooftops” remains true, and with population growth, the city can make the case to small and medium businesses about the growing consumer market.

For Kalamazoo’s downtown to stand out as an exciting option for visitors or to draw in residents, the retail, services, and entertainment must reflect the latest consumer demands. This is no small task as the retail market changes in the post-pandemic era. While online shopping remains a reality of day-to-day life, consumers are more apt to come out to shop in person to discover something new, try a unique experience, or eat something they’ve never had. The next page details three examples of ways downtowns draw in customers, support unique small businesses with diverse backgrounds and celebrate culture.

Priorities for this goal area:

1. Expanding the mixture of retail, food, and entertainment offerings through attraction and growth from existing businesses.
2. Building mixed-use developments that offer housing solutions and have vibrant ground floor uses.
3. Creating a built environment that encourages people to frequently visit downtown for a variety of uses.

Implementation Timeline for Strategies (No.):

- Immediate – 1
- Short-term – 2
- Mid-term – 3
- Long-term – 1



Case Studies: Approaches to filling commercial storefronts with local talent and diverse voices in target neighborhoods.



Salt City Market in Syracuse, NY, is a community-focused food hall born from a decade-long vision to showcase the city's diverse culinary culture. Initiated by local organizers and realized by the Allyn Family Foundation, the market aims to empower local entrepreneurs, build generational wealth, and foster a sense of belonging. The project involved extensive community input and significant financial commitment, including \$25 million from the Allyn Foundation. Opened in January 2021, the market is a vibrant gathering space celebrating Syracuse's rich cultural heritage.

Visit their website for more information: <https://saltcitymarket.com/about/>



The "Vacant to Vibrant" initiative in San Francisco transforms unused downtown spaces into lively community areas through pop-up events. Local property owners, artists, and entrepreneurs propose ideas for these pop-ups, and the program handles logistics, securing permits, and grants. This community-driven effort re-energizes downtown with diverse activities, supported by local organizations, corporate partners, and city agencies. The program is part of SF New Deal and aims to make downtown a thriving hub once more.

Visit their website for more information: <https://www.vibrantsf.org/about>



A collaboration between workforce and economic development partners in Burlington, Vermont, the Cart Vendor Incubation program supports fledgling food cart vendors grow their business ideas and refine their products. Once vendors have gone through the initial program and received mentorship, they can test their product in the marketplace on Burlington's award-winning pedestrian mall on Church Street.

Visit their website for more information: <https://loveburlington.org/incubationprogram>

3 ACTION PLAN MATRIX

The following Action Plan Matrix is the tool that will direct the City of Kalamazoo's Economic Development Strategy for the next five years. It serves as a roadmap, guiding resources and efforts toward areas where they can yield the most significant returns. The Matrix is intended to evolve over the next five years as resources change or market opportunities shift. The strategy is responsive to Michigan Economic Development Corporation's (MEDC) *Redevelopment Ready Communities* along with ongoing City efforts like Imagine Kalamazoo and Shared Prosperity Kalamazoo.

Timeline Key

Each strategy is labeled with initial first steps and a priority/timeline level. The description below indicates how to interpret the priority/timeline column.

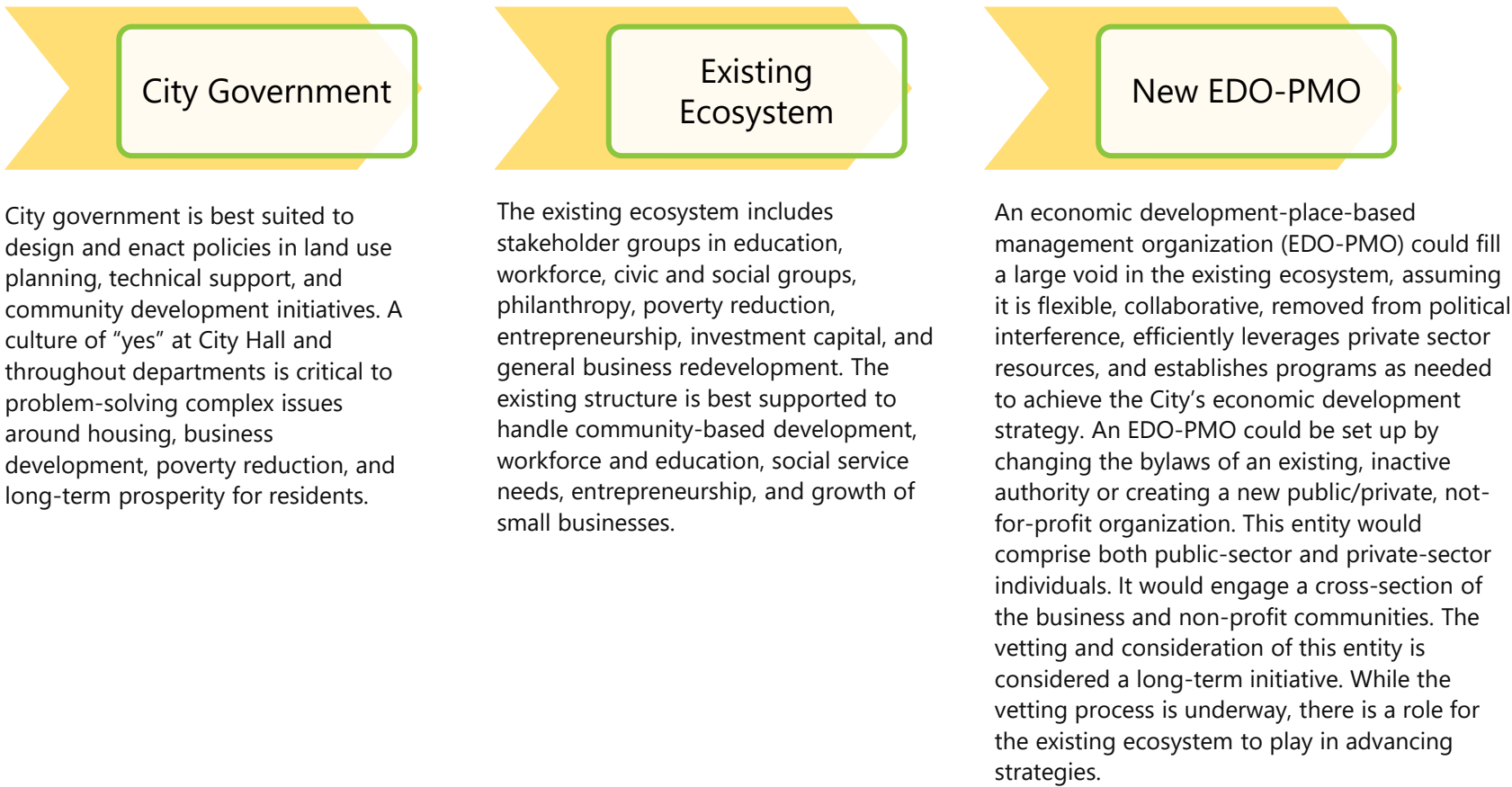
- Immediate** -- This is a priority action that requires attention in the **next six months**. While the strategy initiation may require attention within the next six months, full execution of the strategy may require several years or ongoing resources.
- Short-term** -- This strategy is important and will require resources from staff operational plans and resources from related partners in **six to twenty-four months**.
- Mid-term** -- This strategy will require attention over the mid-term after other strategies have been addressed. Strategies in this category should be prioritized in staff operational plans in the **two year to four-year timeframe**.
- Long-term** -- This strategy is best positioned to succeed after other initiatives are completed. Resources and staff should be prioritized by the **fifth year** of the strategy.



ACCOUNTABILITY AND LEADERSHIP

Leadership and a clear understanding of roles and responsibilities are critical to the success of the city’s economic development strategy. They provide the direction, coordination, and accountability needed to achieve the desired outcomes.

A smaller version of the following scale appears in the “Accountability and First Steps ” column in the Action Plan Matrix. The arrow ▲ indicates where the center of management, control and accountability must be located along the scale to yield the maximum impact for that strategy. See Appendix III for additional details on the roles within Kalamazoo’s economic development ecosystem.



Partners listed in the Action Plan Matrix

The following organizations are abbreviated throughout portions of the Action Plan Matrix.

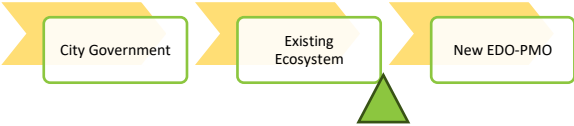
- Chamber:** SWMF Chamber
- CMO:** City Manager’s Office
- CPED:** City of Kalamazoo Community Planning and Economic Development Department
- DDA/DEGA:** Downtown Development Authority / Downtown Economic Growth Authority
- DK:** Discover Kalamazoo
- EDC:** Economic Development Corporation
- KRESA:** Kalamazoo Regional Educational Service
- KZEN:** Kalamazoo Entrepreneur Network
- KZCF:** Kalamazoo Community Foundation
- LISC:** Local Initiative Support Corporation Agency
- MEDC:** Michigan Economic Development Corporation
- SPK OC:** Shared Prosperity Kalamazoo Organizing Committee
- SWMF:** Southwest Michigan First

Note that this is not a comprehensive list of *all* stakeholders within the existing ecosystem, as there are dozens entities across sectors that contribute to the wealth of resources in Kalamazoo.

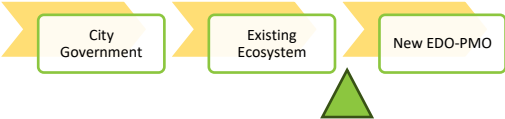
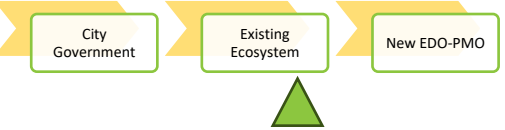
To see a full list of organizations involved in this planning effort, please refer to Appendix II.

1.

Foster the business environment, target markets, and entrepreneurs

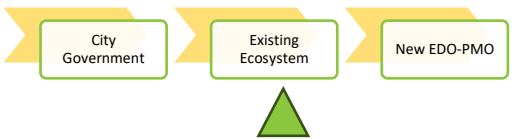
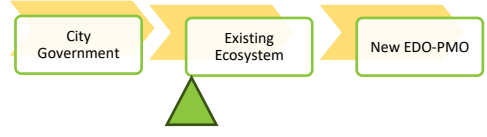
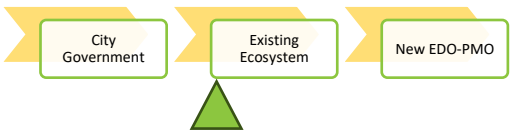
#	Action	Description	Accountability and First Steps	Timeline
City of Kalamazoo's Competitive Positioning				
1.1	Establish a Kalamazoo Business Advisory Committee comprised exclusively of founders of new enterprises and chief executive officers of small, medium, and large businesses located in the City and include business owners who reside in the city.	A healthy business climate needs constant nurturing, monitoring, and improvement. The best way to achieve this is by continuously engaging business professionals to provide input to public policymakers and information to the public on market trends, competitive positioning, and ways to meet market needs and improve bottom-line results.	 First Step: The Mayor assumes lead in reaching out to several private sector leaders to convene the Committee.	Immediate
1.2	Gather real-time data on the challenges and opportunities businesses face , which can inform policy decisions and resource allocation. Do this by regularly engaging the city's small—to medium-sized businesses and using standardized outreach questions to gauge changes in the business environment over time.	It is critical to maintain a pulse on the local economy through face-to-face engagement combined with data-driven tools; by establishing a feedback loop between the city and its business community, local governments can proactively address emerging issues, provide timely support, and adapt their strategies to meet the evolving needs of small to medium size businesses. This data-driven approach is critical for creating a responsive and adaptive business environment where policies and initiatives are continually refined based on the actual experiences of businesses.	 First Step: The Business Advisory Committee meets with other groups to compile a complete business inventory and develop a customer relationship system tool.	Short-term

Foster the business environment, target markets, and entrepreneurs

#	Action	Description	Accountability and First Steps	Timeline
1.3	Enhance the City's reputation as a hub for innovation and entrepreneurship by capitalizing on the City's strengths by developing distinct marketing tactics to attract small to medium businesses that match the core competitive sectors, specifically pharmaceuticals, professional services, technology, and arts and culture. Do this by highlighting access to specialized talent, proximity to markets, availability of supportive infrastructure, community cohesiveness, and high quality of life.	Attracting enterprises that align with the city's strengths creates a self-reinforcing cycle of growth, where successful businesses support one another, enhance the city's reputation, and draw in more investment. This begins with defining the city's competitive assets and differentiating Kalamazoo from other Southwest Michigan locations. To grow the city's economic base and increase opportunities for prosperity across neighborhoods, the messaging must be consistent and frequent across digital and in-person marketing channels.	 First Step: The Business Advisory Committee meets with SWMF and other groups to develop a city-focused public relations strategy.	Short-term
Small Business Resources				
1.4	Create a more cohesive and comprehensive entrepreneurial ecosystem by evaluating and distinguishing the role of each support organization, establishing a "front door" approach, and promoting effective collaboration among such groups.	When entrepreneurs can easily access the right resources at the right time, they are more likely to overcome challenges and succeed. There is a plethora of interests operating in this space. A front door, or "no wrong door" (seamless integration), is needed to foster entrepreneurship and maximize the effectiveness of available support. Individuals must know how and where to access information and feel confident they will be guided to the right resources.	 First Step: The KZEN, Can-Do Kalamazoo, and others meet with small business advocates and other groups to develop common messaging and linkages among service providers.	Short-term

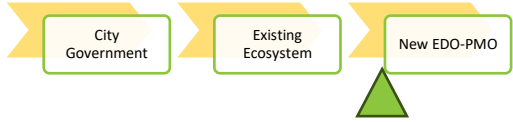
1.

Foster the business environment, target markets, and entrepreneurs

#	Action	Description	Accountability and First Steps	Timeline
1.5	Partner financial resources with peer support, mentorship, and other personal guidance to ensure that SMBs not only receive funding but also have the knowledge and support necessary to use those funds effectively.	By integrating financial support with mentorship and peer support, Kalamazoo can help businesses navigate the complexities of growth, from scaling operations to entering new markets. This holistic approach to support ensures that businesses are better prepared for the challenges they will face, increasing their chances of long-term success.	 First Step: LISC and KZEN convene lending community, nonprofits, and service providers to frame goals and objectives.	Short-term
1.6	Develop marketing materials for available resources that are tailored to distinct populations of underserved entrepreneurs and use marketing efforts through trusted community partners.	Curated marketing is crucial for promoting inclusivity and ensuring diverse population segments can access the necessary resources. This involves creating culturally relevant materials, partnering with community organizations to reach specific populations, and using channels that are most effective for different demographic groups.	 First Step: City staff, LISC, KZEN, service organizations, and entrepreneurial groups convene to discuss how to implement recommendations.	Immediate
1.7	Support relationships with CDFIs and other non-traditional lending partners to expand access to capital, especially for businesses that may not qualify for traditional bank loans.	CDFIs and similar organizations are often more willing to take on risk and invest in underserved or emerging markets, making them a critical resource for SMBs. By fostering these relationships, the city can ensure that more businesses have the financial resources they need to grow and thrive. This is particularly important for fostering entrepreneurship in communities historically marginalized or overlooked by mainstream financial institutions.	 First Step: LISC, KZEN, and the EDC convene lending community, nonprofits, and service providers to frame goals and objectives (see 1.5 above.)	Mid-term

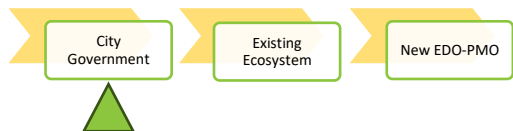
1.

Foster the business environment, target markets, and entrepreneurs

#	Action	Description	Accountability and First Steps	Timeline
1.8	Relaunch City provided small business resources with clear eligibility standards and internal due diligence procedures. Develop marketing materials to the community about new requirements and application expectations. Provide technical assistance support as needed for applying for help and overcoming barriers to access.	The City of Kalamazoo's programs, such as façade improvements and White Box, have been characterized by inconsistent funding, long administrative review, and absence of performance metrics and enforcement standards.	 First Step: The CMO and CPED conducts internal assessments and provide recommendations to improve program and service offerings.	Short-term
1.9	Pursue partnerships with local entrepreneurial resources to pilot a retail / food and beverage / Main Street training cohort.	Main Street businesses have distinct needs and learning from a cohort of peers is a beneficial way to learn what else is happening in the market and also troubleshoot in a safe environment.	 First Step: Can-Do Kalamazoo and the Community Foundation will hold a joint meeting with all entrepreneurial entities to discuss the possibility of a Main Street training cohort. Coordination and oversight of this work may eventually fall to the new EDO-PMO.	Mid-term

1.

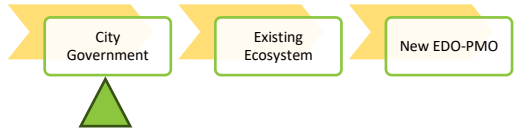
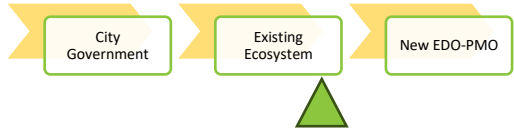
Foster the business environment, target markets, and entrepreneurs

#	Action	Description	Accountability and First Steps	Timeline
Workforce Connections to Opportunity				
1.10	Advance the SPK Action Plan Goals to “Promote strong families” and “Promote the health growth, development learning of children.”	These are the building blocks for education, addressing systemic barriers, and is foundational for all other economic development and workforce actions to succeed. This work can coordinate with other related, emerging efforts over the course of the strategy.	 First Step: SPK OK continues developing needed programs and initiatives with an eye toward aligning with this strategy.	Short-term
1.11	Continue to grow business engagement with the new KRESA Career Connect Campus to advance skills needed for the next generation of jobs.	Business and industry representatives, together with educators and community partners, must provide the full spectrum of support for specific skills training and certifications for high-school students interested in high-demand, high-wage careers.	 First Step: KRESA implements operational plans for Career Connect Campus with engagement of education and business leaders.	Short-term
1.12	Advance opportunities for work-based learning across a variety of sectors for middle and high school, and post-secondary institutions.	Students need to apply what they learn in the classroom to real-world situations by gaining hands-on experience with the tools, technologies, and practices required of the workplace. This will enhance soft skills, help bridge skills gaps, and increase students' motivation to succeed, while directly addressing opportunities for equity and access.	 First Step: Workforce development, educational leaders, and Kalamazoo Promise meet to consider integrating the Kalamazoo Economic Strategy into its operational planning.	Mid-term

2. Strengthen neighborhoods and community connections.

#	Action	Description	Accountability and First Steps	Timeline
Organizing with Community Partners				
2.1	Proactively engage with businesses in neighborhoods pending major development to identify potential challenges in their operations and employ small business anti-displacement strategies where they will be the most effective.	Clear messaging to consumers about what to expect for business openings/closures around construction sites, along with incentives to continue patronizing business will be necessary to support the business community during extensive infrastructure upgrades.	 First Step: CPED, with support from the Chamber, SWMF, and DK, will conduct in-person and digital outreach to the immediately affected areas to gather input from businesses.	Short-term
2.3	Work with neighborhood associations and other local partners to advocate for programs that actively reduce barriers to employment training and or pathways to long-term careers.	Ongoing work with trusted local partners to address the root of systemic barriers to employment or training will be an integral part of elevating opportunities for all residents of Kalamazoo and aligns with the goals of SPK. There are successful of examples of this work already happening and continuing to integrate this into citywide economic development efforts will yield positive outcomes.	 First Step: CPED will pull together partner stakeholders to have a focused discussion on recent approaches to reducing barriers to employment and where funding and resources are needed to advance this work.	Mid-term

2. Strengthen neighborhoods and community connections.

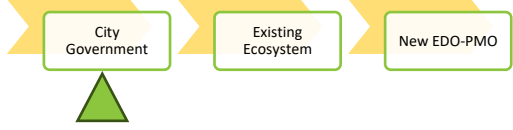
#	Action	Description	Accountability and First Steps	Timeline
Development in Neighborhoods				
2.4	Continue to expand opportunities for childcare through existing efforts like MI Tri-Share, the YWCA Kalamazoo and the Kalamazoo Literacy Council in SPK neighborhoods and throughout the city.	Childcare remains a top need for families and communities across the state and city. Solutions between the public, private, and non-profit sectors will be needed to address the dearth of options. Increasing daycare options will require numerous components, including identifying appropriate locations, addressing affordability, and identifying individuals with the skills to operate and staff the businesses.	 First Step: CPED will initiate a meeting with the leaders in this sector document existing efforts and identify how and where development opportunities align with childcare needs.	Mid-term
2.5	Continue to invest in physical infrastructure that connects downtown to neighborhoods across the city. This includes pedestrian sidewalks, bike lanes, lighting, public transit, and wayfinding signage across neighborhoods and educational institutions.	To fully realize commercial corridors' economic potential, the city must have strong physical and social linkages. These connections facilitate the seamless flow of economic activity, resources, and talent between various parts of the urban landscape, ensuring a unified and inclusive city.	 First Step: CPED will meet with related city departments to coordinate existing infrastructure efforts and determine the level of priority for corridors throughout the city.	Mid-term
2.6	Identify and prioritize infill or redevelopment opportunities to grow housing options throughout neighborhoods.	Housing availability and affordability are key components to supporting neighborhoods and the economic potential of the city. The housing style by neighborhood will vary greatly, so it is necessary to take a place-based approach to this strategy to maximize the impact.	 First Step: CPED will initiate meeting with CMO to review existing documents that inventory known sites and document ownership status and prioritize 2-3 sites.	Long-term

3.

Advance conditions for growth.

#	Action	Description	Accountability and First Steps	Timeline
Land Use, Infrastructure and Environment				
3.1	Workshop the site and project review plan process, with developers' and investors' involvement, to secure a streamlined and consistent process. When completed, publish and widely disseminate new and improved, user-friendly, guide(s) for how best to work with the city.	Streamlining the site and project review process enhances economic development, efficient governance, and public trust while aligning urban development with the city's strategic goals for achieving shared prosperity. The current process allows too much latitude for delay and uncertainty, which increases frustration, slows project initiation and completion, delays job creation and social benefits, increases holding and financing costs, and decreases tax revenue to the city.	 First Step: The CMO and CPED conduct internal assessments and provide recommendations to improve program and service offerings.	Immediate
3.2	Proactively address public safety concerns experienced by residents of and visitors to all areas of Kalamazoo, especially the downtown.	Real and perceived concerns for public safety directly impact the economic vitality, social well-being, and overall reputation of the city. These concerns are most acute in the downtown area, which decreases visitation, quality of life, and outdoor experience and, if not addressed, can depress property values, discourage development and preservation, and affect civic pride.	 First Step: The CMO and public safety departments conduct internal assessments and provide recommendations to improve program and service offerings.	Short-term

3. Advance conditions for growth.

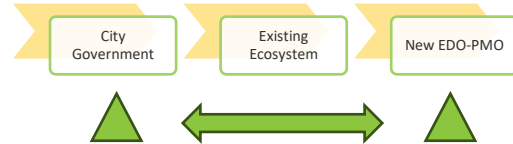
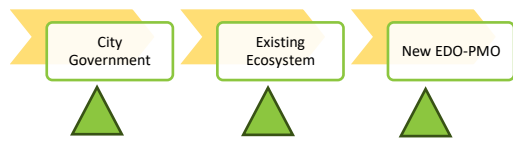
#	Action	Description	Accountability and First Steps	Timeline
Land Use, Infrastructure and Environment				
3.3	Identify top 2-3 City and State-owned sites in a position to be marketed more favorably for new development or reuse based on changing market conditions and develop new expedited development processes and financial packages for these sites.	Underutilized or blighted areas controlled by public entities should be identified and prioritized, with incentives and accelerated approval processes to encourage redevelopment and transform them into vibrant, productive uses that contribute to the local economy.	 First Step: The CMO and CPED conduct internal assessments.	Short-term
3.4	Reposition the EDC board to help the City team implement those recommendations in the strategy where the City is identified as the point of contact.	The current EDC has the potential to become an effective voice in furthering the Economic Development Strategic Plan.	 First Step: CPED representative to EDC initiates changes.	Immediate
3.5	Position and market BRA-owned properties that will add properties back to the tax roll and increase property values. Focus development efforts on projects that align with the city's needs, such as job creation, business expansion, and increased property values. Ensure incentives offered are calculated to maximize return on investment and long-term economic benefit.	The BRA will collaborate with CPED and the EDC to create a targeted marketing strategy for its properties. This will begin by using criteria to identify priority properties that have the highest potential for impactful redevelopment. The BRA will engage stakeholders to clarify expectations for the highest and best use of these properties, considering broader economic factors. The group will also establish performance metrics to track progress on returning properties to the tax roll.	 First Step: CPED initiates the increase in activity.	Short-term

3.

Advance conditions for growth.

#	Action	Description	Accountability and First Steps	Timeline
Land Use, Infrastructure and Environment				
3.6	Review zoning assumptions and regulations on an ongoing basis to align with the goals of the Economic Strategic Plan and new development opportunities, ensure sustainable growth, and improve the overall quality of life for residents. Seek developer input with the review and incorporate into Imagine Kalamazoo 2035 as necessary.	By updating zoning regulations, the city can better manage growth, attract investment, and create a more equitable and vibrant urban environment. This is needed to adapt to changing needs and economic shifts and provide adequate housing, infrastructure, and services. Updating codes can promote more sustainable development and resilience to climate changes, encourage “smart-city” improvements, and encourage high-quality mixed-use and walkable communities.	 First Step: The CMO and CPED conduct internal assessments.	Short-term
3.7	Sustain the multi-channel marketing campaign surrounding the Event Center infrastructure improvements and impacts on existing businesses.	Transparent communication about the Event Center’s project timeline, progress, and impact is critical for helping build trust between the city, residents, businesses, Western Michigan University, and investors. This will minimize disruption and help current businesses prepare for changes. It also becomes a public safety issue to reduce the risks of accidents. Moreover, such communication is needed to encourage public support, manage expectations, and assist with retaining, expanding, and attracting more businesses in the area.	 First Step: The Business Advisory Committee meets with City officials, the Chamber, SWMF, and other groups to develop a Communications Plan.	Long-term

3. Advance conditions for growth.

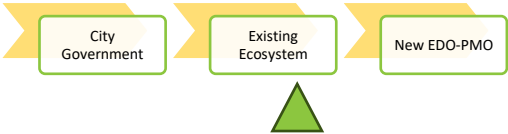
#	Action	Description	Accountability and First Steps	Timeline
Land Use, Infrastructure and Environment				
3.8	Provide sustained focus on creating, maintaining, and improving resilient urban design. This includes: parklets, wayfinding signage, upgraded lighting, landscaping, and streetscaping in business corridors.	This is important to enhance the day-to-day experience of its residents and visitors and build a more sustainable, vibrant, and resilient urban environment. Well-designed spaces foster community and improve safety. Additionally, these enhancements boost the local economy. These investments are also an opportunity to integrate green infrastructure approaches that mitigate the impacts of climate disruption.	 First Step: City reviews current and future budget priorities and names corridors of focus.	Long-term
3.9	Build a variety of housing types using the City of Kalamazoo housing market analysis to align with the greatest needs in the community.	Cities that are ahead of the curve in ensuring people of all income levels can find suitable homes prevent displacement, attract needed workforce, stimulate the local economy, promote social equity and inclusion, reduce homelessness, and enhance the quality of life. Building a diversified housing stock is critical for the city's ability to attract population, which will play a role in driving economic activity.	 First Step: Public and private partners prioritize this among actions to be taken.	Short-term
3.10	Identify the top 2-3 private-owned sites that can be marketed more favorably for new development or reuse based on changing market conditions.	Proactive site development can help attract different industries and businesses and contribute to a more diversified and resilient economy. For each site, develop a vision that is vetted by the community and begin to market that vision in developer channels. These efforts will support growing the city's tax base.	 First Step: The EDC and the City will review their portfolio and establish a criteria to determine the top sites. In the future, the EDO-PMO could take on the role of advancing transformative development projects.	Mid-term

3. Advance conditions for growth.

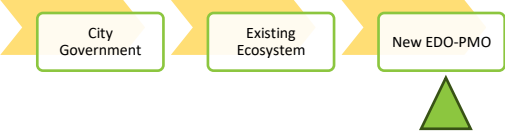
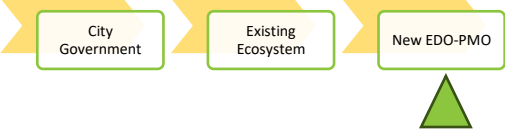
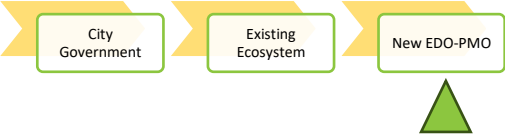
#	Action	Description	Accountability and First Steps	Timeline
Entrepreneurs and Supporting BIPOC Businesses				
3.11	Evaluate and document the progress of the Social Equity Cannabis Chamber over time and report out to the City Commission and the public.	As a unique pilot opportunity, learning from the Social Equity Cannabis Chamber will be important to either adapt programming, grow its reach, or determine how to otherwise support operators in the Cannabis industry.	 First Step: Convene partners of this initiative and review interim metrics on activity.	Mid-term
3.12	Improve the reach of programs that reduce predevelopment costs and lower barriers for first-time or small-scale local real estate developers.	Predevelopment costs can be one of the largest hurdles for first-time or small-scale housing and real estate developers. Financing, grants, low-interest loans, or partnerships with impact investors are all viable approaches to addressing these hurdles. Involving the development community in discussion	 First Step: City staff, LISC, and the development community convene to discuss how to implement recommendations.	Mid-term
3.13	Partner with Discover Kalamazoo on efforts to train businesses that are interested in attracting target populations—minorities, LGBTQ+, and differently abled—to leisure, meeting, and sports events.	Diverse communities represent large and growing segments of the population, and catering to their needs can bring new visitors who may not have considered Kalamazoo a destination otherwise. This will contribute to the local economy through spending on hotels, restaurants, entertainment, and shopping, thereby creating new jobs, and supporting inclusive economic growth.	 First Step: Discover Kalamazoo and CPED meet to discuss coordination strategic planning efforts.	Long-term

3.

Advance conditions for growth.

#	Action	Description	Accountability and First Steps	Timeline
Entrepreneurs and Supporting BIPOC Businesses				
3.14	Focus on providing financial literacy for underserved communities to foster economic empowerment, reduce inequality, and promote overall community well-being.	Financial literacy equips individuals with the knowledge and skills needed to make informed decisions about budgeting, saving, investing, and managing debt which empowers them to take control of their financial futures. It helps break the cycle of poverty and reduces economic inequality, thus helping to close the wealth gap, promote economic mobility, and build community wealth.	 First step: The KZEN group meets with small business advocates and financial institutions to develop approaches among service providers.	Mid-term
3.15	Leverage and support the new Event Center by engaging with local small businesses across the city and entrepreneurial support organizations to gather input on their needs, concerns, and ideas for how they can participate in and benefit from the project.	It will be important to ensure that small businesses across the city have access to clear, timely information about the Event center project, including timelines, opportunities for participation, and potential impacts. Workshops and training will need to be provided, along with information relevant to any set-aside contracts, simplified procurement processes, and financial support and incentives that may be available. In this way, the Event Center project can help advance economic inclusion, strengthen the local economy, engage the community, and build trust.	 First step: The Business Advisory Committee meets with City officials, the Chamber, and other groups to develop an Engagement Plan.	Short-term

Improve the downtown experience.

#	Action	Description	Accountability and First Steps	Timeline
Retail, Arts, Culture, and Entertainment				
4.1	Conduct sustained outreach and provide data on market dynamics to the regional real estate community to attract retail and restaurant activity.	Retailers and restaurants look for specific benchmarks to determine whether there is a suitable market to locate it. Clearly communicating the city's strongest market factors and collaborating with the real estate community to communicate to regional and national businesses will help to attract attention to Kalamazoo.	 First step: CPED and DDA/DEGA will develop a shared brief and meet with the real estate community to communicate the study's findings and elaborate on what markets the city is targeting to grow.	Mid-term
4.2	Attract and grow available venues for arts and culture, along with related nightlife entertainment options.	Kalamazoo's arts and culture scene is well-regarded by the public, and continuing to expand the variety of offerings will attract new patrons, attract visitors downtown, and contribute to a healthy, vibrant economy.	 First step: Discover Kalamazoo will meet to identify examples of the types and scales of venues that are desirable and then document a plan to conduct outreach. The new EDO-PMO may take on this role and partner with tourism agencies in the future.	Mid-term
4.3	Foster the formation and growth of various daytime family-friendly attractions to development day/night activity.	Daytime activities contribute to the overall vitality of a downtown area, ensuring it remains active and lively throughout the day, rather than just during evening hours. This helps maintain a continuous flow of visitors, which is essential for the sustainability of local businesses.	 First step: Build on the conversations in the previous joint meeting for strategy 4.2.	Mid-term

4.

Improve the downtown experience.

#	Action	Description	Accountability and First Steps	Timeline
Built Environment				
4.4	Advance efforts to expand access to safe housing and support services.	The perception of safety is necessary to attract consumers to spend time and money downtown. The City is currently working with partners to address the multi-faceted crisis around affordable housing and access to shelter. These efforts are an absolute priority for the health and well-being of unhoused individuals and the potential of Kalamazoo’s downtown.	 First step: CPED will engage with leaders in the field to continue to prioritize effective strategies.	Short-term
4.5	Build mixed-used development by partnering with developers and investors in locations with appropriate zoning.	With a dire need for housing across the city and a soft retail and office market, mixed-used buildings will offer a way to incorporate multiple elements needed downtown and encourage activity that occurs during the day and evening.	 First step: SWMF and the City will convene another iteration of a roundtable with developers to improve the site review process.	Short-term

4.

Improve the downtown experience.

#	Action	Description	Accountability and First Steps	Timeline
Leadership and Collaborations				
4.7	Engage with business support organizations to facilitate spaces where downtown businesses can gather, network, learn, grow and plan events collaboratively.	The direct connections with fellow businesses who understand the distinct experience of a downtown business is essential to supporting a cohesive downtown ecosystem. Gatherings may help problem-solve a particular issue or plan or a joint celebration.	 First step: The CPED Downtown Coordinator, along with the Chamber, and Discover Kalamazoo will hold a joint meeting and synchronize their efforts to re-engage a downtown specific audience.	Immediate
4.8	Determine how the downtown can best achieve Discover Kalamazoo's objective to increase Kalamazoo County's share of Michigan visitor spending to 3%.	Discover Kalamazoo has a clear directive to increase visitor spending in Kalamazoo County, and downtown Kalamazoo will play a role in driving those numbers up by increasing spending and awareness of existing businesses, getting visitors to stay longer, and attracting new businesses that generate buzz for visitors.	 First step: The new EDO-PMO will meet with Discover Kalamazoo and align implementation efforts on respective strategic plans.	Long-term

4 MEASURING IMPACT AND OUTCOMES

OUTCOMES FROM THE STRATEGY If the strategy is advanced successfully by the City and their partner, progress towards the following outcomes are expected in each goal area.

1.

Foster the Business Environment, Target Markets, and 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.

2.

Strengthen Neighborhoods and Community Networks.

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).

3.

Advance Conditions for Growth.

Improved transportation and utility infrastructure.

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.

4.

Improve the 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**.

Redeveloped properties into productive uses that have previously been stagnant or vacant for long periods of time.

PERFORMANCE METRICS TO TRACK SUCCESS

Measuring impacts throughout the lifetime of the strategy will be critical to understanding where adaptations may be necessary overtime. These quantitative metrics should be used in conjunction with qualitative discussion with partners. All metrics should be tracked by race, gender, and income level where data is available.

Goal	Metric	Data Source
Foster the Business Environment, Target Markets, and Entrepreneurship.	Number of jobs added with wages above the living wage	W.E Upjohn Institute
	Number of self-employed firms	US Census: American Community Survey
	Active project prospects	City of Kalamazoo, SWMF
Strengthen Neighborhoods and Community Networks.	Per capita income	US Census: American Community Survey
	Population change	US Census: American Community Survey
	Poverty Rate / ALICE – Families and Individuals	US Census: American Community Survey, United Way
	Number of childcare facilities in the city	City of Kalamazoo
Advance Conditions for Growth.	Number of new housing units added to the market in the city, annually	City of Kalamazoo
	Number of commercial properties added back to/new to the city's tax role	City of Kalamazoo
	Number of infill sites that are developed	City of Kalamazoo
Improve the Downtown Experience.	Annual visitor spending in Kalamazoo County	Discover Kalamazoo
	New square footage of office, residential, and commercial space activity downtown	City of Kalamazoo, DDA/DEGA
	Number of events hosted downtown	City of Kalamazoo, DDA/DEGA

Appendix I

ROLES IN THE ECONOMIC DEVELOPMENT ECOSYSTEM

The City is one part of a larger ecosystem that makes for a healthy economic development environment in Kalamazoo. Improvements can be made to align the existing ecosystem with best practices (and innovation) in economic development practices.

City of Kalamazoo - CPED and other departments. In this strategy, the City is tasked with making necessary changes and refining processes within City government that create a healthy climate for businesses and neighborhoods to thrive.

Brownfield Redevelopment Authority - (separate from EDC): It remains an all-volunteer board with staff support. The strategy amplifies its role in proactively preparing for redevelopment opportunities (See 3.3, 3.5).

Economic Development Corporation - (separate from Brownfield Redevelopment Authority) : This remains an all-volunteer advisory board with staff support to oversee improvements in City processes. The strategy enhances its role in advising on implementing City-led initiatives (See 3.4).

DDA/DEGA - Supports growth and attraction of businesses downtown and works to drive the overall vibrancy of downtown and its connections to other parts of the city.

Southwest Michigan First- Remains a strong player in the attraction of traded sectors and advocates for the region.

Stakeholders / Existing Ecosystem -These are integral to the economic development landscape. A strong leadership entity within each subject area discipline must coordinate and direct vision for the collective stakeholders' strengths and assets to be realized.

NEW → **Kalamazoo Business Advisory Council** -This council responds to a significant gap in the existing ecosystem. One of the core functions of this small group would be to evaluate the feasibility, viability, and sustainability of establishing a new (or the reworking of an existing authority/entity) economic development ("EDO") / place-making organization ("PMO"). See below for additional detail.

NEW → **Kalamazoo EDO-PMO** - This is a longer-term (3-5 years) goal to achieve. In the first 18 months of this strategy, the entity would need to be thoroughly evaluated, and once that is done, it will take additional time to implement. This would require due diligence from a group of senior-level civic and business leaders who can leverage private sector resources to take actions needed to achieve community goals. Lessons learned from previous authorities need thorough, objective vetting to create a sustainable long-term model. Questions include: *What was the funding structure? What was the leadership structure? How were resources allocated? What factors led to success/failure?*

Appendix II



City of Kalamazoo, Michigan

Key Findings & Economic Base

Update April 2024

PREPARED FOR:

City of Kalamazoo, MI



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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 the largest share of individuals who are of Hispanic or Latino Origin. *(Source: Esri)*
- Overall, the City of Kalamazoo is younger than the state and the region with a median age of 28.5. For comparison, Michigan's median age is 41.1. *(Source: Esri)*
- Median household income in the City of Kalamazoo is low compared to surrounding geographies. Estimates from 2021 indicate that approximately 56% of households in the city struggle to afford necessities. At the state level, 39% of households struggle to afford basic necessities. *(Source: United for ALICE, ACS)*
- Overall, educational attainment in the city is in line with state trends. As of 2023, approximately 25% of city residents over the age of 25 had bachelor's degrees and nearly 15% had graduate/professional degrees. *(Source: Esri, ACS)*

Industry

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



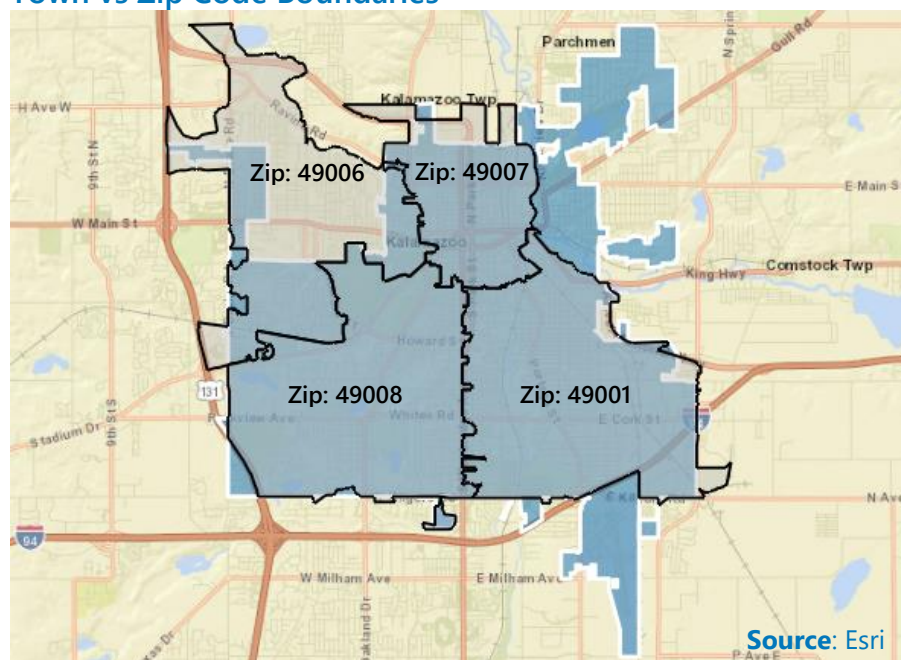
REGIONAL CONTEXT

The City of Kalamazoo

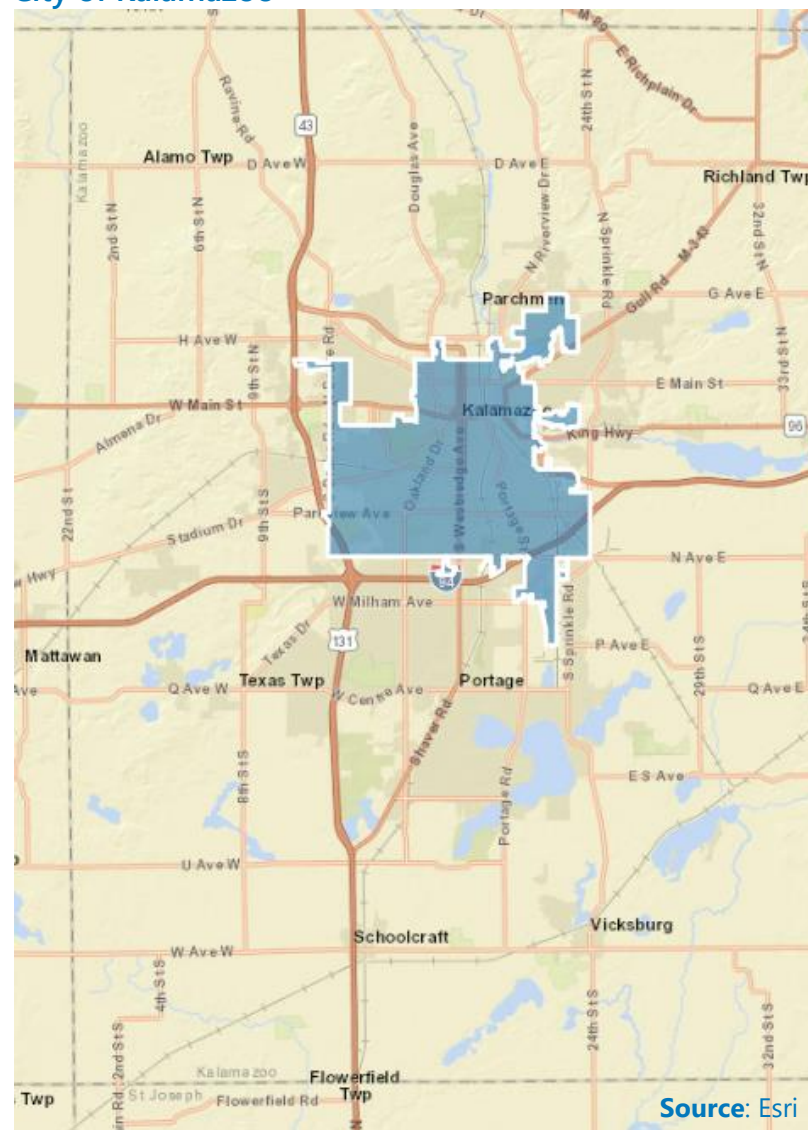
The City of Kalamazoo is located in southwestern Michigan. It is approximately 50 miles south of Grand Rapids, MI, and 50 miles east of access to Lake Michigan. The City sits between two large metropolitan areas with Chicago, IL approximately 150 miles to the west and Detroit, MI around 140 miles to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

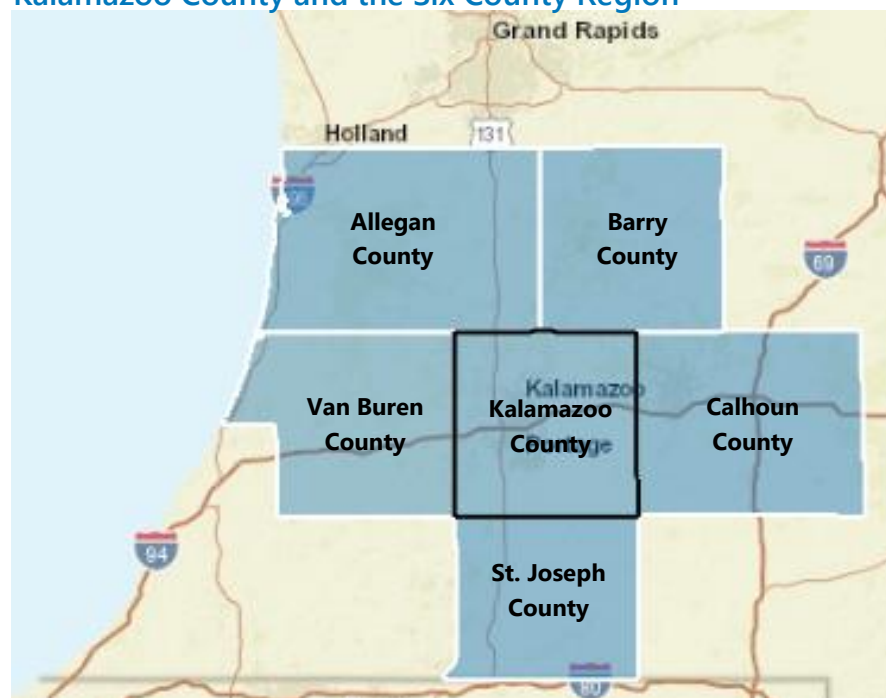


¹ Distances were determined using Google Maps

Comparison Geographies

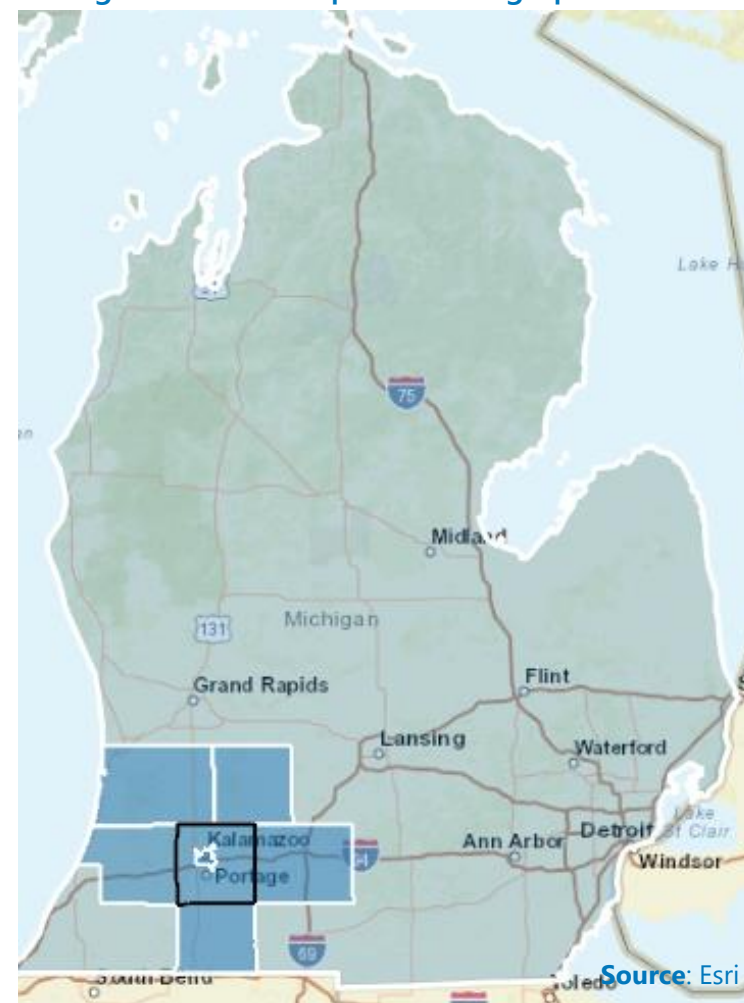
To better understand the economic and demographic makeup of the City of Kalamazoo, this report examines the city as well as the surrounding regions. Specifically, we look at Kalamazoo County, a six-county region composed of Allegan, Barry, Van Buren, Kalamazoo, Calhoun, and St. Joseph Counties, and Michigan.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



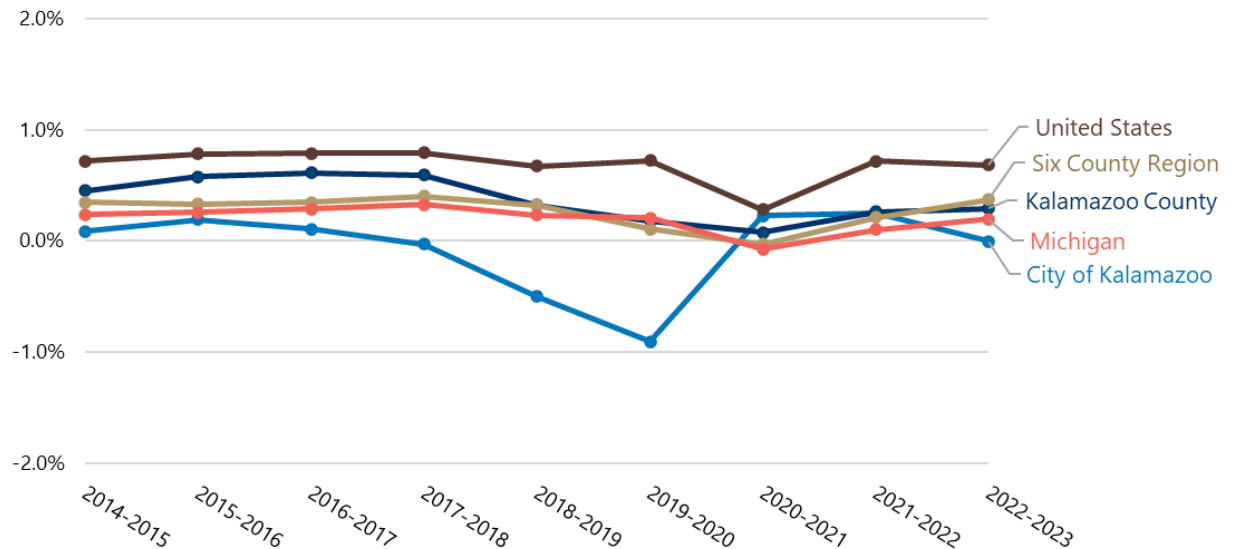
DEMOGRAPHIC PROFILE

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.

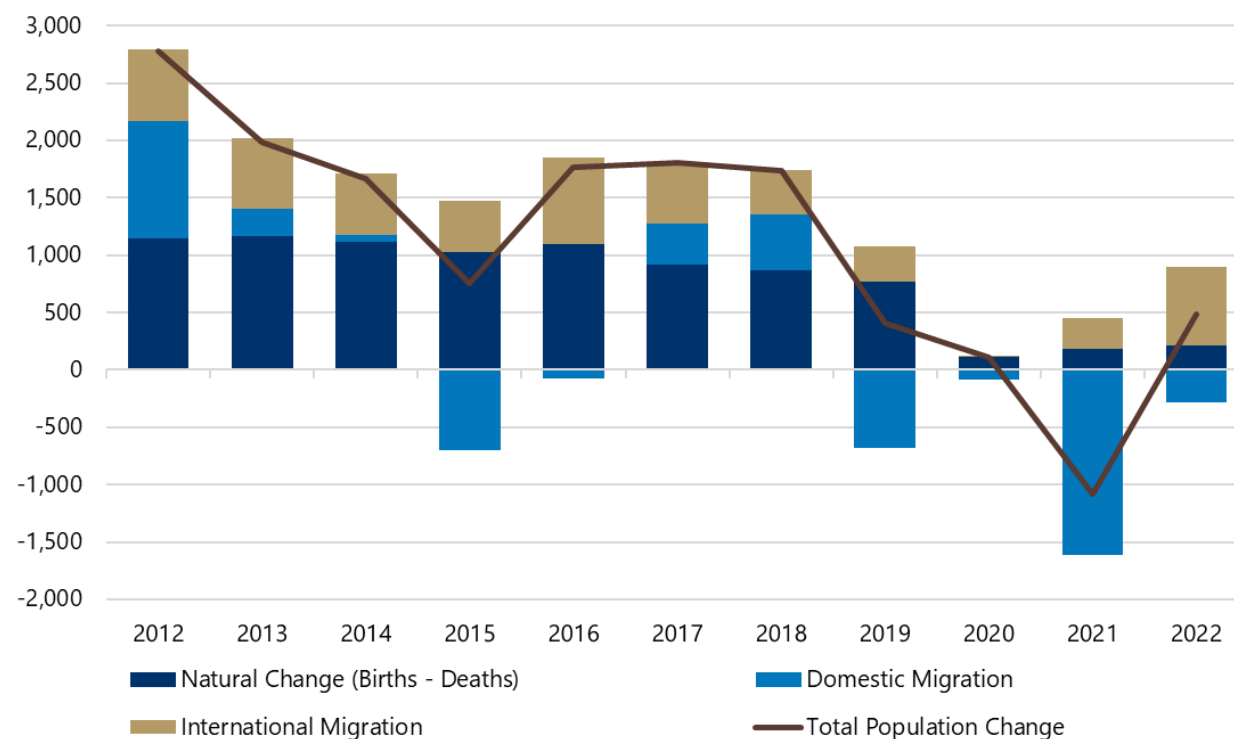
Source: Esri



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

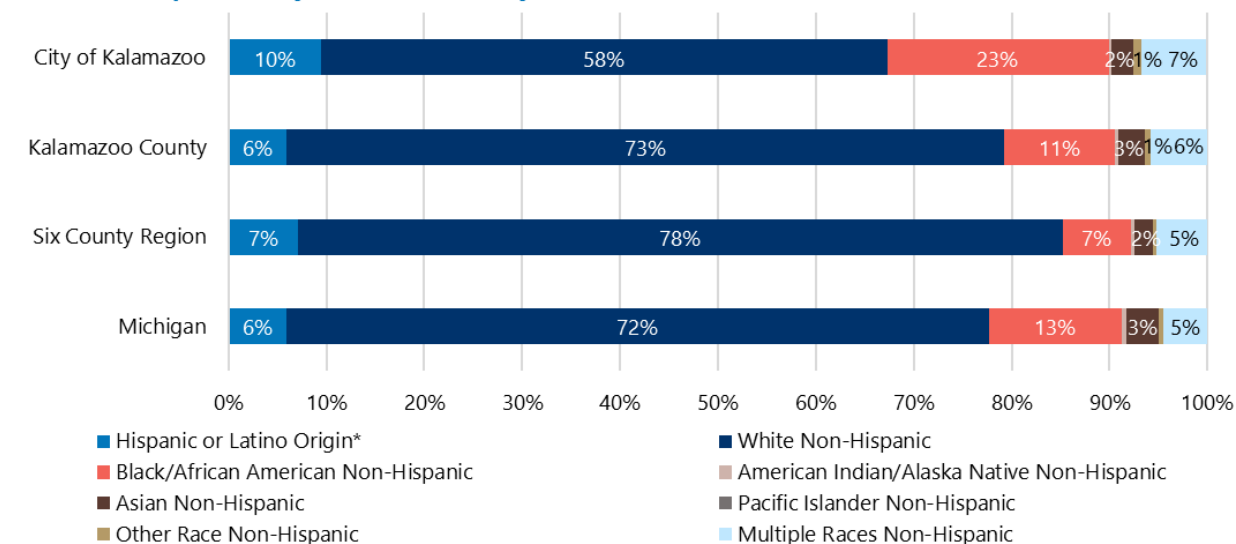


Source: US Census

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

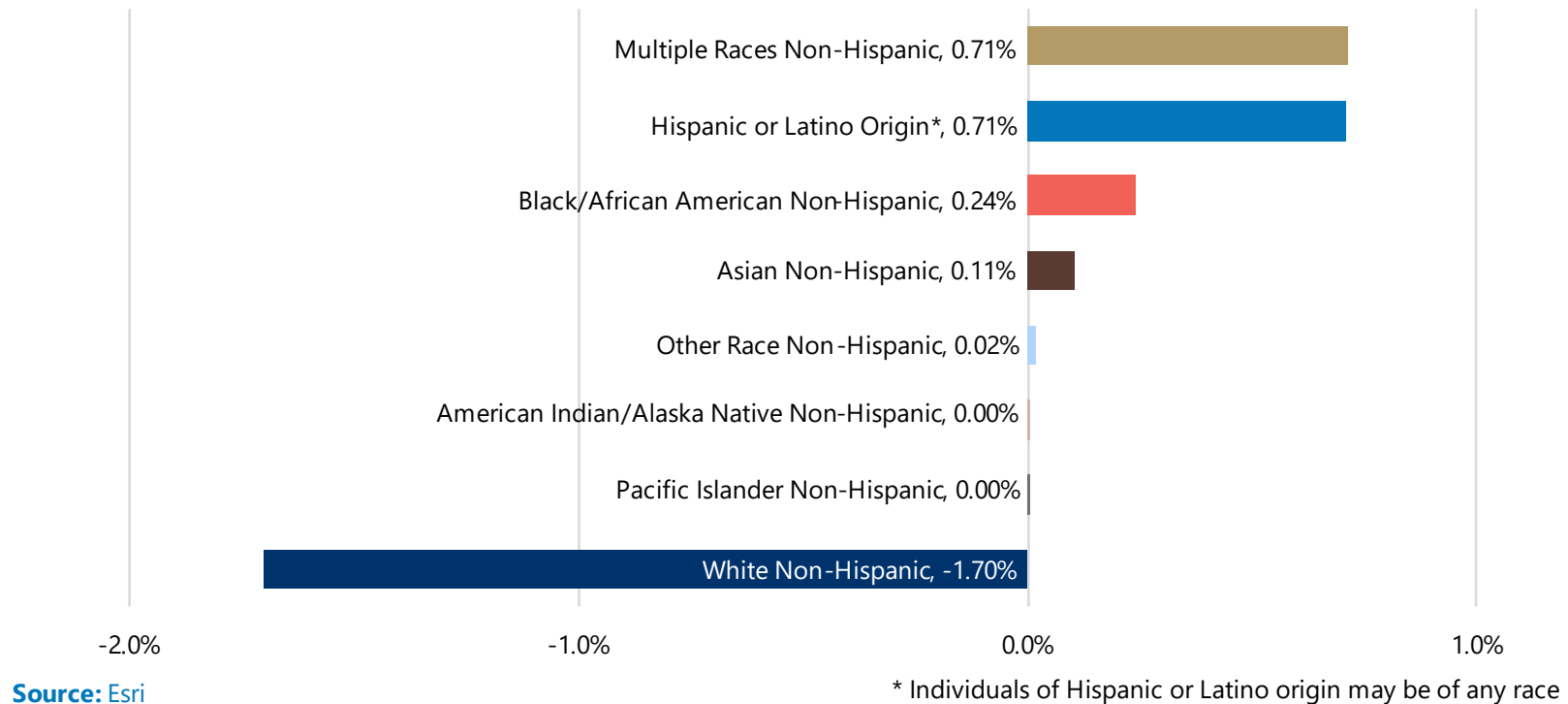
² Demographic estimates were collected via Esri. For the City of Kalamazoo, Esri uses the latest annual ACS release and a mixture of administrative records, private sources, and historical trends to predict changes in the racial distribution. For more on Esri's methodology see: <https://storymaps.arcgis.com/stories/aa1ae395af2047fcb14a68ab338464b9>



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.

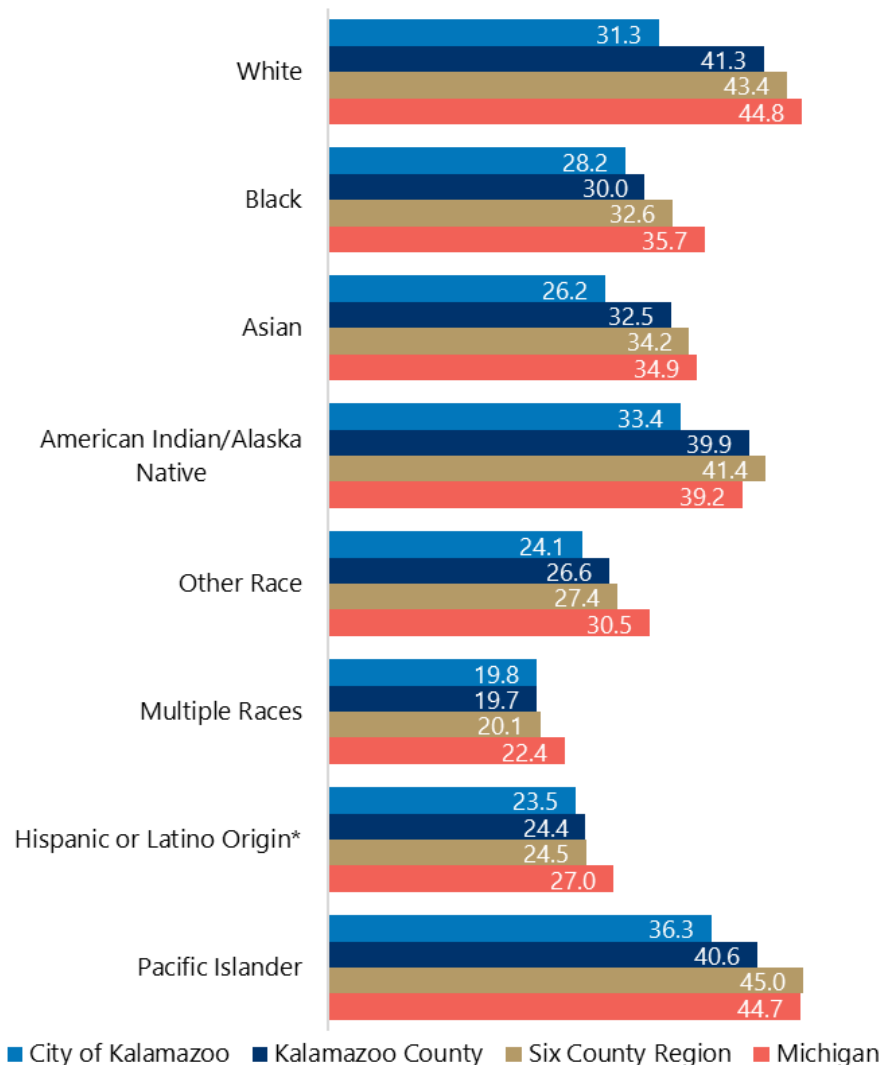
Median Age by Region

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



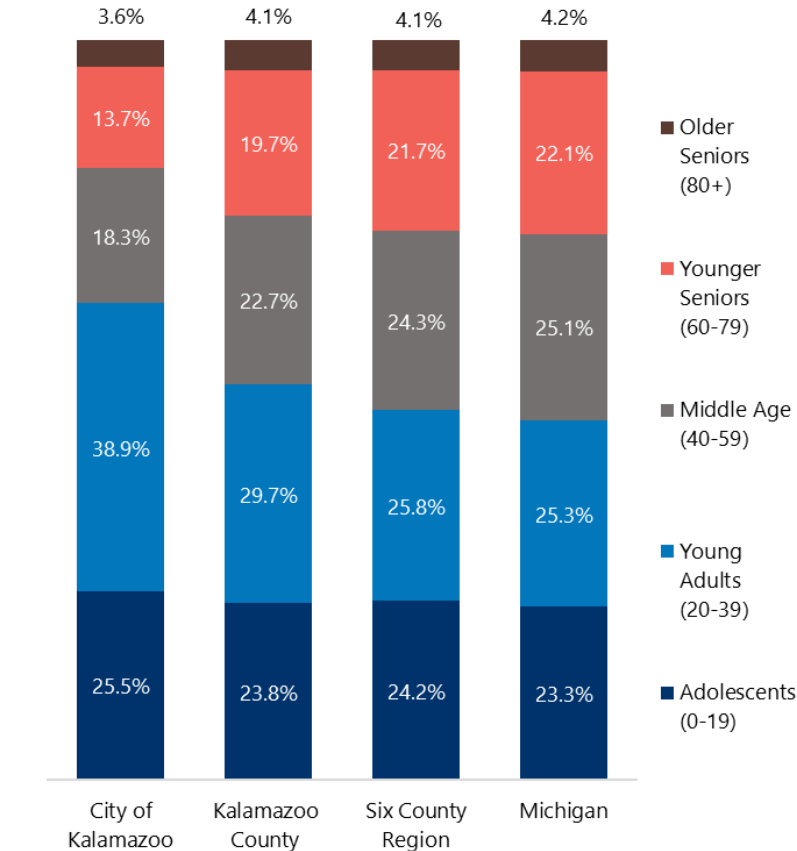
Source: Esri

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



Age Trends Continued

Age Distribution by Cohort, 2023

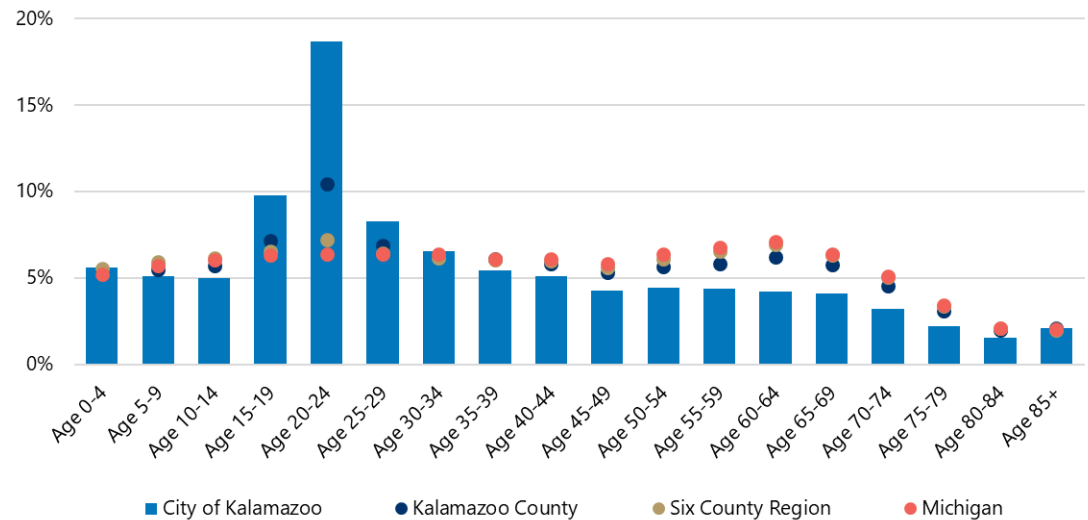


Source: Esri

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

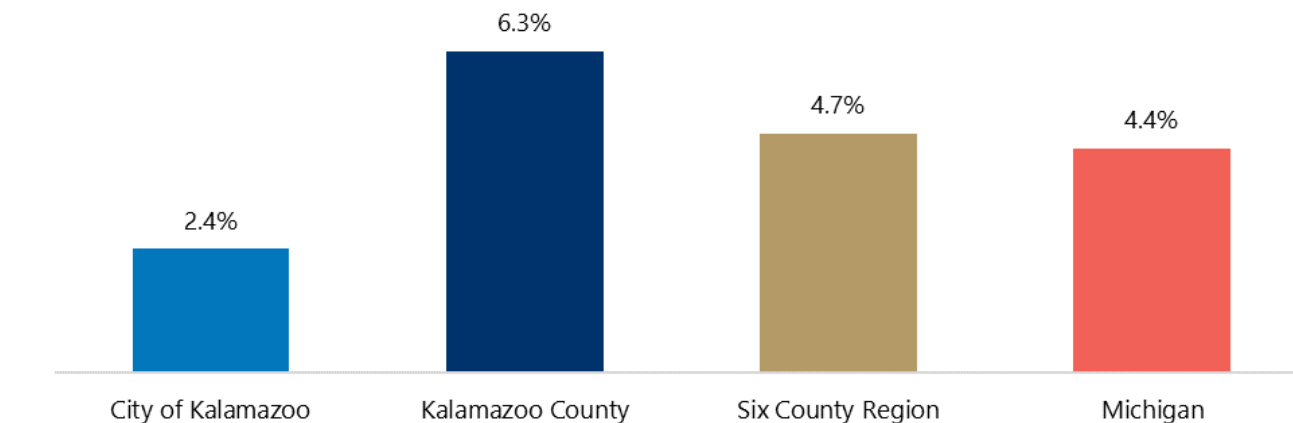
	2010	2020	2023	2028
City of Kalamazoo	2.29	2.26	2.24	2.23
Kalamazoo County	2.40	2.38	2.37	2.35
Six County Region	2.50	2.47	2.46	2.44
Michigan	2.49	2.44	2.42	2.39

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

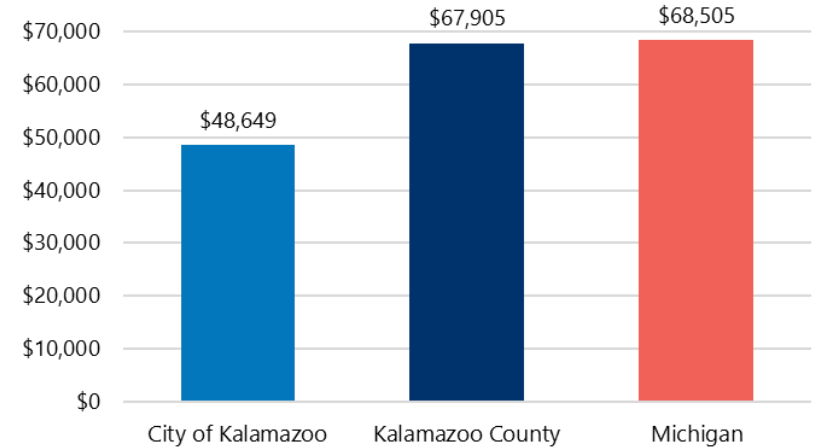
The total number of households increased for all geographies between 2010 and 2020. Kalamazoo County experienced the largest increase (6.3%) while the City of Kalamazoo experienced the smallest increase (2.4%).

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.

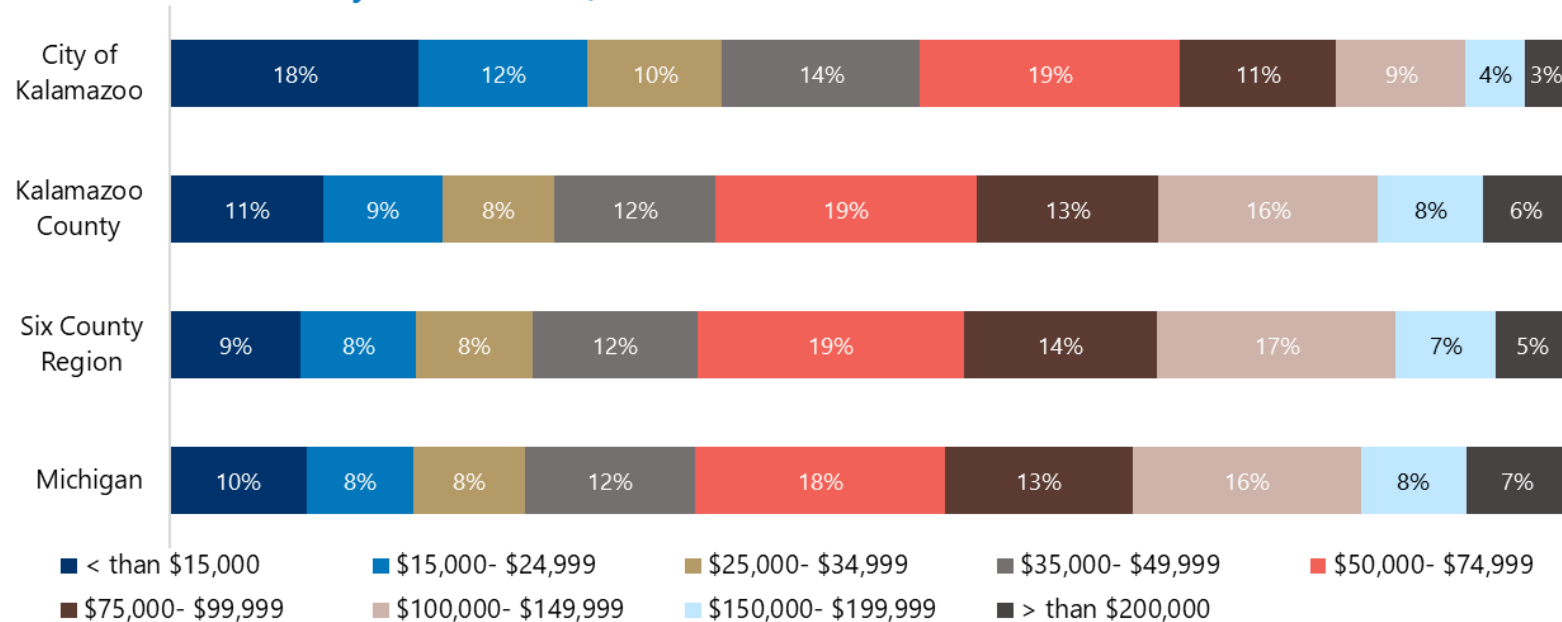
Compared to the other geographies, the city has a larger share of households with annual incomes below \$15,000. In 2023, the city's share of households earning between \$50,000 and \$74,999 was in line with county, region, and state trends. While around 16%-17% of households in the county, region, and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

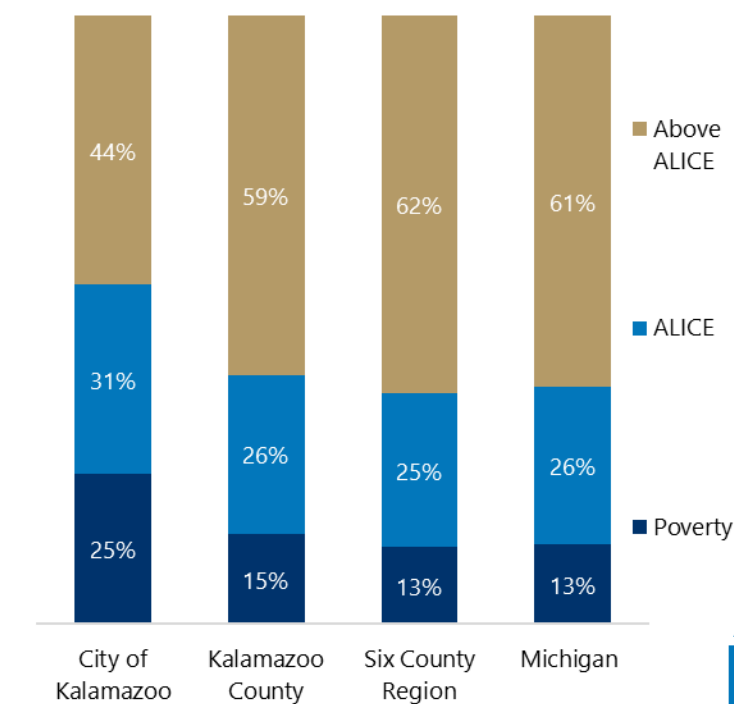


Source: Esri



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

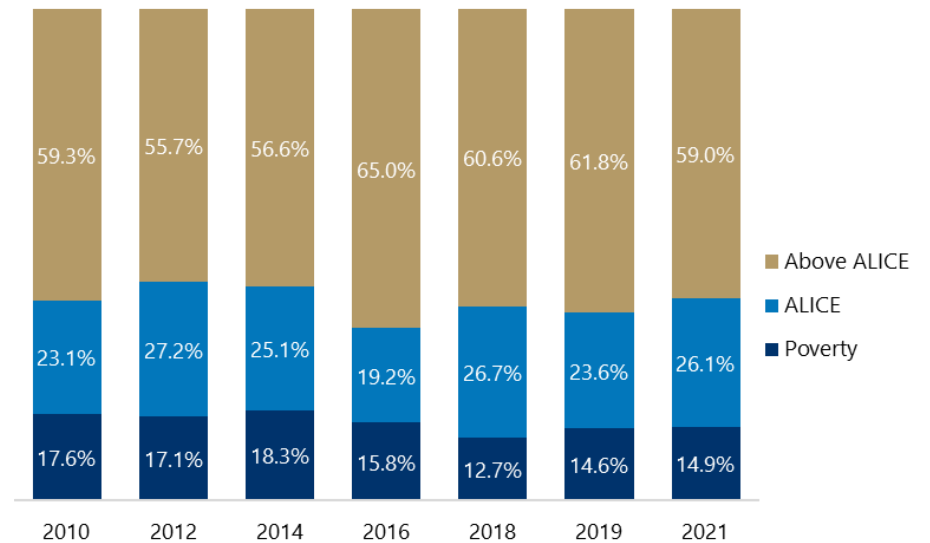
⁴ <https://www.unitedforalice.org/methodology>



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.

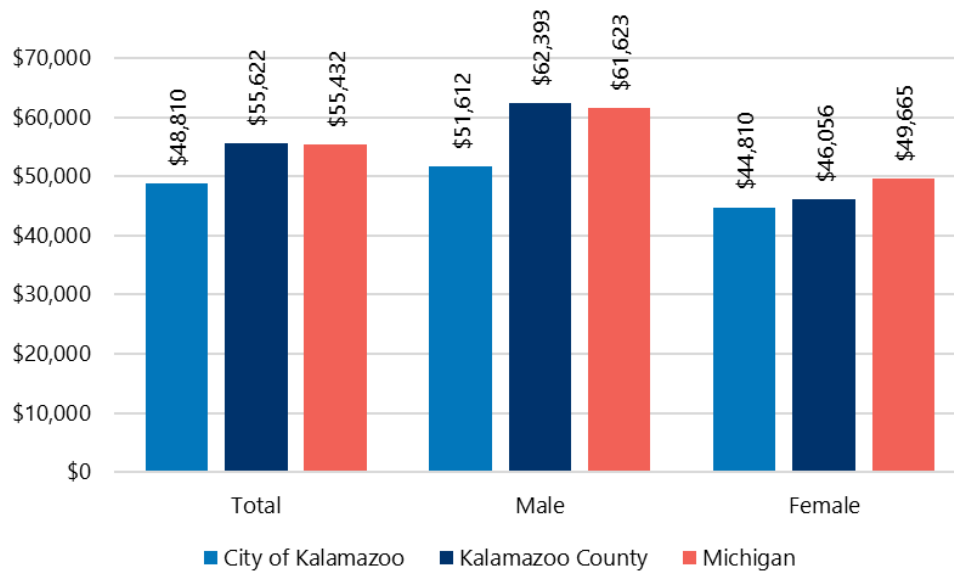
Historic Households by Type, County of Kalamazoo,



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

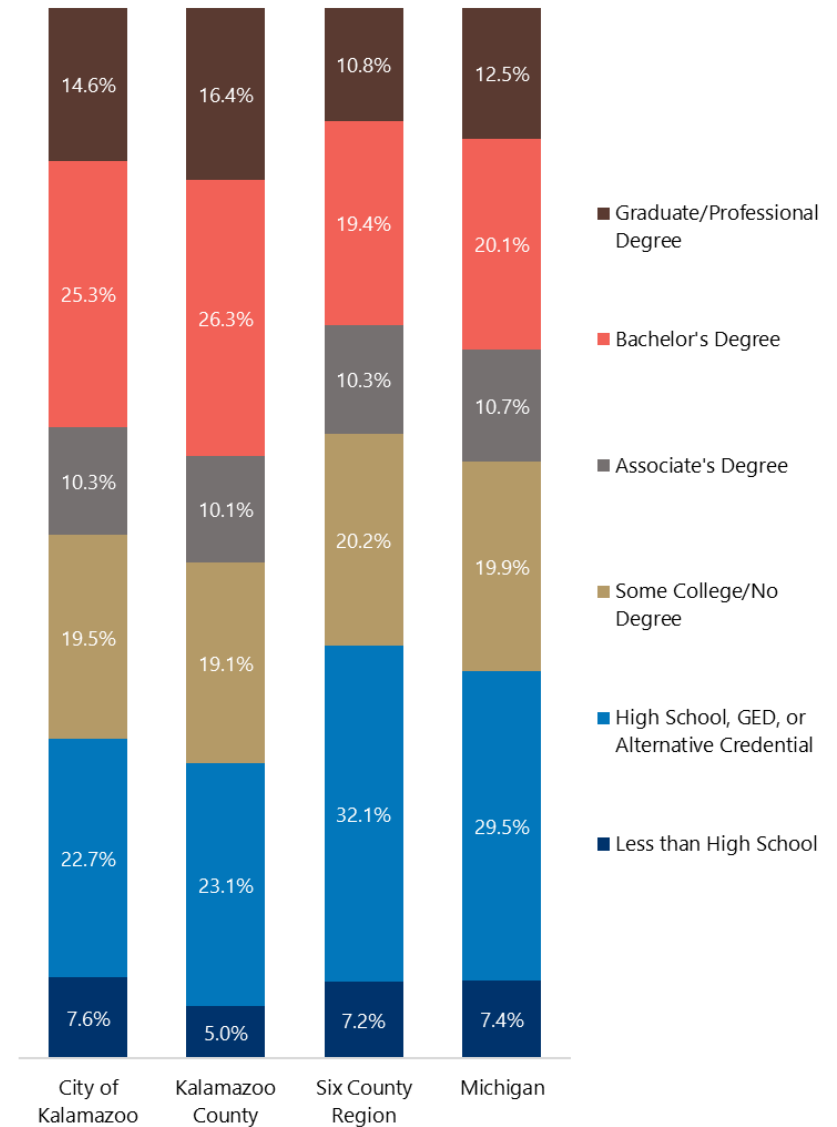


Education

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.

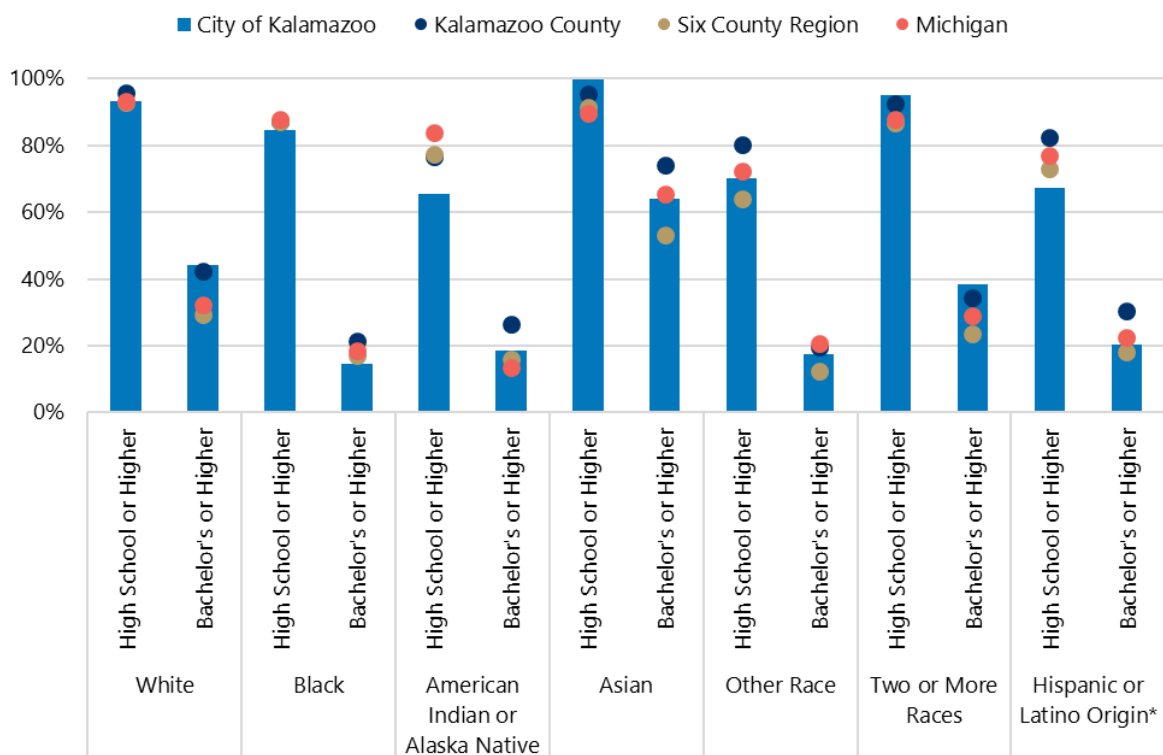
Percent of Individuals 25 Years and Older by Education Level, 2023



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 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 Islanders. 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

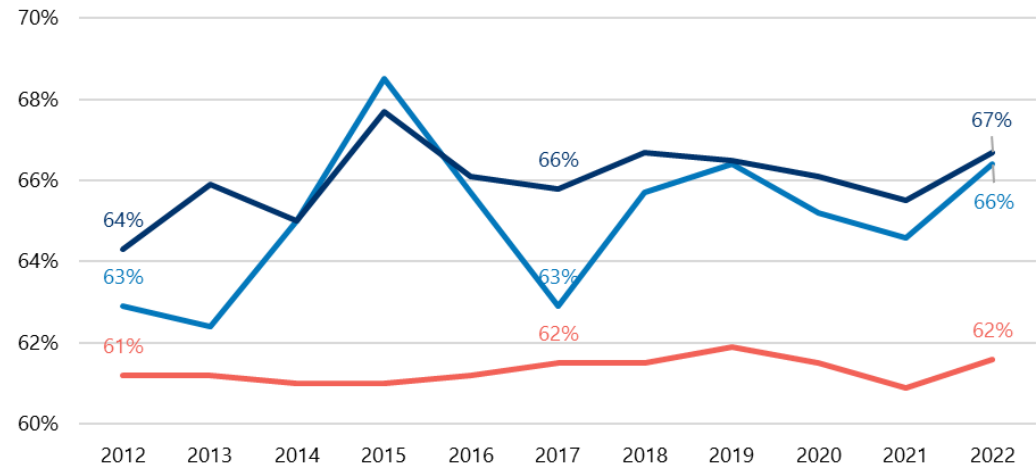
Labor Force Participation and Unemployment

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.

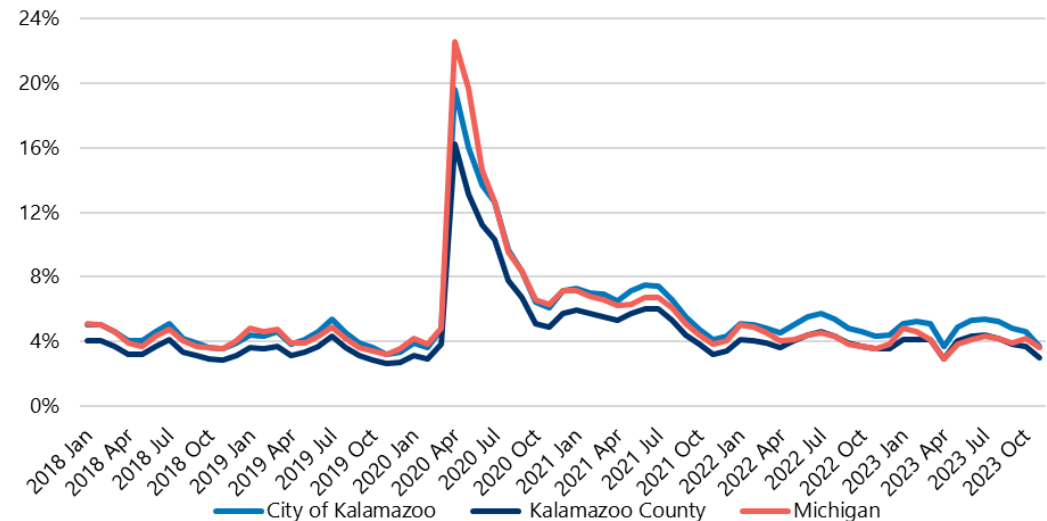
Annual Labor Force Participation Rate



Source: ACS S2303

City of Kalamazoo Kalamazoo County Michigan

Monthly Unemployment Rate, 2018-2023



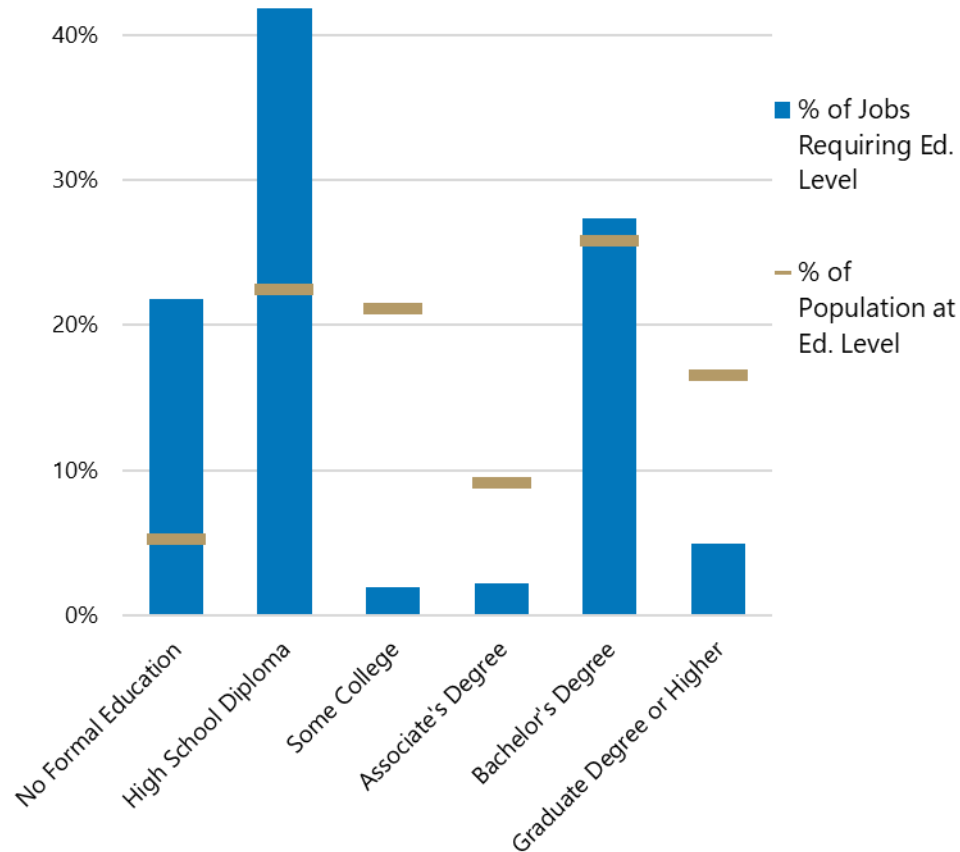
Source: BLS LAUS

City of Kalamazoo Kalamazoo County Michigan



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.

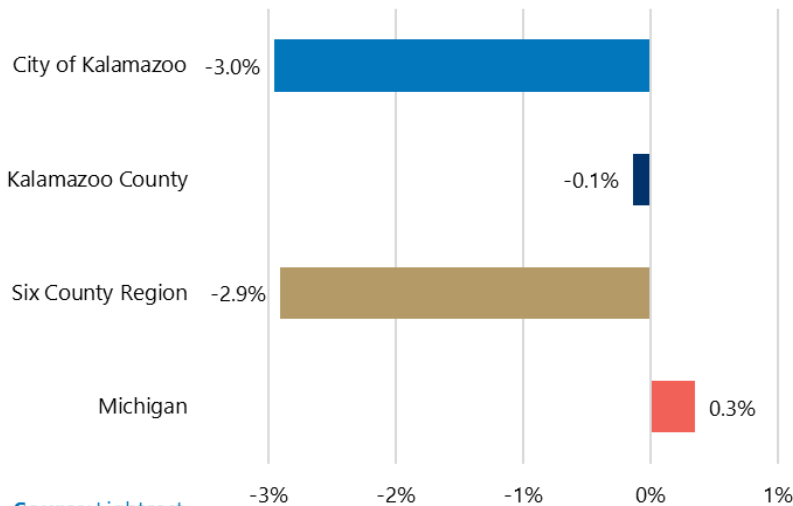
Data note: Industry data uses a combination of ZIP codes to represent the City of Kalamazoo. This includes 49006,49007,49008,49001. A map can be found on page 4.

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

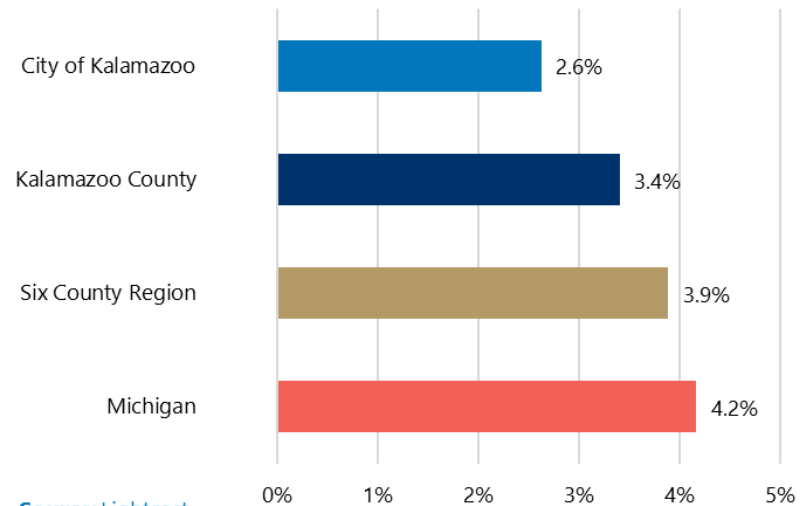
Source: Lightcast 2024.1

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.

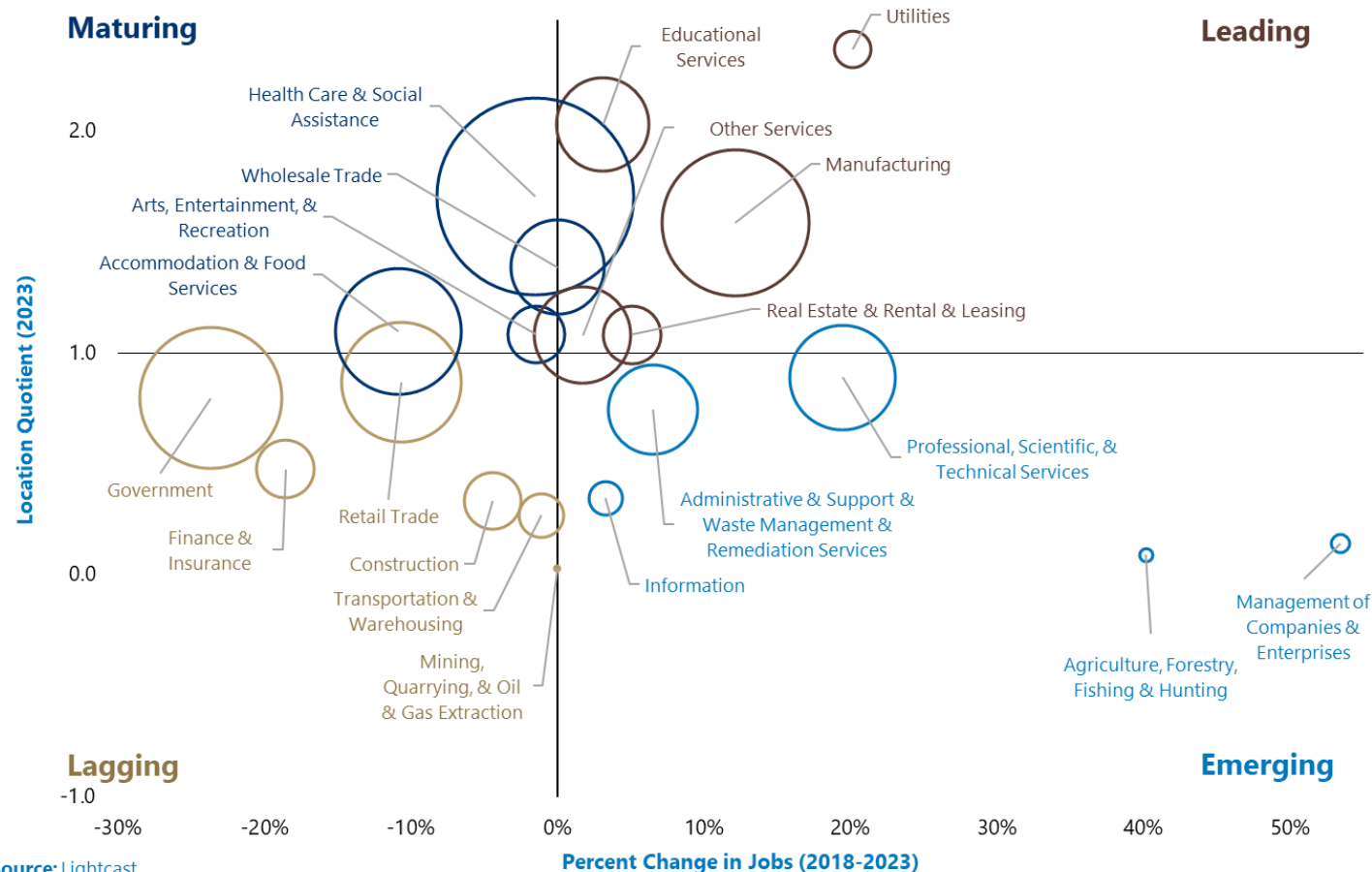
Emerging industries saw positive job growth over the last five years but have a location quotient of less than 1.

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

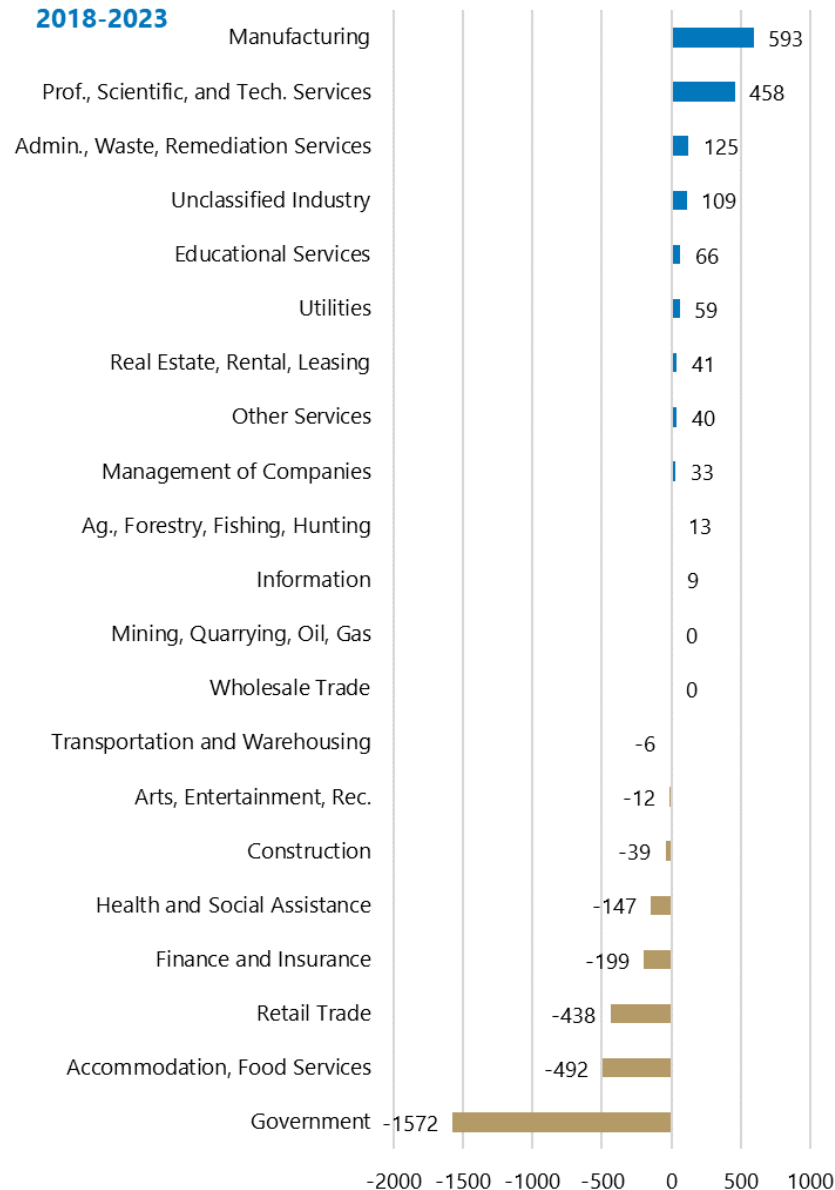
Bubble size indicates 2023 job count



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.

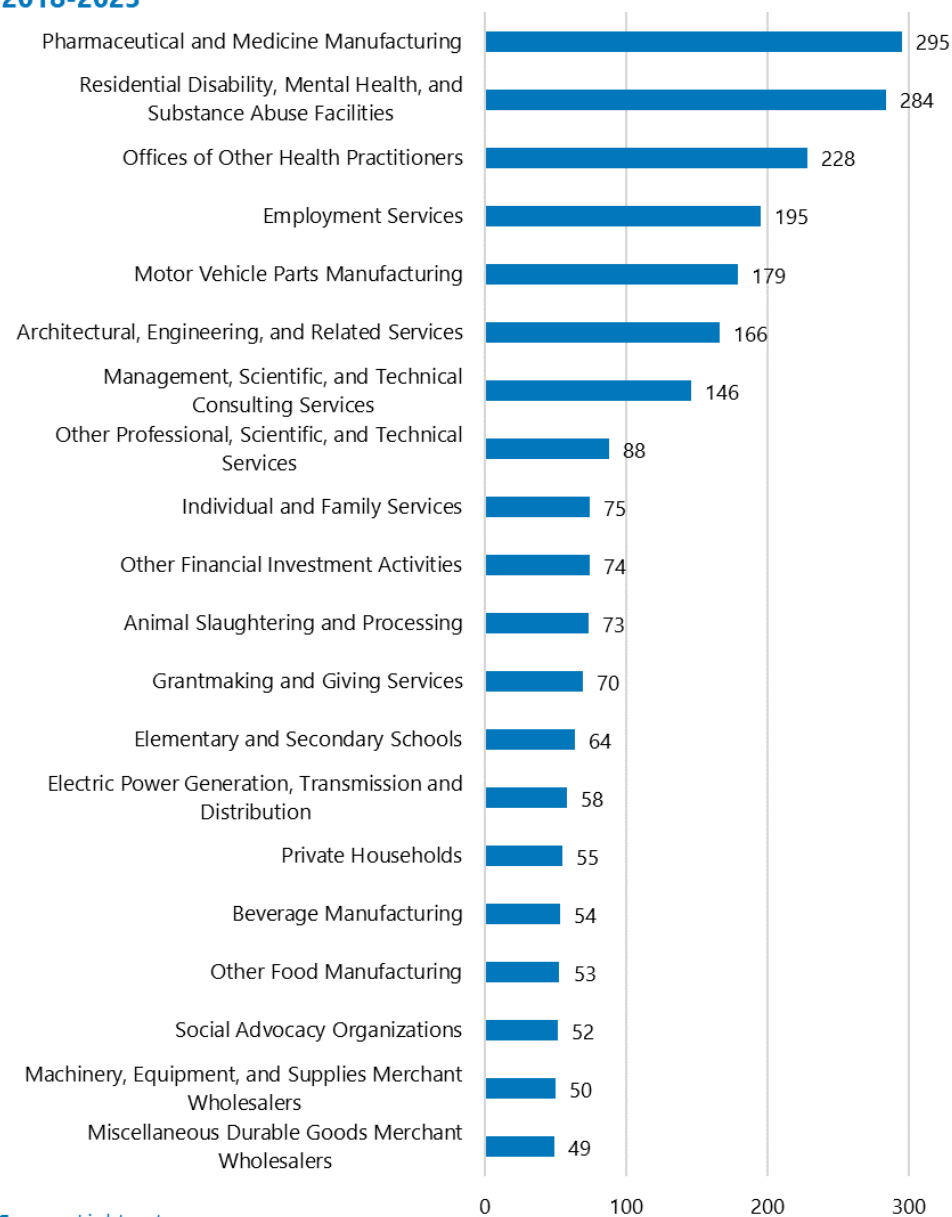
Top 20 Sub Industries by Job Growth⁶

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

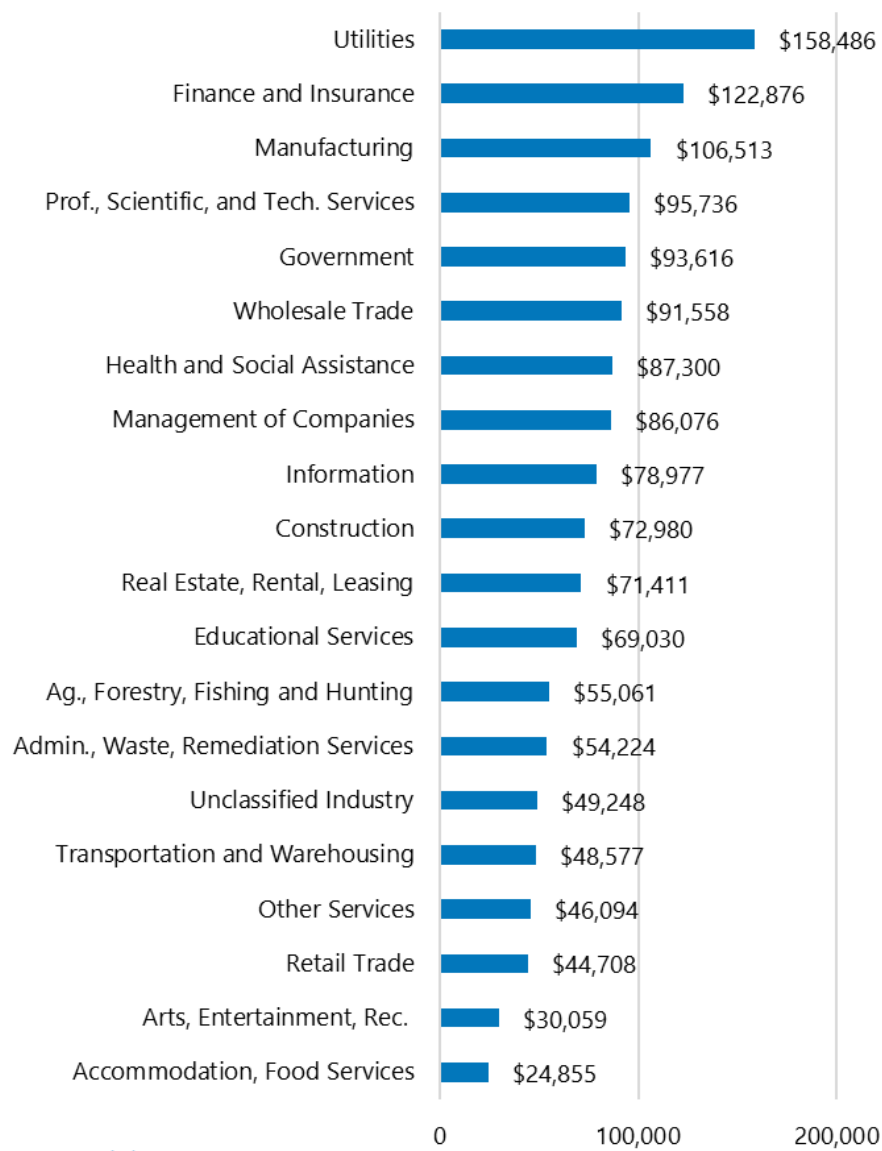
CRAIN'S GRAND RAPIDS BUSINESS



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.

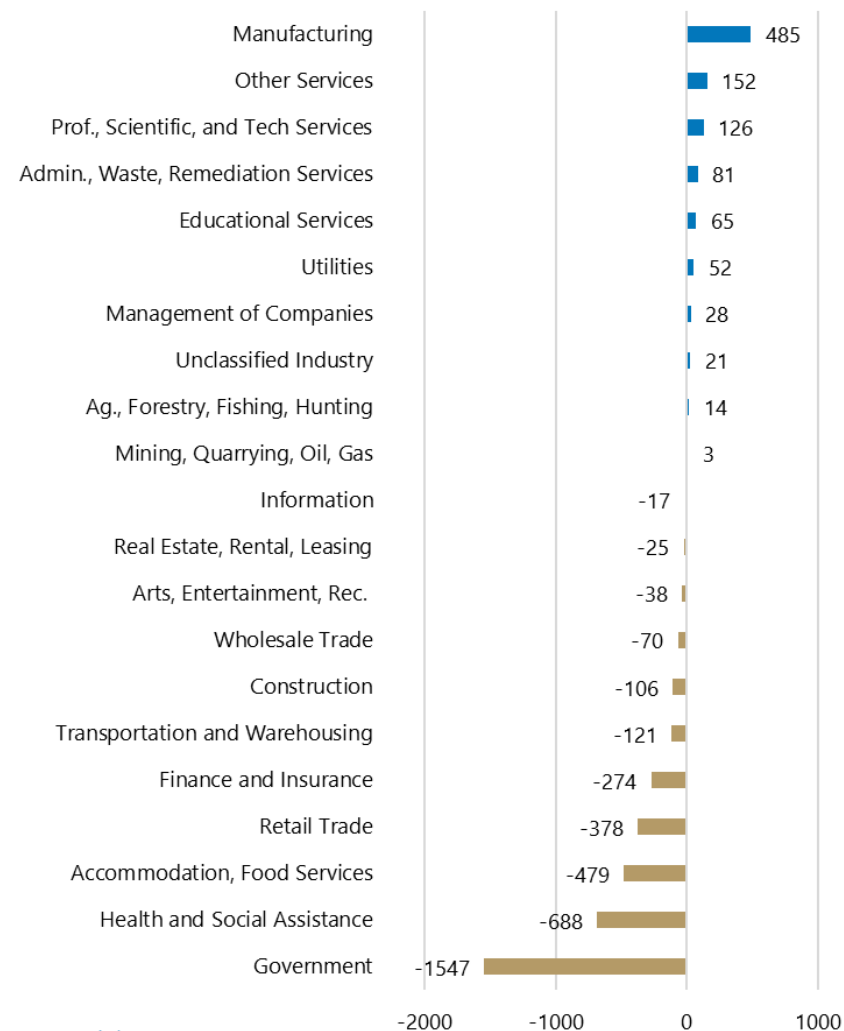
Shift Share Indicators, 2023

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 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.

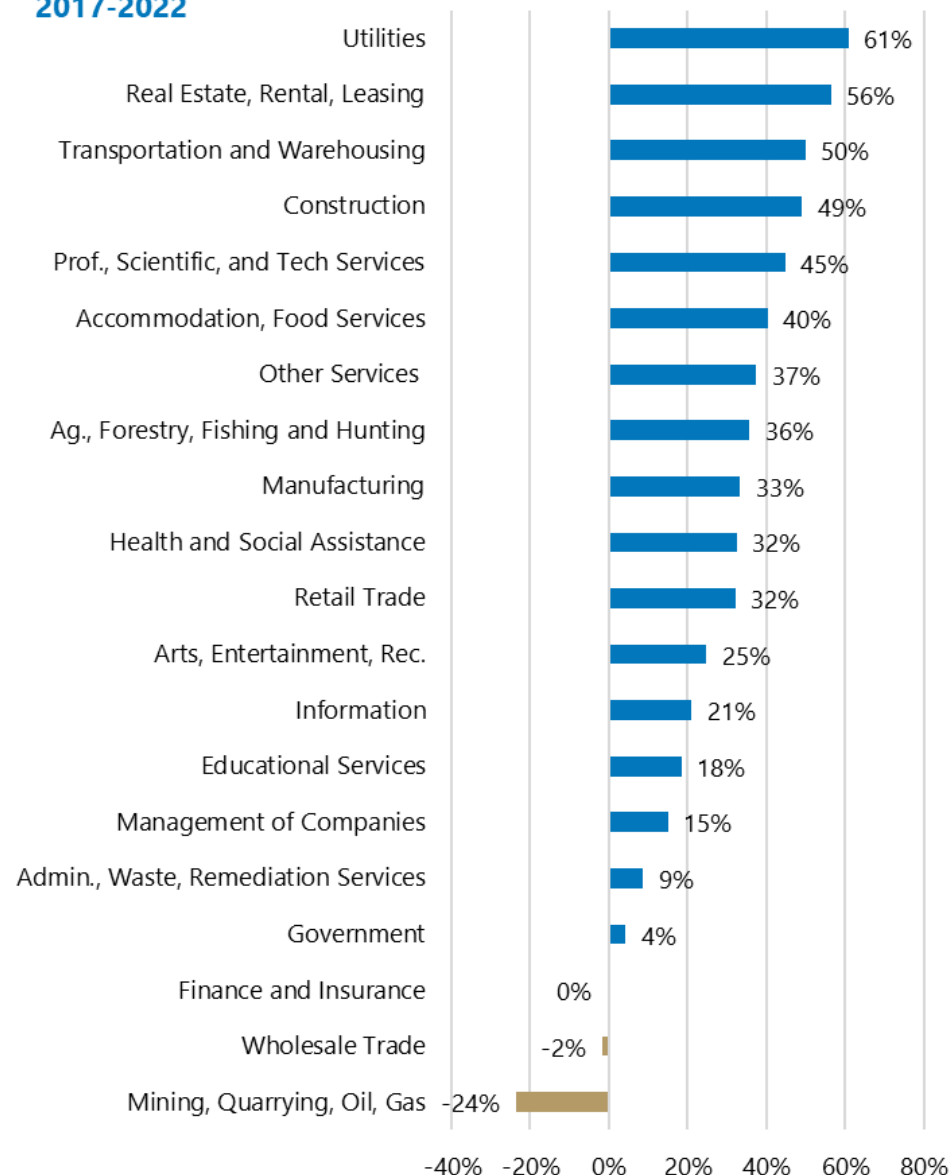
Gross Regional Product

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



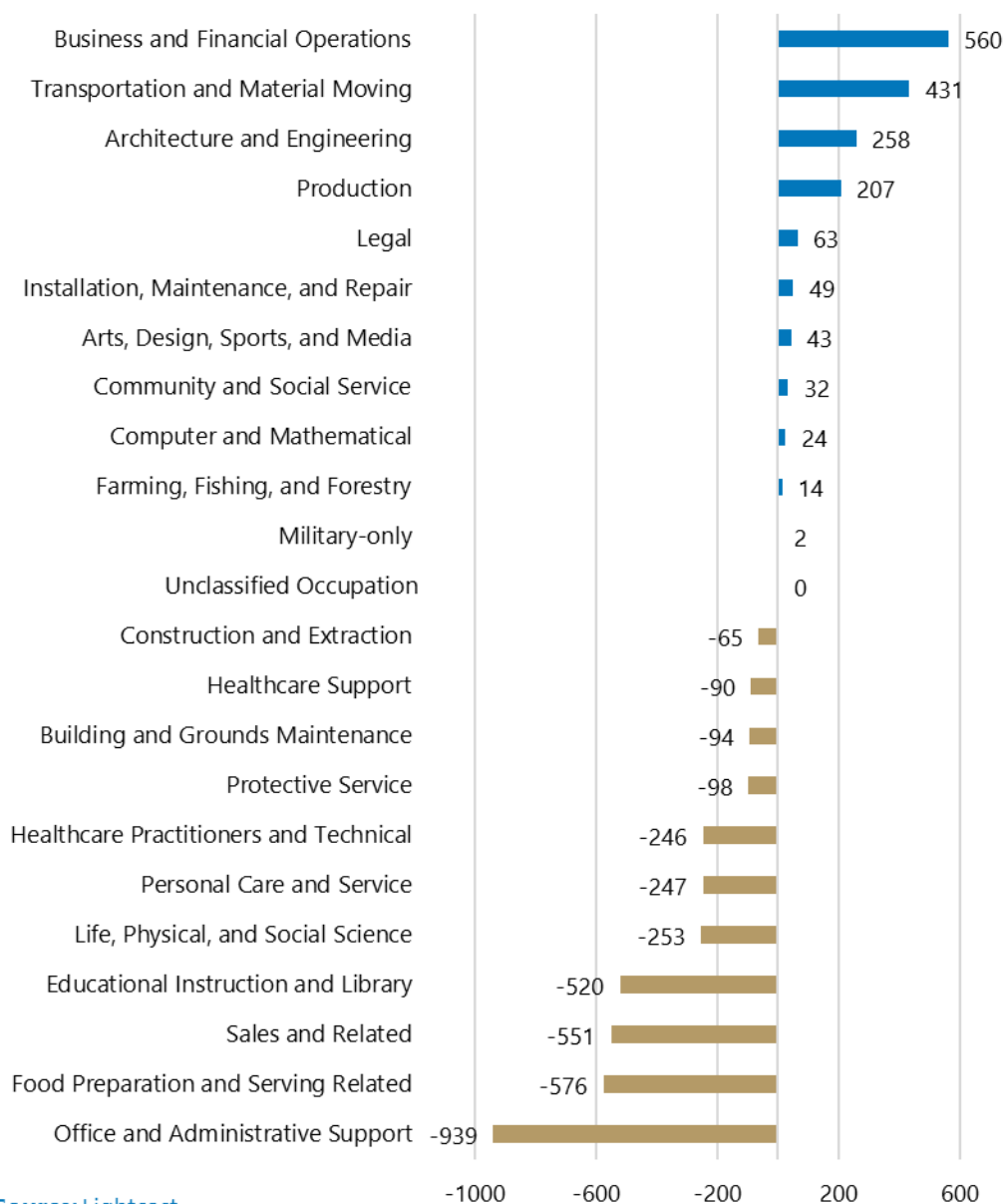
Job Change by Occupation

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

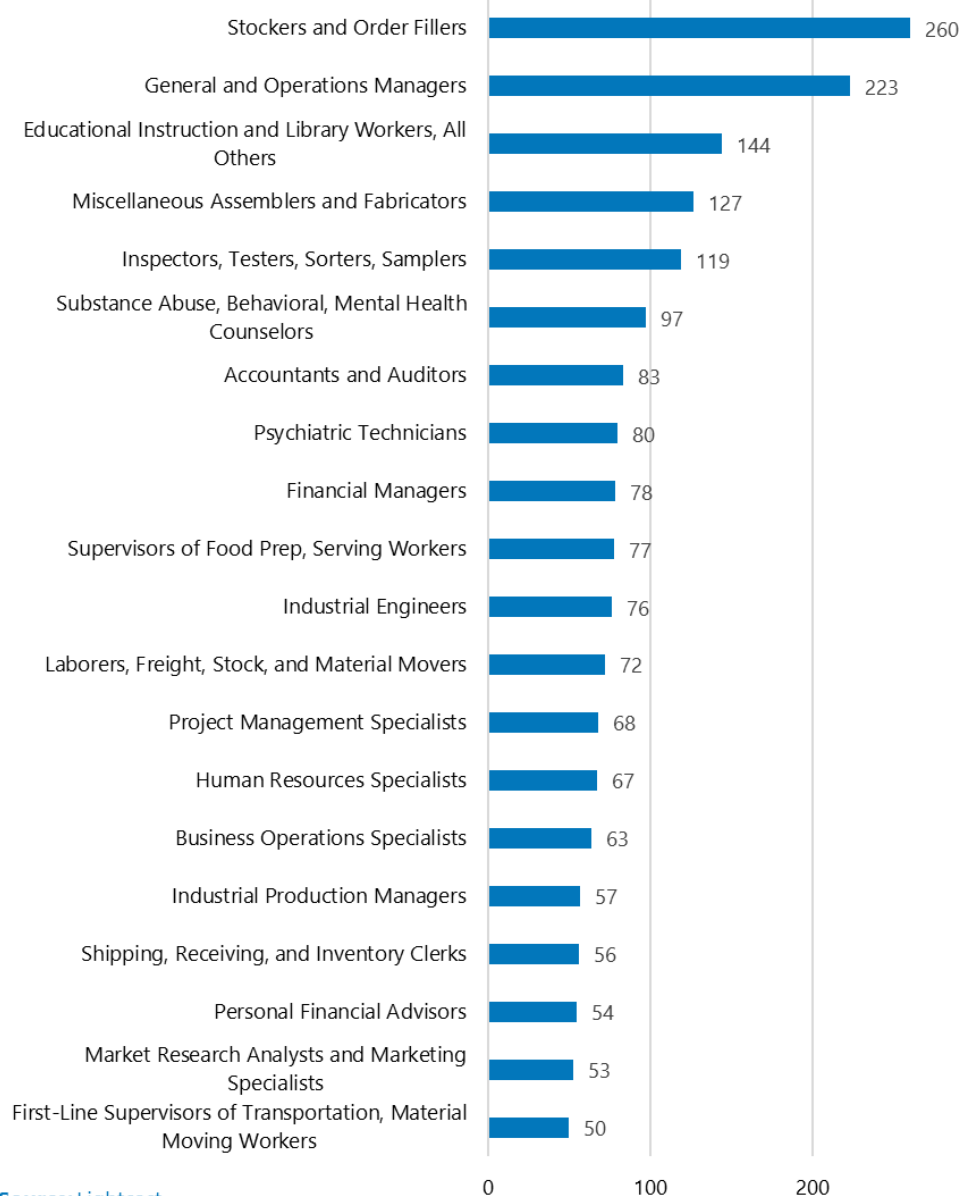


Top 20 Sub Occupation by Job Growth⁸

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

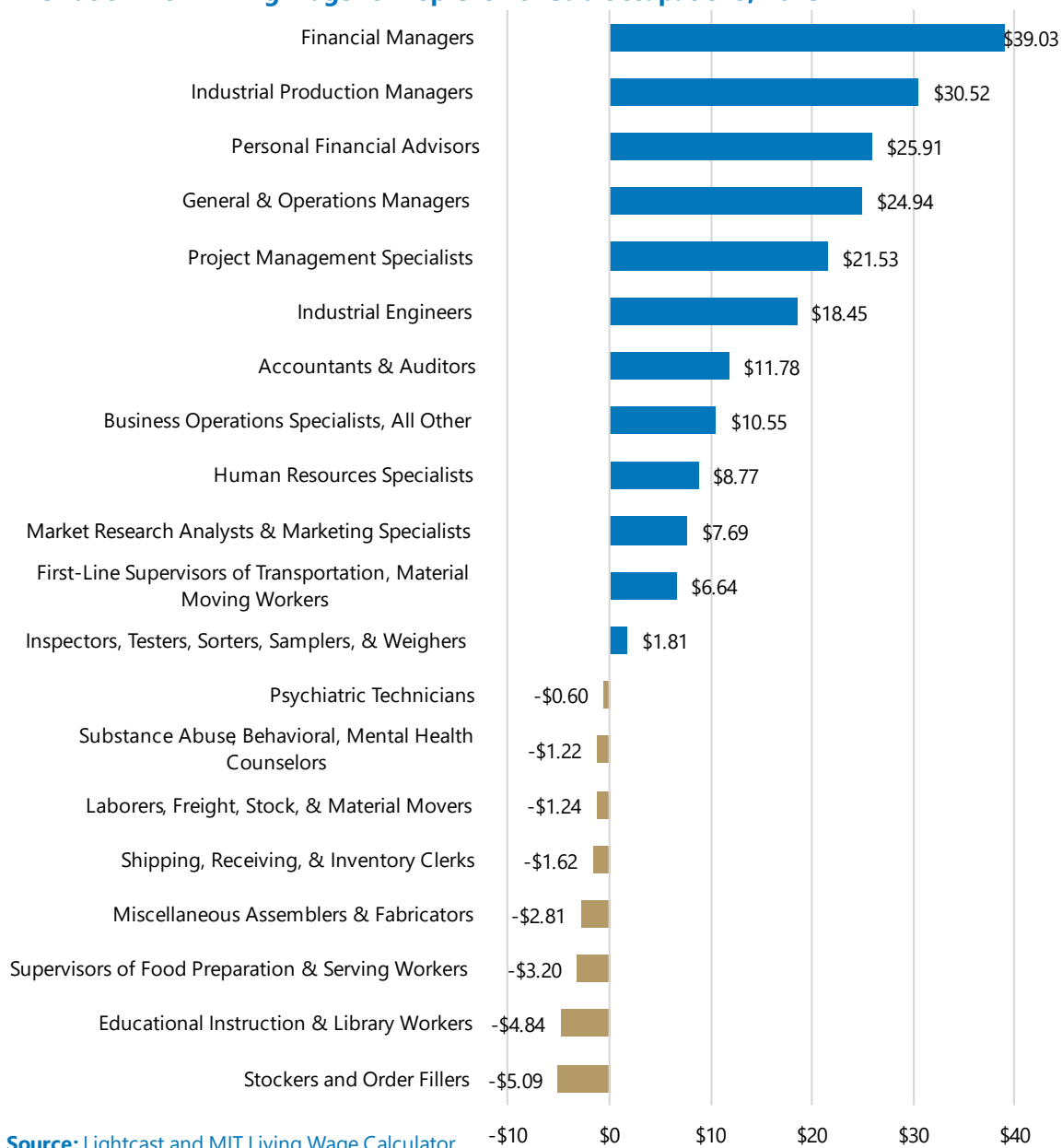
The chart on the right illustrates the deviation between the median hourly earnings for a given industry in the City of Kalamazoo and what is considered to be the region's living wage.

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

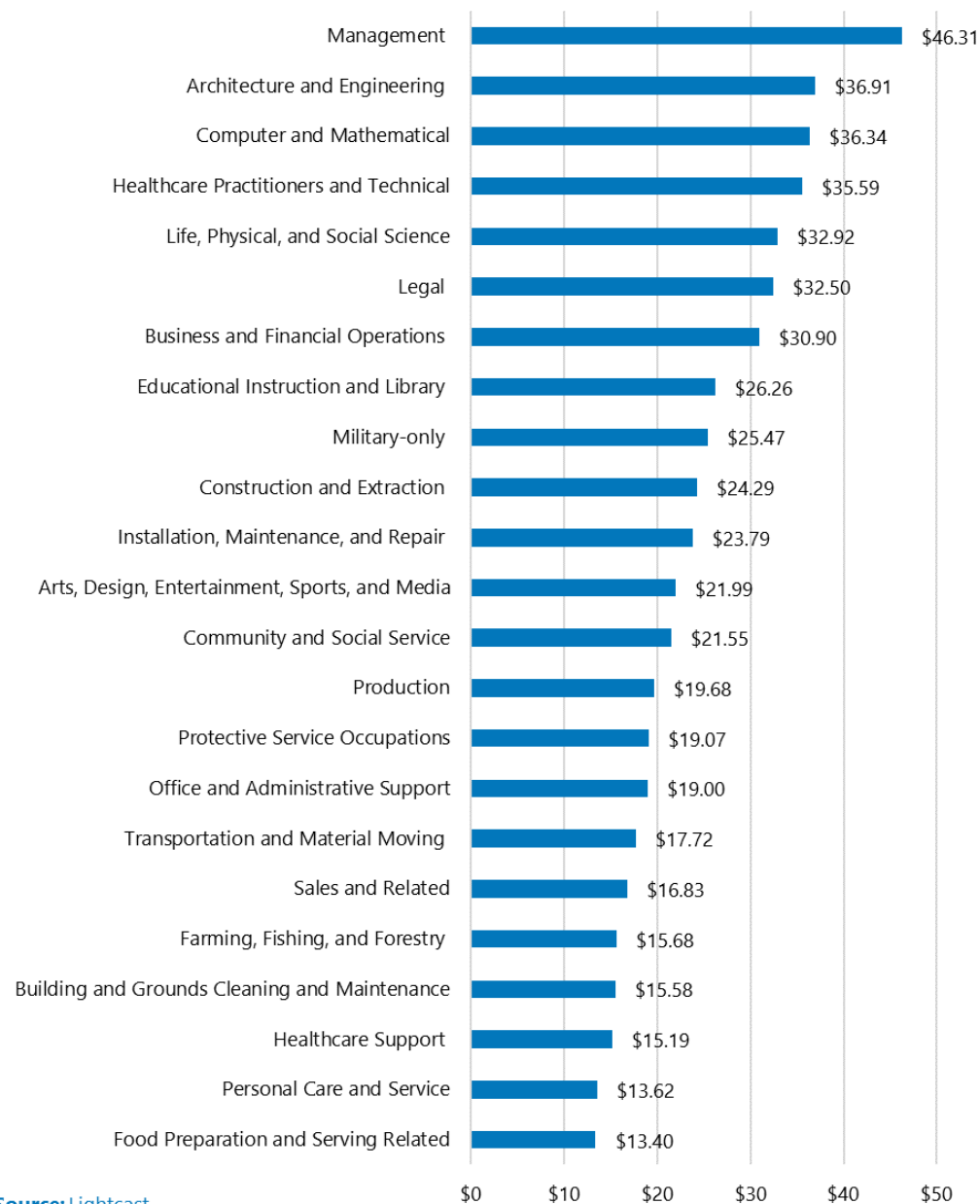
12 of the city's top 20 sub-occupations by growth have median hourly earnings above the living wage. However, Stock and Order Fillers, the occupation with the most job growth in the city, has median earnings \$5.09 below the living wage.

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.

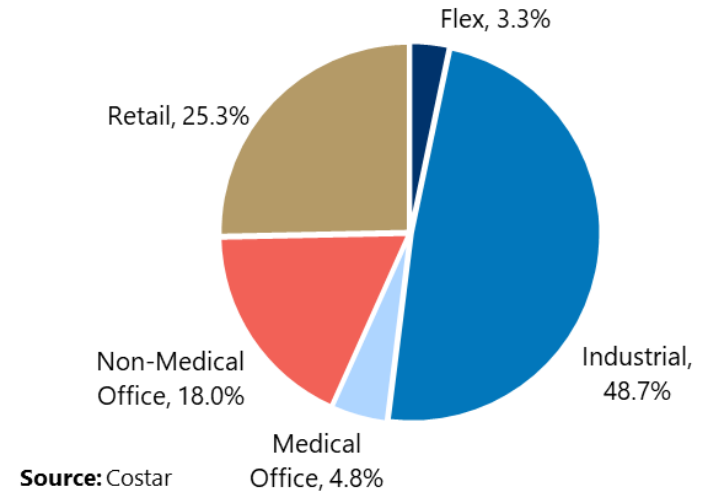


REAL ESTATE PROFILE

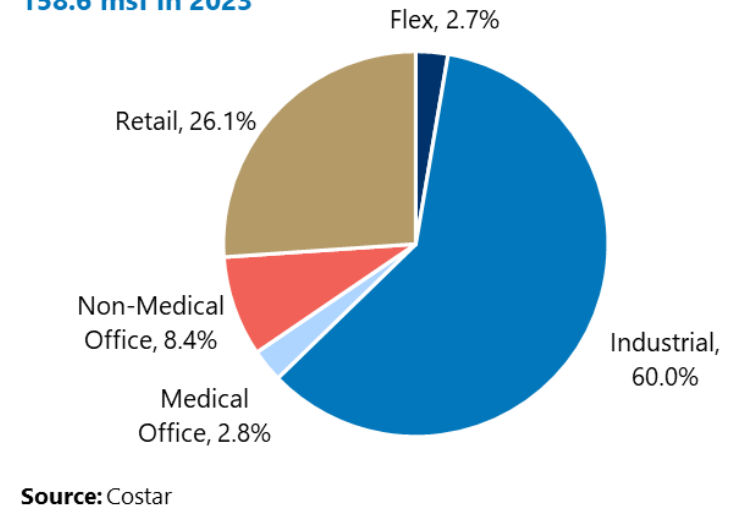
Inventory Overview

- 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

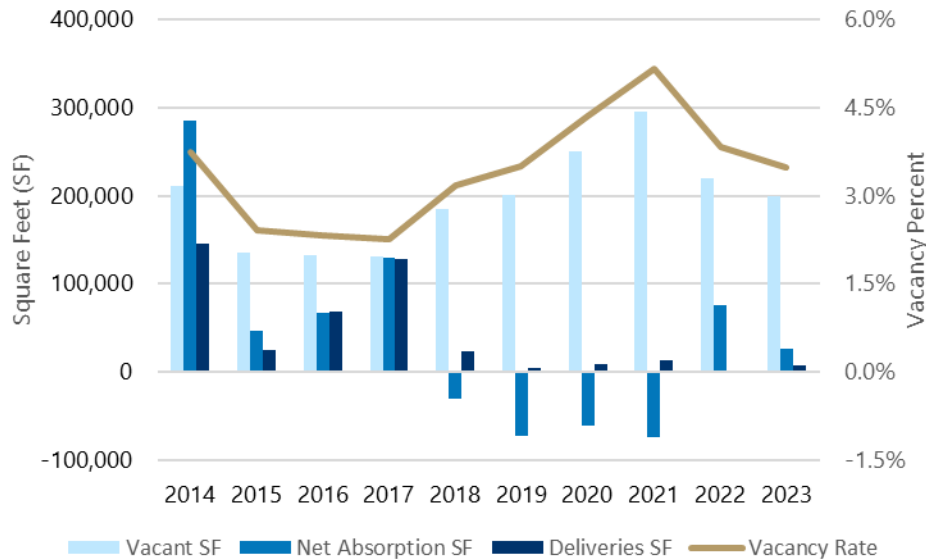
- From 2018 to 2021, retail net absorption was negative in the City of Kalamazoo, and the vacancy rate spiked to 5.2%, but has since declined to now stand at 3.5%, which is the lowest among its peers.
- Over the past decade, the City has added 424,314 square feet of retail space which amounts to a 7.4%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

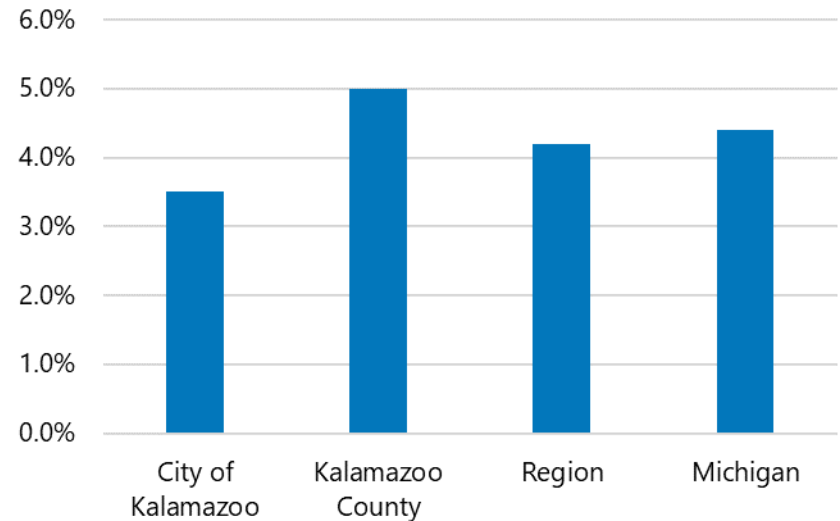
Source: CoStar

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

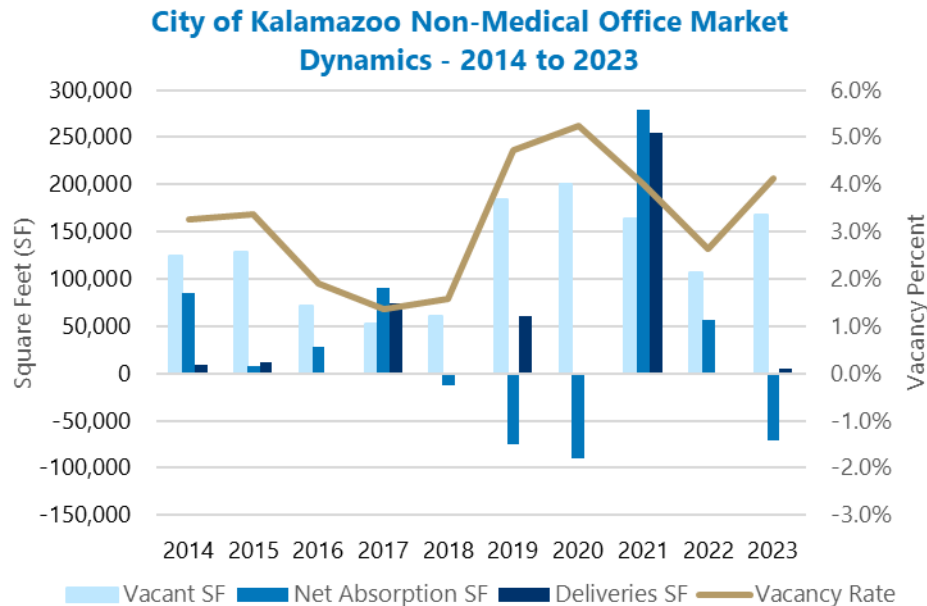
Property Address	City	PropertyType	Constr Status	Year Built	RBA	Secondary Type
5100 Century Ave	Kalamazoo	Retail (Community Center)	Existing	2014	146,211	Freestanding
2701-2721 W Michigan Ave	Kalamazoo	Retail	Existing	2015	22,545	Freestanding
4213 W Main St	Kalamazoo	Retail	Existing	2015	2,600	Fast Food
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.

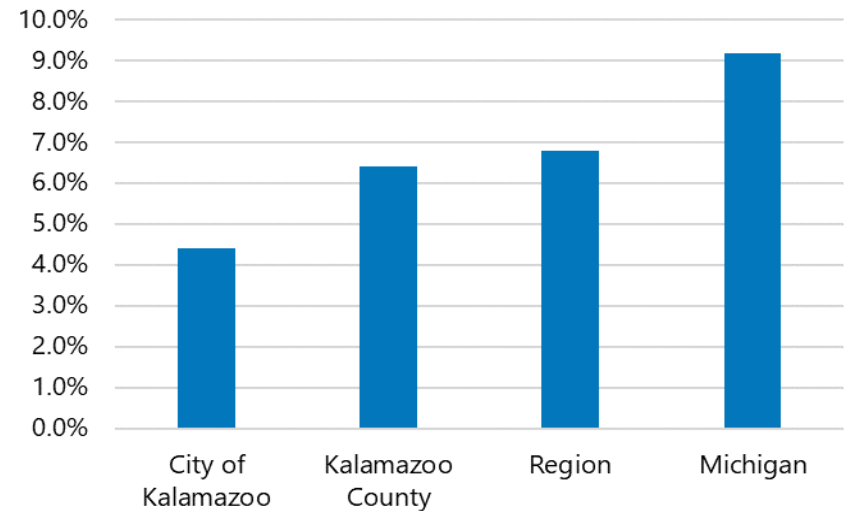


Non-Medical Office Market Metrics 2023

	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

Non-Medical Office Market Vacancy Rates 2023



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

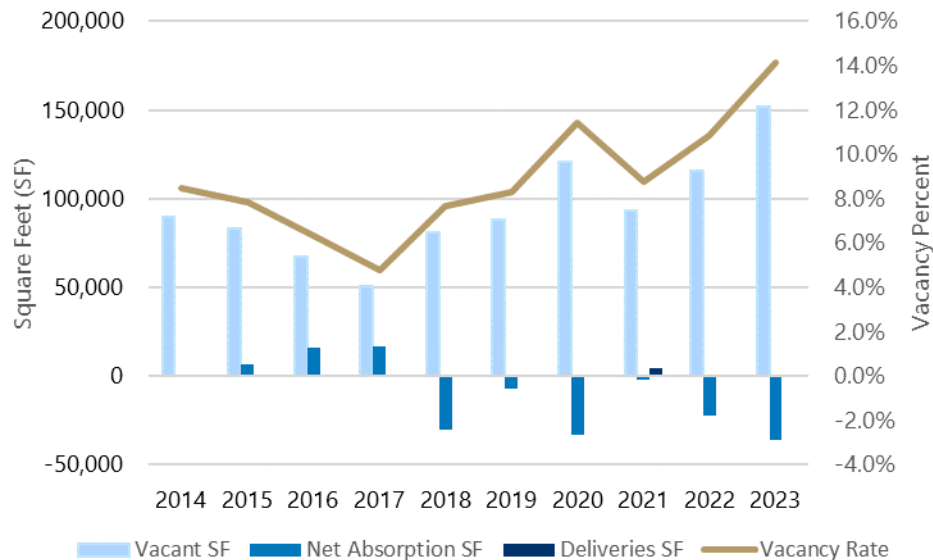
- Medical office vacant space has risen dramatically over the past two years, increasing from 7.3% in 2021 to reach 11.8% at the end of 2023, which is a decade high.
- Medical office developments have been limited to only a handful of fully leased properties that finished construction in 2021.
- The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

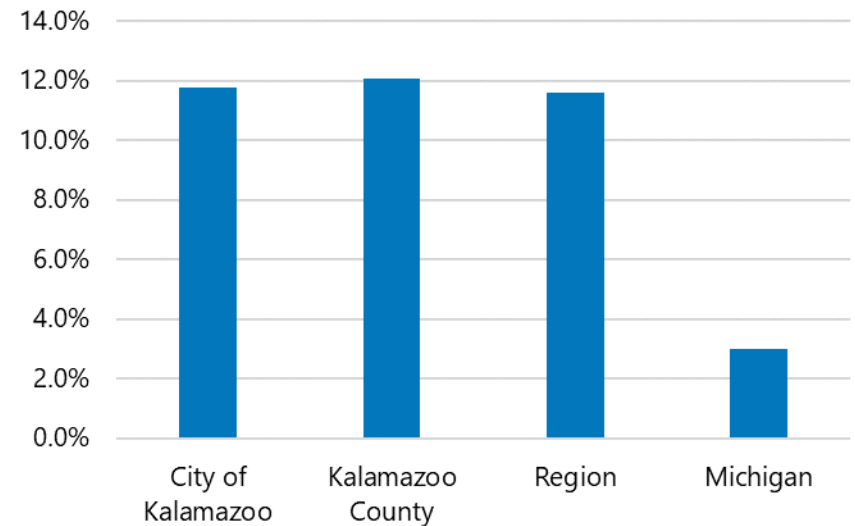
Source: CoStar

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

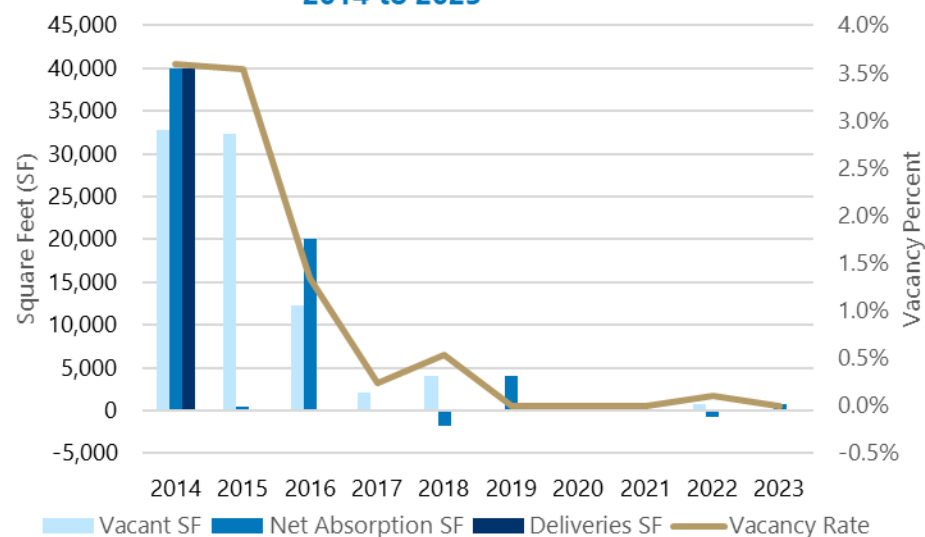
- The City of Kalamazoo flex market is incredibly tight, with not a single vacancy reported over the past five years.
- Construction of flex buildings is also very rare for this market, with only a single 40,000-square-foot building added to the base in the last 10 years.
- The vacancy rate for flex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

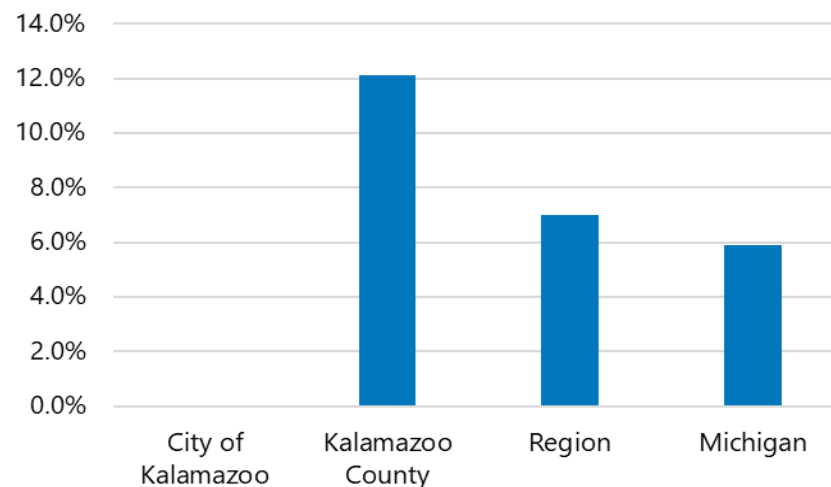
Source: CoStar

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

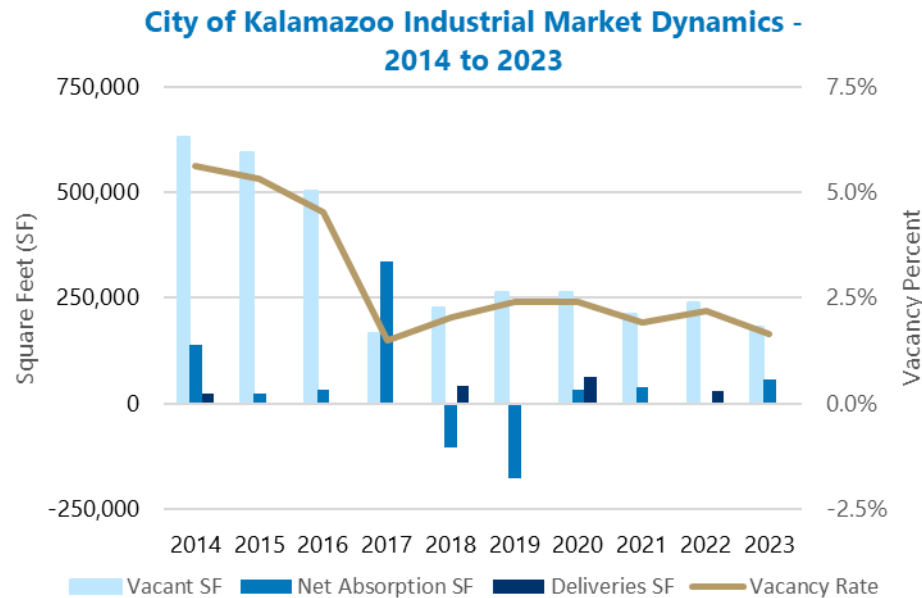
Property Address	City	PropertyType	Constr Status	Year Built	RBA	Secondary Type
3300 Research Way	Kalamazoo	Flex	Existing	2014	40,000	R&D

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.

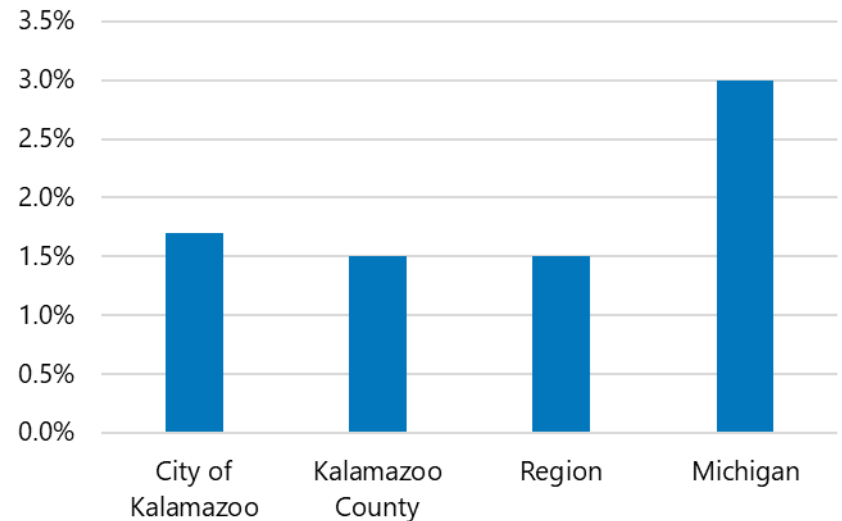


Industrial Market Metrics 2023

	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

Industrial Market Vacancy Rates 2023



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.](#)



Appendix III

Planning Stakeholders

The City of Kalamazoo Economic Development Plan was developed with the thoughtful perspective and valuable contributions of many stakeholders throughout the city and region. Thank you to the individuals and entities who shared their time and resources for this work.

Allie Vanheest, Center for Civic Engagement at Kalamazoo College

Alyssa Stewart, Kalamazoo Community Foundation / Kalamazoo Entrepreneur Network

Ayron Stagray, Zoetis

Bonnie Gabriel, Western Michigan University Small Business Development Center

Brian Pittelko, WE Upjohn Institute for Employment Research

Bronwyn Drost, Southwest Michigan First

Chris Sargent, United Way of South Central Michigan

City of Kalamazoo City Manager's Office

City of Kalamazoo Community Planning and Economic Development Department

Antonio Mitchell

Chelsie Downs-Hubbarth

Christina Anderson

Jamie McCarthy

Jared Chambers

Jerrid Burdue

Kevin Ford

PJ Thuringer

City of Kalamazoo Economic Development Corporation / Brownfield Authority

Alonzo Wilson

Andrew Schipper

Jason Novotny

Kevan Hess

Kyle Gulau

Lucas Middleton

Michael Gurnee

Nathan Bolton

Rachel Bair

Sharon Ferraro

Torean Greeley

Clarence Lloyd, Southwest Michigan First

Craig Williams, Kalamazoo/Battle Creek International Airport

Curt Aardema, AVB

Dan Kastner, Factory Coffee

Dana Wagner, Discover Kalamazoo

Dannie Alexander, Kalamazoo Valley Community College

Darshana Udayanganie, Kalamazoo College

David Anderson, City of Kalamazoo

Doug Lepisto, Western Michigan University, Sleeping Giant Capital

Elizabeth Washington, Northside Association for Community Development

Eric Stewart, Kalamazoo Regional Educational Service Agency

Jakki Bibb, Michigan Works! Southwest / Upjohn Institute

Jamauri Bogan, Bogan Developments , Edison Community Partners

James Ayers, Kalamazoo Eastside Neighborhood Association

Jane Ghosh, Discover Kalamazoo

Jarrett Blackmon, Can-Do Kalamazoo

Jeff Breneman, Western Michigan University

Jill Bland, Southwest Michigan First

Jonas Peterson, Southwest Michigan First

Josh Sledge, Kalamazoo Community Foundation

Kathy Szenda Wilson, Pulse at the WE Upjohn Institute for Employment Research

Kiar Gamsho, Park Street Market

Kristyn Buhl-Lepisto, KC Ready 4s

Lucy Dilley, Can do Kalamazoo

Michelle Audette-Bauman, Hollander Development

Mark Callahan, Zoetis

Mary Balkema, Kalamazoo County

Matt Hollander, Hollander Development

Rebekah Kik, City of Kalamazoo

Sarah Klerk, Kalamazoo Promise

Scott Petersen, Arbor Financial Credit Union

Sean McBride, Metro

Shared Prosperity Kalamazoo Organizing Committee

Stephen Dupuie, Edison Neighborhood Association

Steve Brown, Foundation for Excellence

Sarah Olszowy, Greenleaf Hospitality Group

Tim Rayman, Greenleaf Hospitality Group

Tim Weststrate, AT&T

Trisha Kidd, Plaza Corp

Tshepo Mathekga, Kalamazoo Community Foundation / Kalamazoo Entrepreneur Network

Zac Bauer, Local Initiatives Support Corporation (LISC) Kalamazoo

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

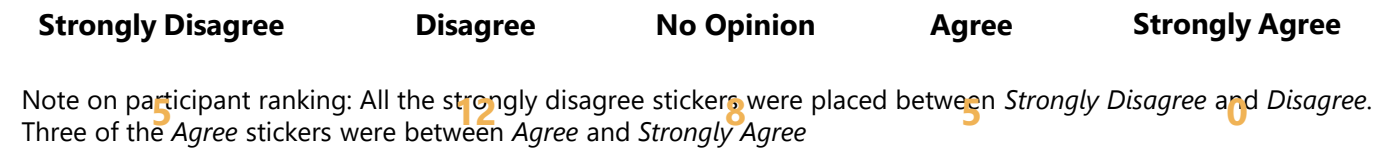
- Most participants are proud of the City and enjoy the entertainment options it provides.
- Most participants believe the City needs to improve its walkability.
- The comments from this topic highlight several safety concerns related to the downtown area.

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.

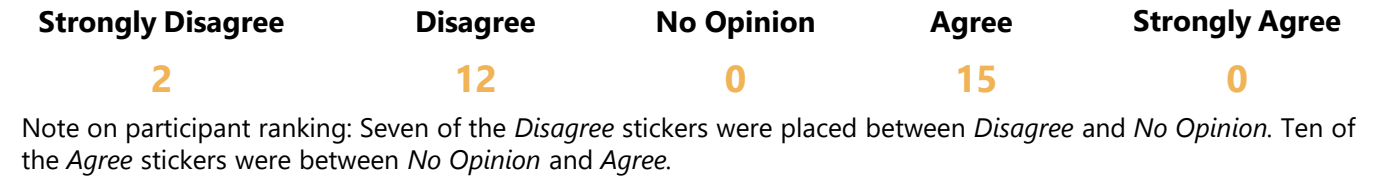
STATEMENT 1.1: It is straightforward to find resources for how to start a business in the City of Kalamazoo.

Participant Ranking by Sticker Count



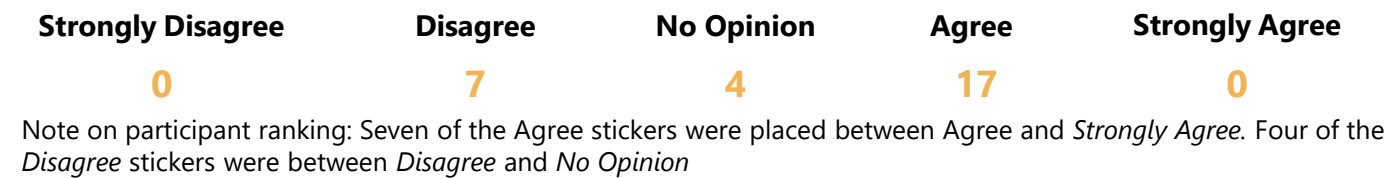
STATEMENT 1.2: The city has a diverse economy with many businesses providing employment opportunities.

Participant Ranking by Sticker Count



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

Participant Ranking by Sticker Count



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"

**CITY OF KALAMAZOO
ECONOMIC DEVELOPMENT CORPORATION**

**RESOLUTION ADOPTING AND RECOMMENDING CITY COMMISSION
APPROVAL OF AN ECONOMIC DEVELOPMENT STRATEGY FOR THE CITY OF
KALAMAZOO**

Board member _____, supported by Board member _____, moved for the adoption of the following resolution:

WHEREAS, the City of Kalamazoo Economic Development Corporation (the “EDC”), pursuant to the provisions of Act 338 of 1974, as amended, seeks to provide resources to alleviate and prevent conditions of employment by assisting and retaining local industrial and commercial enterprises and encouraging the location and expansion of industrial and commercial enterprises; and

WHEREAS, the Purchasing Division of the City of Kalamazoo, in consultation with the EDC and the City of Kalamazoo Community Planning and Economic Department, issued a request for proposals (the “RFP”) for the development of a City-wide economic development strategy that clearly describes how the City of Kalamazoo intends to attract investment, build tax base, and create jobs, and which satisfies the requirements for the Redevelopment Ready Community Program (the “Economic Development Strategy”), all as set forth in the RFP (the “Economic Development Strategy Consultant Services”); and

WHEREAS, the City of Kalamazoo Purchasing Division awarded a contract to Camoin Associates, Inc. (“Camoin”), an experienced community and economic development consulting firm, for the Economic Development Strategy Consultant Services; and

WHEREAS, after extensive efforts involving outreach and feedback from various public boards and citizens, Camoin prepared the new Economic Development Strategy, which centers on the implementation of the following four goals for the City of Kalamazoo: (i) Fostering the business environment, target markets, and entrepreneurship, (ii) Strengthening neighborhoods and community comments, (iii) Advancing conditions for growth; and (iv) Improving the downtown experience; and

WHEREAS, the EDC has reviewed and now desires to adopt and implement the Economic Development Strategy.

NOW, THEREFORE, BE IT HEREBY RESOLVED AS FOLLOWS:

1. That the EDC hereby adopts the Economic Development Strategy and recommends its approval by the City Commission.

2. That all resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

YEAS: Board members _____

NAYS: Board members _____

ABSTAIN: Board members _____

ABSENT: Board members _____

RESOLUTION DECLARED ADOPTED.

Dated: September 19, 2024

_____, Secretary

CERTIFICATION

I, the undersigned duly qualified and acting Secretary of the City of Kalamazoo Economic Development Corporation, do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Directors of the Economic Development Corporation at a meeting held on September 19, 2024, and that public notice of said meeting was given pursuant to, and in accordance with, Act 267 of the Public Acts of Michigan of 1976, as amended.

Dated: September 19, 2024

_____, Secretary