

The Lake Center District The City of Portage, Michigan Commercial Market Analysis



PORTAGE

A Great Place to Work

Draft Report
June 22, 2020

Market Analysis
Prepared by:



LandUseUSA
UrbanStrategies

Planning Support
Provided by:



Farr Associates

Acknowledgements
Commercial Market Study
Portage Lake Center District

Introduction – This 2020 Commercial Market Study has been commissioned by the City of Portage, located in Kalamazoo County, Michigan and part of the Southwest Michigan region. This study is the third of three that collectively focus on 1) housing, 2) retail, and 3) commercial uses for the City of Portage's Lake Center District. This third document focuses on non-retail industry sectors like manufacturing; warehousing; administrative services; educational services; professional, scientific, technical services; health care; and wholesale trade. For additional clarification, restaurants and revenue-generating types of entertainment and recreational venues are addressed in the Retail Market Study.

Acknowledgements – Stakeholders are invited to contact LandUseUSA | Urban Strategies directly with any questions regarding the work approach, methodology, findings, and conclusions on this Commercial Market Study. Similarly, the city's economic development and planning staff can be contacted directly with any questions regarding its plans or community vision; the stakeholder engagement process; site-specific opportunities; and next-steps for prospective developers and potential investors. In addition, Farr Associates may be contacted directly about any planning related questions for the Lake Center District. The team's contact information is provided below:

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Reporting Format | Infographics
Commercial Market Study
Portage Lake Center District

Reporting Format – This narrative report for the City of Portage's Commercial Market Study is designed to be as succinct as possible; and it focuses on key observations and conclusions rather than methodologies, data sources, or analytic approach. It also focuses mainly on the Lake Center District, including properties along Portage Road from Centre Avenue south to Osterhout Avenue; and pivoting around a “Hub” located at the closest point between West Lake and Austin Lake.

In using this report and document, any number of the attached Infographics may be extracted, shuffled, and printed to facilitate meetings and discussions. Developers are welcome to include a copy of the entire report or excerpts in loan and/or grant applications. Individual graphs can also be converted into .jpg images, cropped, and inserted into slide presentations. However, we respectfully ask that all extracted materials be fully credited to LandUseUSA | Urban Strategies and on behalf of the City of Portage.

For readers unfamiliar with the enclosed materials and Infographics, it is recommended that the Table of Contents be reviewed first. Then, the information on each page should be read in this order: main title, graph or chart title, x-axis title and labels, y-axis title and labels, the data shown in the chart, the footnote with the data source, and then any text or paragraphs that might be shown on the page.

Data Correlations – Readers are encouraged to study all of the attached Infographics and strive to draw some conclusions on their own. They are also encouraged to identify direct and indirect relationships between the variables, because many of them are indeed correlated. In particular, net export among some of the commercial industries categories indicates a need to diversify by recruiting new employers. Inversely, net import in other industries points to strengths that could be leveraged by smaller niche businesses. Small businesses can complement and reinforce industry strengths while filling minor gaps in the supply chain.

Years, Numbers, and Percentages – The years of the data vary between the exhibits and usually include actual reported data for year-end 2019 with estimates for 2020 (prior to COVID-19). All estimates are based on market trends and data prior to the 2020 pandemic and economic crisis; and have not been adjusted for those unexpected events. Depending on the variable, the information might also be reported as actual numbers or as percentages. Footnotes at the bottom of each page also provide the data sources.

The Work Approach
Commercial Market Study
Portage Lake Center District

Field Work and Stakeholder Interviews – LandUseUSA made several trips to the City of Portage, the Lake Center District, and surrounding markets in 2014 and 2020; and has toured the local market numerous times over the past two decades. During these trips we gathered photo inventories of existing employment centers; toured the local and regional market; conducted a review of municipally-owned lots with city staff; and considered the overall marketability of the Lake Center District and its “Hub” to prospective developers, employers, businesses, and workers.

Stakeholder Engagement – Due to the Michigan State Governor's Executive Orders during the health and economic crisis attributed to COVID-19, all stakeholder engagement for the project has been postponed until the summer of 2020. However, we will participate in future events that will be coordinated and facilitated by Farr Associates. These will include video reviews of draft reports and a virtual workshop followed by an in-person workshop, design studio, and additional video reviews. Stakeholder input and questions will be documented during these events and used to refine this draft commercial market study.

Analytic Approach – This commercial market study has involved quantitative data analysis and the application of empirical models to measure the aggregate and near-term market potential for new employers and businesses in and near the City of Portage's Lake Center District. The work has included studies of industry import and export; clusters of major employers; market share based on the local market's size in population and total personal income; employment by industry sector over time; and related socio-economic variables.

Results from the various analyses have been triangulated to determine the magnitude of market potential for new employers and businesses along Portage Road, and particularly north of the Lake Center District. The results of the analyses are also documented among the attached [Section A](#) through [Section E](#), with numerous Infographics, maps, and other supporting exhibits.

Geographic Perspective – This analysis focuses on Portage Road (including the Lake Center District) and its primary (60%) trade area. The district includes all properties fronting along Portage Road Corridor; extending from the north side of East Centre Avenue to the south side of East Osterhout Avenue. For additional geographic perspective, see the aerial photo in attached [Section A](#); and planning maps in [Section F](#).

Six Geographic Levels – Listed Largest to Smallest

1. The State of Michigan = The Primary State
2. Kalamazoo County, Michigan = The Primary County
3. The City of Portage, Michigan = The Primary City
4. Two- and Five-Mile Rings around the Lake Center District = For perspective only.
5. The Lake Center District's Commercial Study Area = Delineated for Portage Road.
6. The Lake Center District = Portage Rd Corridor from Centre to Osterhout Avenues.
7. The Lake Center Hub = The “pinch point” between West Lake and Austin Lake.

The Study Area – A study area has been delineated for Portage Road (including the Lake Center District) with a boundary shown on the very first page in Section A, attached. This study area generally includes Portage Road, Lovers Lane, Sprinkle Road, which are all north-south streets. It also follows along Shaver Road, but does not include Westnedge Avenue.

Geographic Guides – To help readers navigate the attached exhibits, a map is included with each set of corresponding data. Wherever there is a map of Kalamazoo County, the data following that map pertains specifically to that county. Similarly, wherever there is a map of the City of Portage, the following data pertains to the entire city. And, wherever there is a map of the commercial study area, the following data also pertains to that geography as delineated for Portage Road and the Lake Center District.

Conclusion and Findings
Commercial Market Study
Portage Lake Center District

Market Potential – This Commercial Market Study was conducted with a cautious, conservative, and pragmatic view of the Portage Road corridor and Lake Center District within the City of Portage. We have carefully weighed the evidence and concluded that there is solid and good merit in adding new non-retail employers and businesses along the Portage Road and Sprinkle Road corridors, and mainly in the areas north of the Lake Center District.

Recommendations – The commercial opportunities are documented on the second page of exhibits (after the map) in Section A attached to this narrative report and a summary is provided below. The optimal strategy calls for a few niche businesses that will leverage the local market's strength in medical equipment supplies and constructions services; plus new employers that help with economic diversification in the following categories:

Optimal Mix of New Employers and Non-Retail Businesses

1. Manufacturing of Medical Supplies – primarily niche categories in the supply chain.
2. Construction Services – primary those that support the local construction trades.
3. Educational Services – primarily technical and trade schools and academies.
4. Professional, Scientific, Technical Services – primarily research and innovation.
5. Banking, Finance, and Insurance - primarily lenders and licensed agents.
6. Repair and Miscellaneous Services - primarily business support services.
7. Health Care and Social Services - primarily urgent care and medical practitioners.
8. Information – primarily media publishers and advertising agencies.
9. Holding Companies, Managing Offices – primarily real estate, stocks, other assets.

Exclusions from the Strategy – Ideally, the mix of new businesses along Portage Road and within the Lake Center District will not include heavy manufacturers, storage units, transportation centers, warehousing centers, waste management facilities, or similar types of industries. Although some of these represent market gaps and opportunities for the study area, they could undermine the character of the corridor and have a negative impact on its marketability to prospective residents, merchants, and visitors.

Site Selection Within the District – The development of non-retail businesses within the Lake Center District could reduce the availability of land and for merchants, restaurants, residential units, and/or mixed-use projects. Within the district, vacant buildings and sites located adjacent to or across the street from existing retail should be reserved for future merchants and complementary types of establishments. Similarly, vacant buildings and sites that pivot around the Lake Center district's Hub and at the intersection of Portage Road at Centre Avenue should also be reserved for retail and complementary uses.

Optimal Locations for Non-Retail Commercial – None of the vacant parcels along Portage Road within the Lake Center District are recommended non-retail commercial uses. However, commercial uses could represent the highest and best use for other vacant land located north of the district, and particularly along Portage Road and Sprinkle Road.

An aerial photo in Section A identifies ten locations of vacant commercial land, all located within two miles of the Lake Center District's Hub. They generally pivot around the Stryker campus (a medical equipment manufacturer and the city's top employer) and the Kalamazoo/Battle Creek International Airport. Over time, these two anchor institutions will continue to attract new employers, businesses, and good-paying jobs.

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Guide to Additional Attachments Commercial Market Study Portage Lake Center District

Introduction – The balance of this narrative serves as a guide to the remaining exhibits in Section B through Section F. It does not include a detailed explanation of the data sources, methodologies, or analytic results. Rather, it focuses on key observations, relationships between the variables, and conclusions for the retail market potential. Again, readers are encouraged to browse the attached Infographics, study the data, and strive to gauge probable implications for new employers and non-retail commercial businesses along Portage Road and north of the Lake Center District.

Section B – Economic Assessment

Geographic Guide – All exhibits and analyses enclosed within Section B provide results for the City of Portage. The very first page in Section B demonstrates the geographic boundary for the City of Portage, which includes West Lake and Austin Lake in its southeastern quadrant. Some of the exhibits also include geographic comparisons to Kalamazoo County and other places within the State of Michigan.

Economic Overview – Compared to Kalamazoo County, residents within the City of Portage tend to have higher levels of educational attainment; they are more likely to be employed in white collar occupations and they are more likely to be employed in general. The labor force participation rate has held steady at about 67% since 2015; unemployment rates had fallen to about 3% by the year 2018; and unemployment was probably close to 2% by year-end 2019.

Impact of the Economic Crisis – Aside from this one section, no other figures in this study have been adjusted for the current health and economic crisis brought on by the COVID-19 pandemic of 2020. However, LandUseUSA was asked by the City of Portage to provide an estimate of the likely impact on total unemployment. These estimates and forecasts are summarized below and demonstrate a gradual recovery through the remainder of the year.

Total Monthly Unemployment | 2020 The City of Portage, Michigan

January	738 ¹
February	645 ¹
March	677 ¹
April	3,325
May	3,175
June	2,500
July	2,000
August	1,500
September	1,000
November	750

¹ Source: Bureau of Labor Statistics.

Employment by Industry Sector – Section A also includes a number of histograms demonstrating the City of Portage's employment by industry sector; major employers; net worker inflow; and daytime population. Manufacturing is the largest industry sector, followed by health care and social assistance, and then by retail trade, educational services, and overnight accommodations. When compared to Kalamazoo, there may be opportunities for the City of Portage to add more jobs in health care, overnight accommodations, construction trades, administrative support, and public administration.

Net Worker Inflow – Based on data from 2015, the City of Portage is retaining about 8,354 of its resident workers each day; and 6,332 of its daily workers are also commuting from the City of Kalamazoo. However, Portage is also losing -6,598 of its resident workers to jobs located in the City of Kalamazoo. In other words, Portage has a small net out-flow of -266 workers commuting to the City of Kalamazoo each day ($6,332 - 6,598 = -266$).

Although Portage has a small net outflow of workers to the City of Kalamazoo, it also has a much larger net inflow of workers from other places, including most of the surrounding townships, Schoolcraft Village, and Van Buren County. The collective inflow of workers from these other places is so large that Portage has an overall net inflow of +7,700 workers, representing +35% of its total daytime workers.

Major Employers – Manufacturing is the largest employment sector in the City of Portage and is led by Stryker, which produces medical equipment and provides 1,600 jobs for the region. In addition, 1,320 jobs are provided by five other manufacturers within complementary industries, including Summit Polymers (470 jobs); Bowers Electroplate (400 jobs); Fema Corporation (200 jobs); Midwest Fastener (150 jobs); and Carelink Medical Equipment (100 jobs).

Health Care and Social Assistance (including Nursing Care) is the second largest employment sector in Portage, but the businesses supporting this category are relatively small compared to Stryker. The largest include: A Plus Nursing Care (250 jobs); Advantage Nursing Care (200 jobs); and Reverence Home Nursing, Ascension Borgess Hospital, Genesis Health Care, and Arcadia Health Care (100 jobs, each).

Retail Trade is the third largest employer in Portage and is led by Meijer with a combined total of 600 employees at two stores. This is followed by Best Buy (150 jobs); Harding's Market (130 jobs); D&W Fresh Market (100 jobs); and the Airway Fun Center (100 jobs). Construction supply and services is also a dominant category with 655 jobs collectively provided by the following employers: W Soul Plumbing and Heating, Lowe's Home Improvement, Kendall Electric Supply Store, and Pro Services Construction.

Daytime Workers – There are an estimated 2,200 daytime workers employed within 1.5 miles of the “Hub” of Portage’s Lake Center District. In comparison, there are more than twice as many daytime workers (4,600) within 1.5 miles of the Midlink Business Park; four times as many (8,400) within 1.5 miles of the Portage’s City Center, which is anchored by its municipal complex; and more than five times as many (12,200) within 1.5 miles of the Crossroads Mall.

For additional perspective, there are about 18,800 daytime workers within 1.5 miles of downtown Battle Creek; 38,000 daytime workers within 1.5 miles of downtown Kalamazoo; and 67,300 daytime workers within 1.5 miles of downtown Grand Rapids. These figures are intended only to demonstrate the relatively small size of the Lake Center District’s market compared to these larger employment centers.

Section C – Change in Share of Employment

Change in Share of Employment – The very first exhibit in Section C is a map of Kalamazoo County, which indicates that subsequent exhibits are also for that same geography. The map is followed by thirteen (13) pages of line charts for non-retail commercial industry sectors. Note: Similar charts for retail trade, accommodations and food services; and arts, entertainment, and recreation are provided in the Retail Market Study.

The line charts show each respective category’s share of total employment over time and indexed back to the year 2001. On each of the thirteen charts, the results for Kalamazoo County are shown in dark blue (or black), and other comparative counties are shown with grey dotted lines.

A careful study and comparison of the charts reveals that some of Kalamazoo County’s industry sectors have been losing ground over the past two decades, whereas others have been gaining. For example, employment as a share of total has been declining over time for information, government, manufacturing, and construction trades. However, employment in manufacturing and construction trades has experienced some recovery since the Great Recession.

Employment as a share of total has been relatively steady for other categories like management of companies; administrative support; professional, scientific, and technical Services; and other services. Also, the share of total employment increased for health care and social assistance between 2000 and 2010, but has since leveled off.

Four other categories stand out as economic strengths for Kalamazoo County because their share of total employment has clearly increased since 2000. They include 1) finance, insurance and real estate; 2) educational services; 3) wholesale trade; and 4) transportation and warehousing. These industry strengths could be leveraged for new niche types of businesses within the City of Portage and along Portage and Sprinkle Roads (i.e., north of the Lake Center District).

Section D – Commercial Leakage | Net Import-Export

All exhibits and analyses enclosed within Section D represent results for the City of Portage; and the very first page is a map of Portage for geographic perspective. The other five pages in that section are scatter plots demonstrating the relationships between market share and per capita income. Each observation represents a single place in the state; and Portage's position on each chart is highlighted with a red star.

Each scatter plot displays the data for a discrete retail subcategory (see the summary listed below). In general, categories with net import indicate city-wide market strengths that could be leveraged by niche businesses; and categories with net export indicate gaps and possible opportunities for new employers.

Portage has a favorable market share for most of the categories but seems to have moderate net export in health care and social assistance. Although health care and social assistance is the second largest employment sector for the city, many of the employers in this category are in nursing care. Therefore, there may be an opportunity for other types of services such as urgent care centers and professional offices for specialized medical practitioners.

Summary of the Net Import-Export Analysis The City of Portage, Michigan

High Net Import

Professional, Scientific, Technical Services
Educational Services

Moderate Net Import

Administrative Support

Balanced Import and Export

Wholesale Trade

Moderate Next Export

Health Care, Social Assistance

Section E – Market Parameters by Geography

15-Minute Drive-Time Analysis – The first exhibit in Section E shows the results of a 15-minute drive-time analysis from the Lake Center District's Hub. It is relatively easy to reach the Hub within 15 minutes from Interstate 94, Highway 131, and from all four directions. This information could prove helpful for new employers and businesses interested in understanding potential commute times for employees.

Population and Per Capita Income – The second map in Section E shows the two mile and five mile rings around the Hub, indicating that the subsequent two pages of demographic data are for those same geographies. The five mile ring is nearly equivalent to the 15-minute drive-time distance.

There are nearly 13,000 residents living within two miles of the Hub, and over 66,000 residents living within five miles. The per capita income is about \$35,000 within five miles of the Hub. Although households with frontage along West and Austin Lakes most certainly have higher incomes, the average within two miles is still moderate, or about \$37,500.

Additional Resources – The demographic profiles in attached Section E also include educational attainment and employment for the two-mile and five-mile rings, the City of Portage, and Kalamazoo County. Other variables are provided in the Lake Center District's Housing Market Study, including households by income, housing units by tenure, and housing vacancies. In addition, the Lake Center District's Retail Market Study includes some data on the age profiles and marital status. Finally, demographic profiles for each of the city's five subareas are included in the city-wide housing study.

Section F – The 2014 Comprehensive Plan

Introduction – The last section of this Commercial Market Study provide reference maps that have been extracted from the City of Portage's 2014 Comprehensive Plan. These maps include two pages of Lake Center Corridor Recommendations, plus city-wide maps showing the locations of community facilities and future land uses. The Lake Center Corridor Recommendations will be updated by Farr Associates based on stakeholder input during workshops and public events that will take place in the summer of 2020.

Average Daily Traffic Volumes – The very last exhibit in Section F shows average daily traffic volumes throughout the City of Portage. Average daily traffic volumes are highest along Interstate 94 and exceed 100,000 vehicles near the interchange with Highway 31. Average daily traffic volumes also exceed 40,000 along Westnedge Avenue and near the Crossroads Mall. In comparison, average daily traffic volumes along Portage Road are almost 25,000 proximate to Interstate 94; and almost 20,000 near the Lake Center District's Hub. However, traffic volumes quickly decline south of the Hub.

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Closing and Next-Steps – This concludes the draft, interim, and preliminary narrative report for the Commercial Market Study and for the City of Portage's Lake Center District. This narrative will remain in draft format until Farr Associates has completed the process of stakeholder engagement. The timing of those events will depend on the Governor's executive orders as they pertain to the current health and economic crisis.

LandUseUSA | Urban Strategies will participate in the stakeholder engagement process; listen to comments and questions; take notes; and then refine this narrative report. Until then, stakeholders are also welcome to contact LandUseUSA directly with any questions, information, or suggestions.

Table of Contents

Section A	Commercial Gaps and Opportunities
Section B	Economic Assessment
Section C	Change in Share of Employment
Section D	Commercial Leakage Net Import-Export
Section E	Commercial Market Parameters
Section F	2014 Comprehensive Plan (Reference)

Section **A**

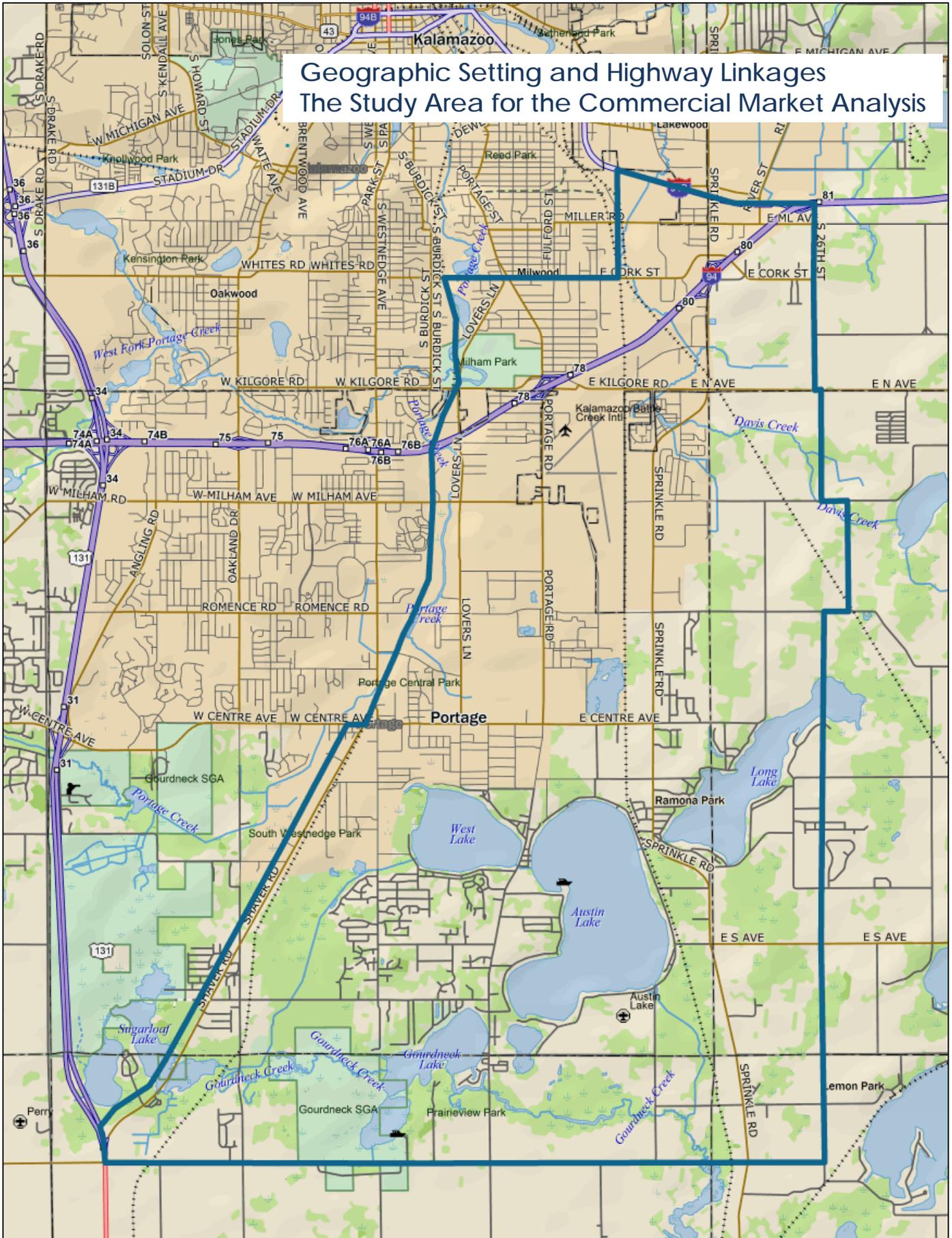
Commercial Gaps and Opportunities



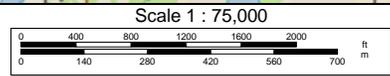
PORTAGE

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Geographic Setting and Highway Linkages The Study Area for the Commercial Market Analysis



Underlying map provided by Delorme; exhibit prepared by LandUseUSA Urban Strategies for the City of Portage; March, 2020.

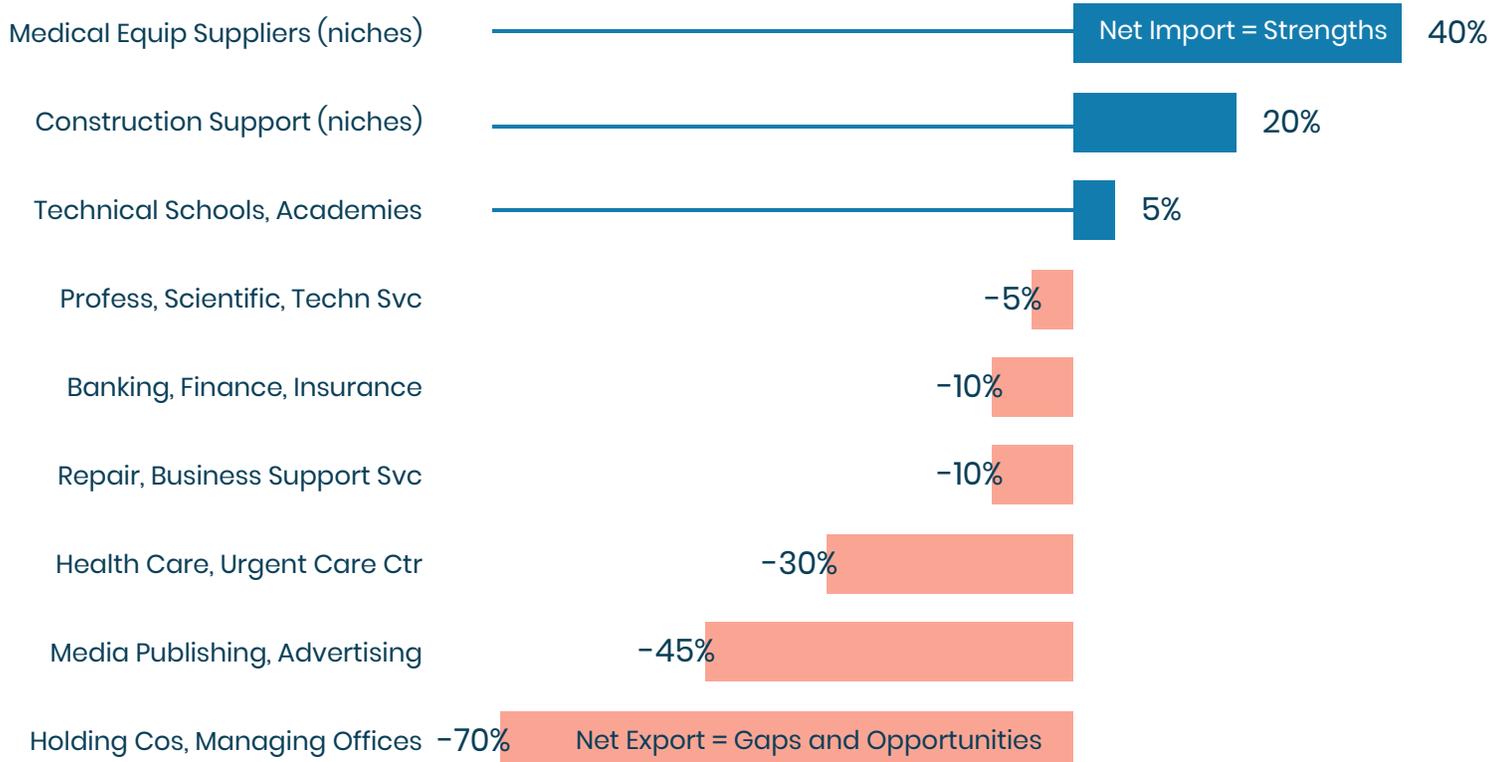


1" = 1,385 ft

Opportunities | North Portage Rd

Based on transacted revenues compared to regional expenditure potential.

Annual Net Import and Export by Industry Sector



Note: Exhibit excludes retail, restaurant, overnight accommodations, and revenue-generating types of entertainment and recreational venues. See the separate retail market study for these industry sectors.

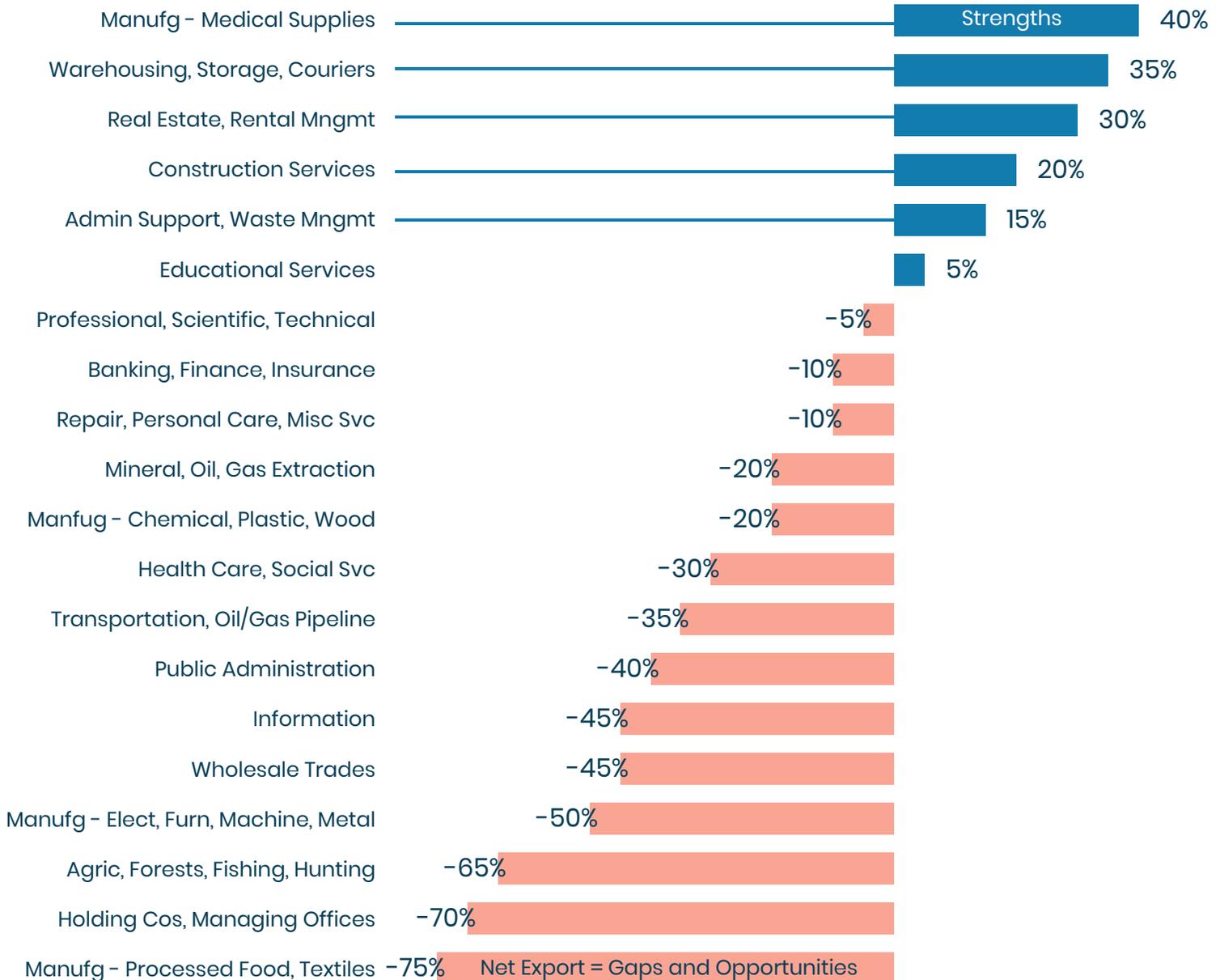
Underlying data (number of establishments and annual revenues) provided by ScanUS through 2019. Results based on a qualified market share analysis by LandUseUSA | Urban Strategies for the City of Portage, Michigan; March 2020.



Import-Export | The Study Area

Based on transacted revenues compared to regional expenditure potential.

Annual Net Import and Export by Industry Sector



Note: Exhibit excludes retail, restaurant, overnight accommodations, and revenue-generating types of entertainment and recreational venues. See the separate retail market study for these industry sectors.

Underlying data (number of establishments and annual revenues) provided by ScanUS through 2019. Results based on a qualified market share analysis by LandUseUSA | Urban Strategies for the City of Portage, Michigan; March 2020.



Aerial Photo | Examples of Vacant Commercial Land
Portage Road North of West and Austin Lakes

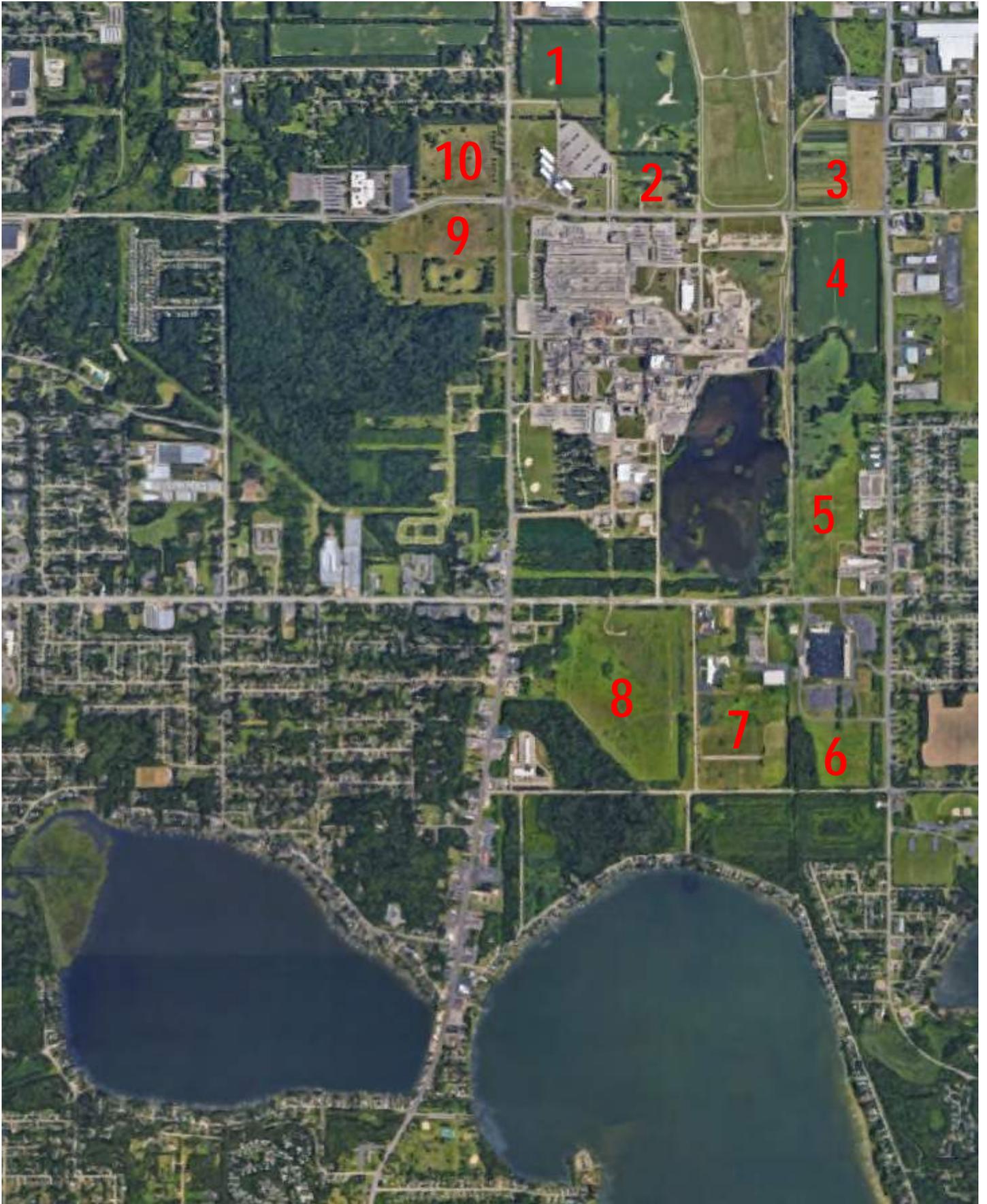


Exhibit prepared by LandUseUSA Urban Strategies for the City of Portage; March, 2020.

Section **B**

Economic Assessment

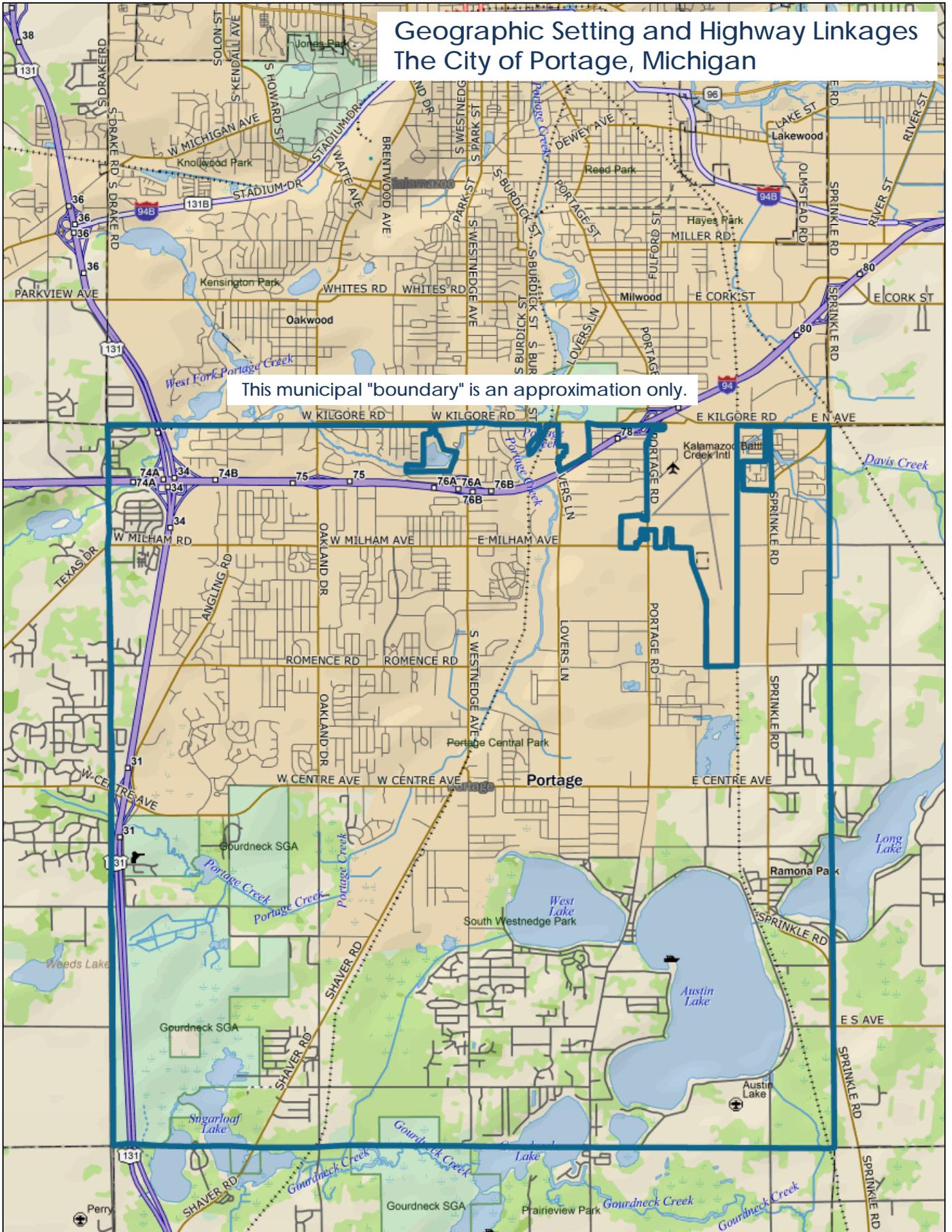


PORTAGE

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Geographic Setting and Highway Linkages The City of Portage, Michigan

This municipal "boundary" is an approximation only.



Underlying map provided by Delorme; exhibit prepared by LandUseUSA
Urban Strategies for the City of Portage; March, 2020.

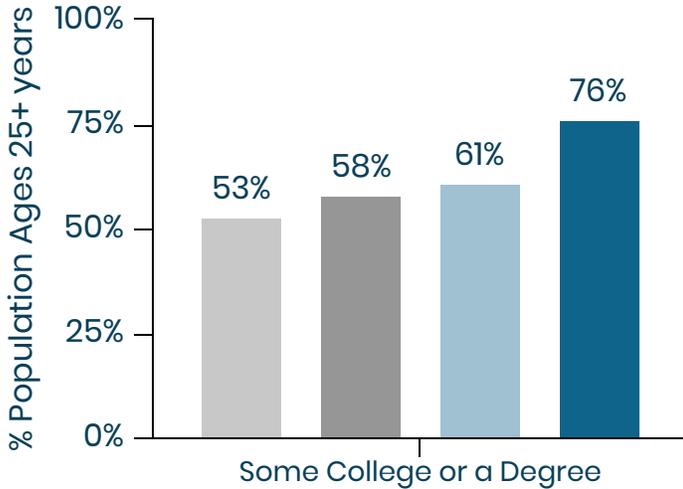


1" = 1,270 ft

Economic Market Parameters | Portage

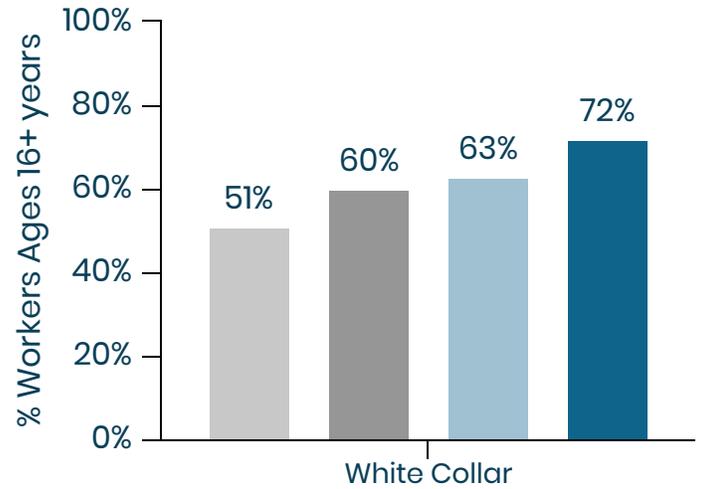
An assessment of economic indicators for the City of Portage v. selected counties.

Some College or a Degree Population Ages 25+



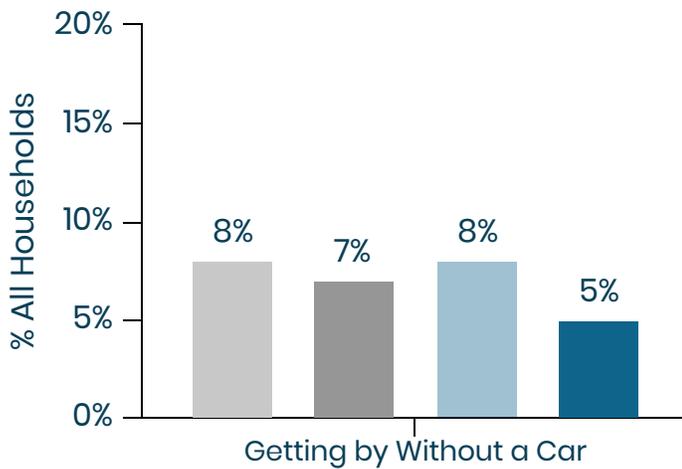
● Calhoun County ● Kent County
● Kalamazoo County ● The City of Portage

White Collar Occupations Workers Ages 16+



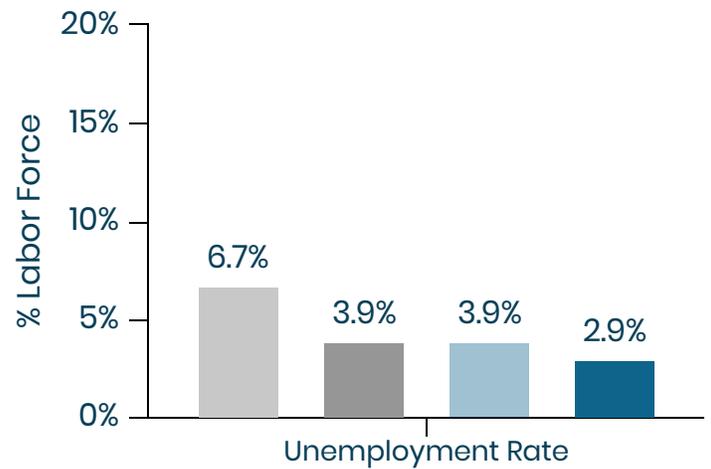
● Calhoun County ● Kent County
● Kalamazoo County ● The City of Portage

Getting by Without a Car by Tenure



● Calhoun County ● Kent County
● Kalamazoo County ● The City of Portage

Unemployment Rate Labor Force Ages 16+



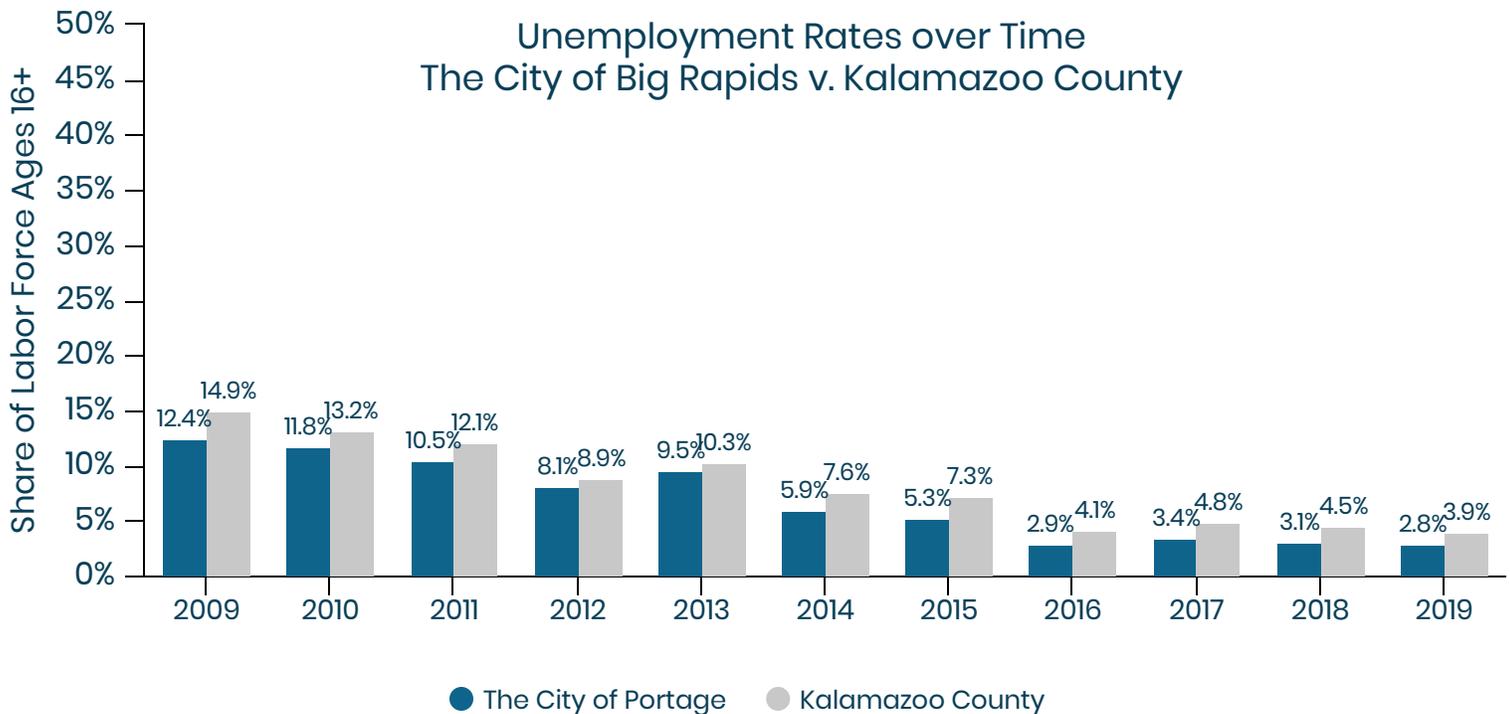
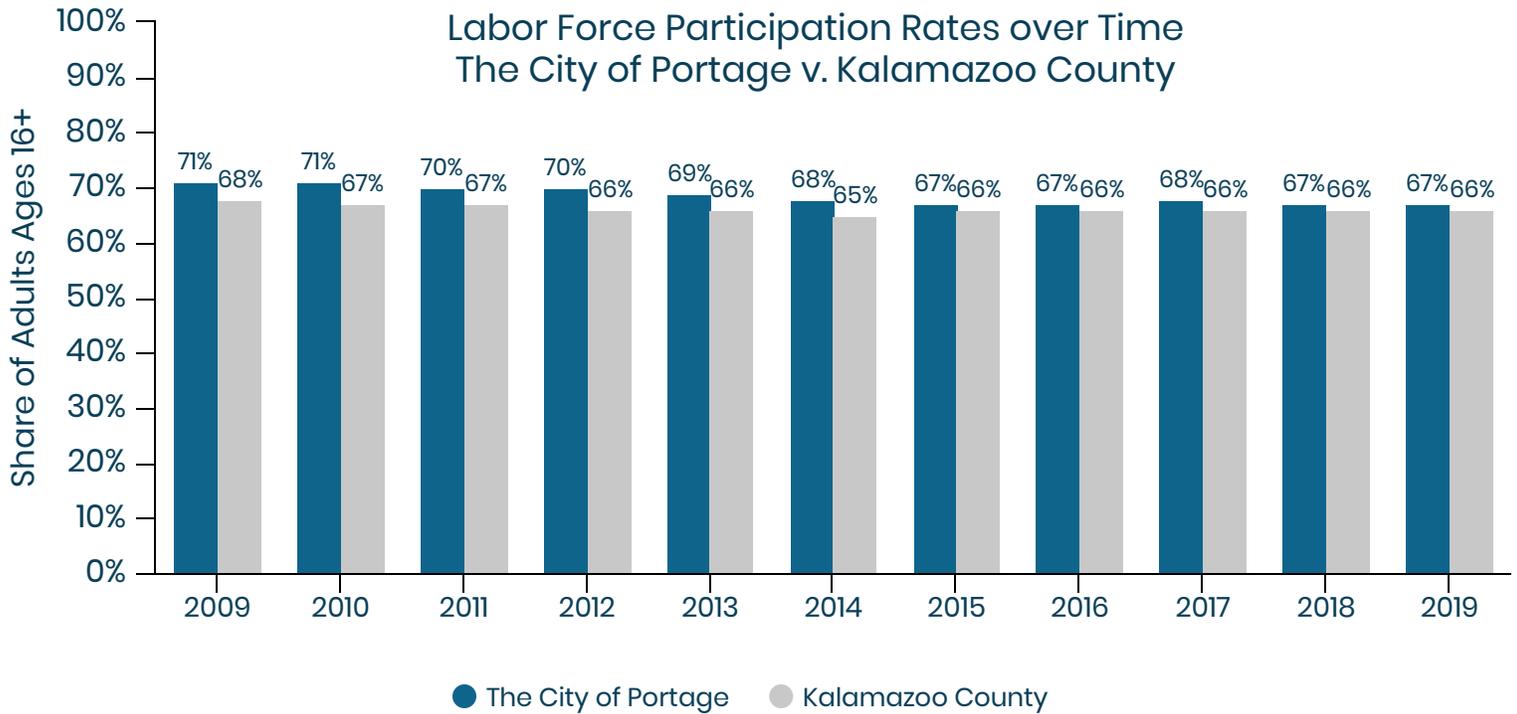
● Calhoun County ● Kent County
● Kalamazoo County ● The City of Portage

Underlying data by the Experian Decision Analytics with estimates through year-end 2019. Analysis and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March, 2020.



Labor Force + Employment | Portage

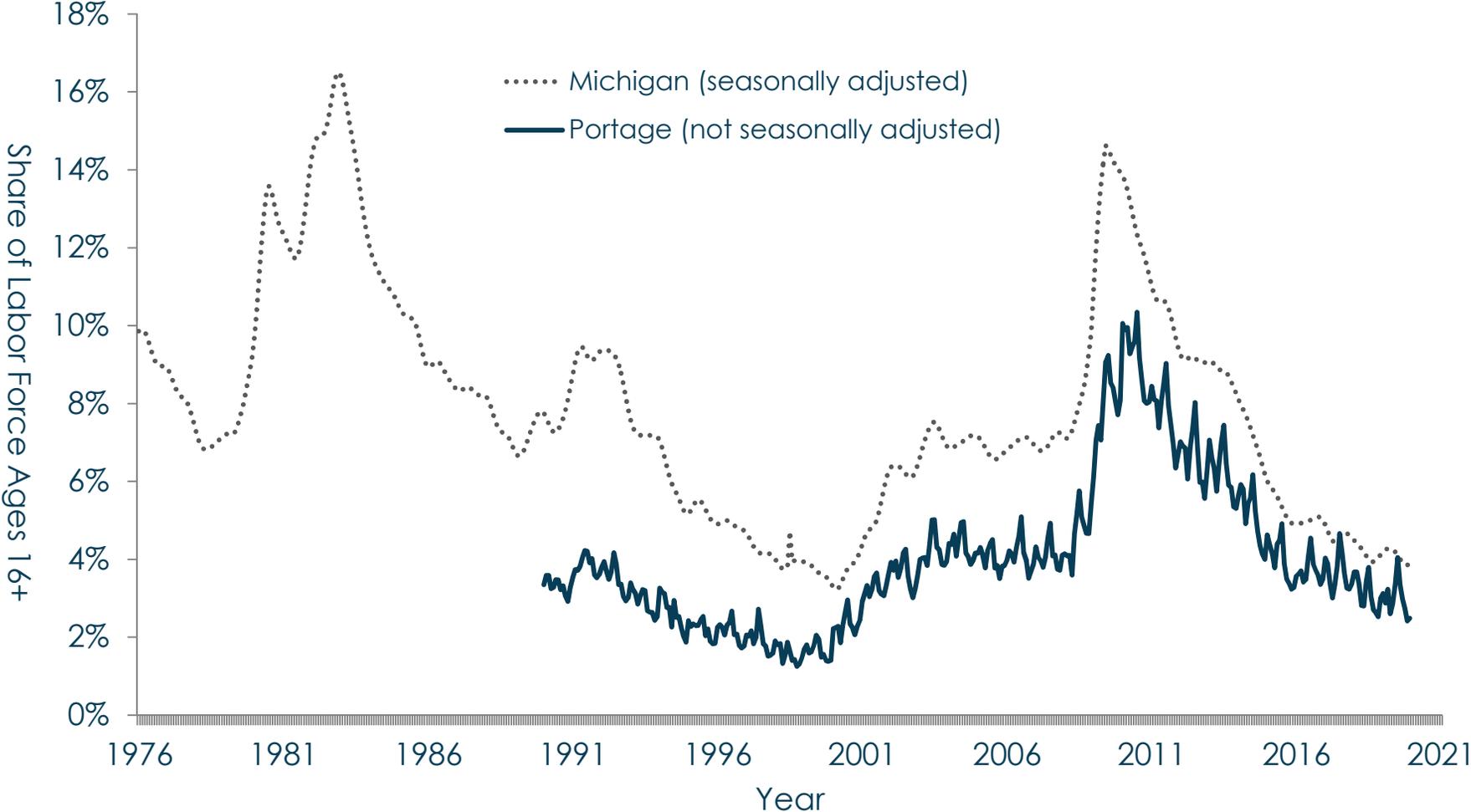
A comparison of labor force participation and unemployment rates over time.



Underlying data by the American Community Survey with one year estimates through 2017. Forecasts, analysis, and exhibit prepared by LandUseUSA | Urban Strategies © for the City of Portage; March 2020.

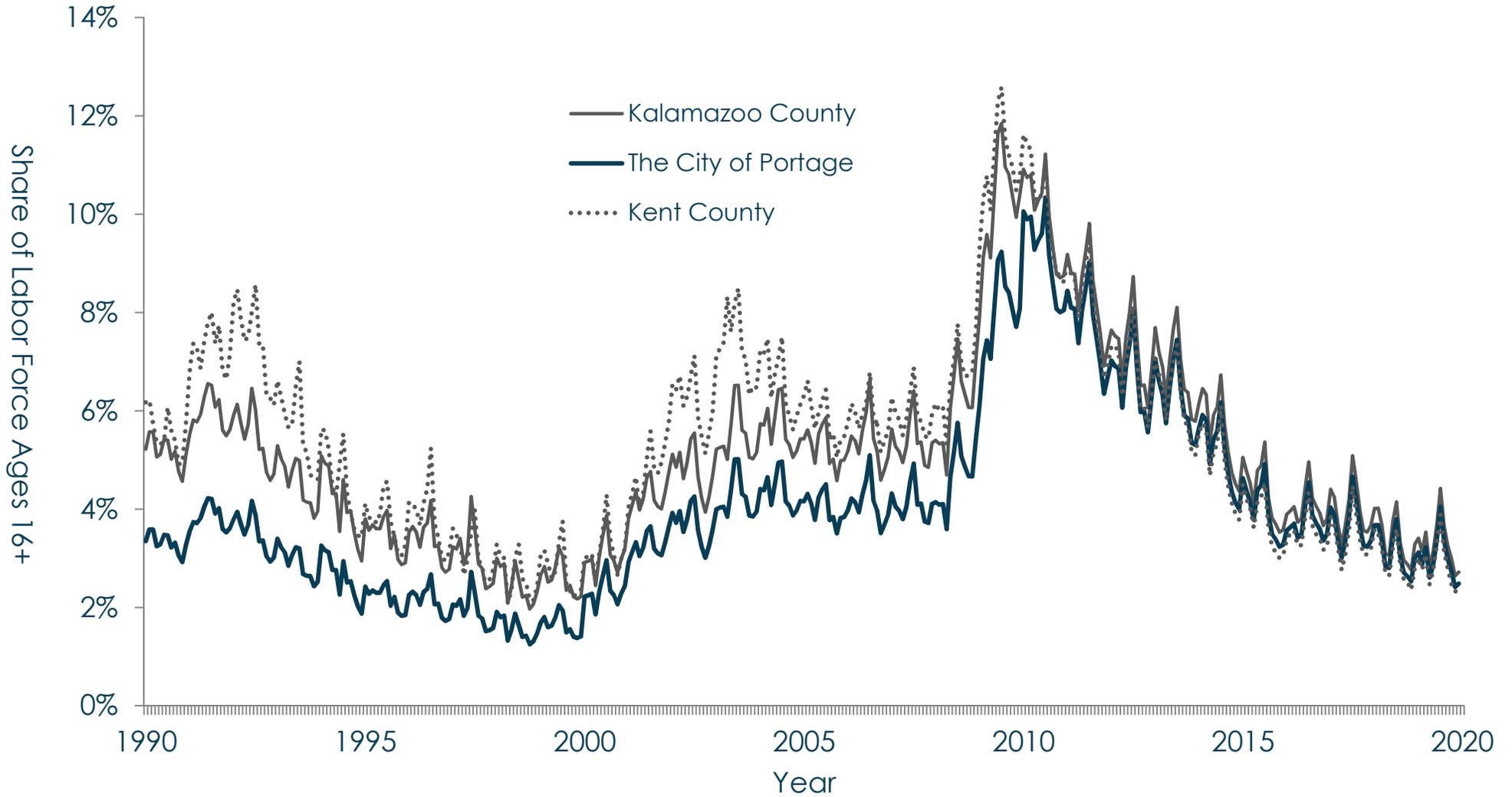


Unemployment Rates over Time The City of Portage v. Michigan Average 1976 - 2019



Source: Underlying data provided by the Local Area Unemployment Statistics, Bureau of Labor Statistics; 2020. Analysis and exhibit prepared by LandUseUSA | Urban Strategies on behalf of the City of Portage, Michigan; March 2020.

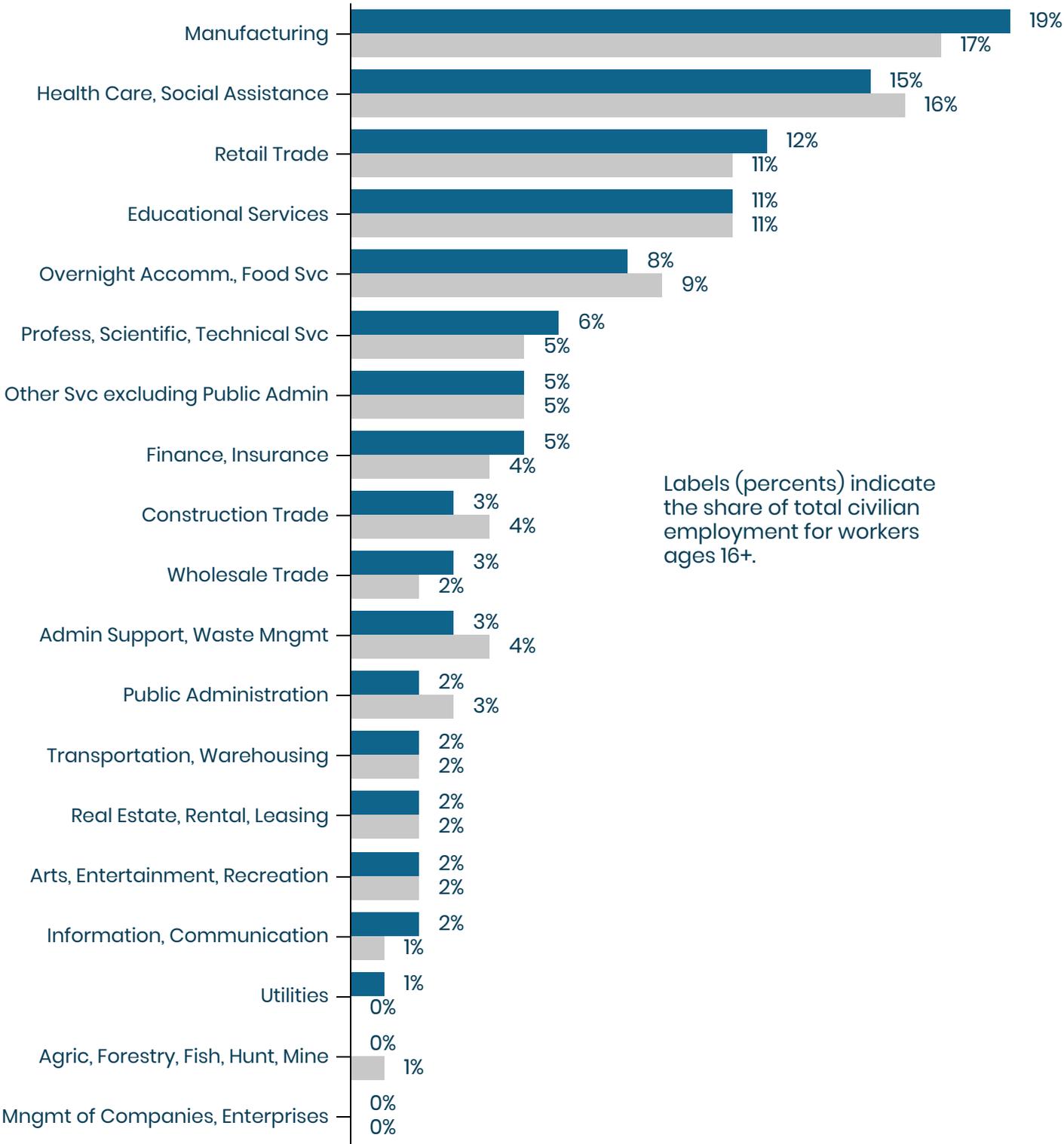
Unemployment Rates over Time The City of Portage v. Michigan Average 1976 - 2019 (not seasonally adjusted)



Source: Underlying data provided by the Local Area Unemployment Statistics, Bureau of Labor Statistics; 2020. Analysis and exhibit prepared by LandUseUSA | Urban Strategies on behalf of the City of Portage, Michigan; March 2020.

Employment by Industry Sector | Portage

A geographic comparison of total employment for all industry sectors.



Labels (percents) indicate the share of total civilian employment for workers ages 16+.

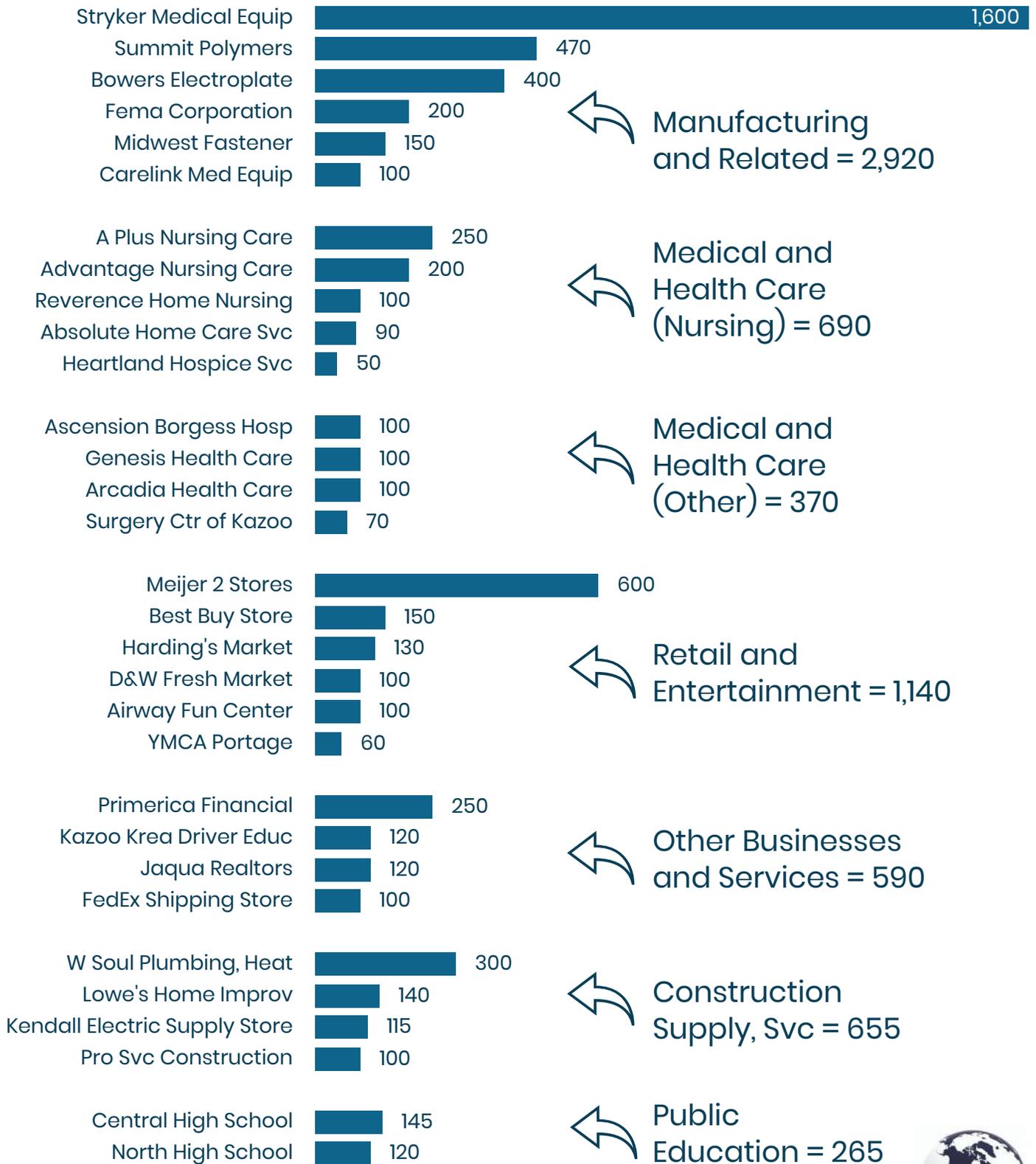
● The City of Portage ● Kalamazoo County



Underlying data by the American Community Survey with five year estimates through the year 2018. Analysis & exhibit prepared by LandUseUSA | Urban Strategies © on behalf of the City of Portage; April 2020.

Partial List of Major Employers | Portage

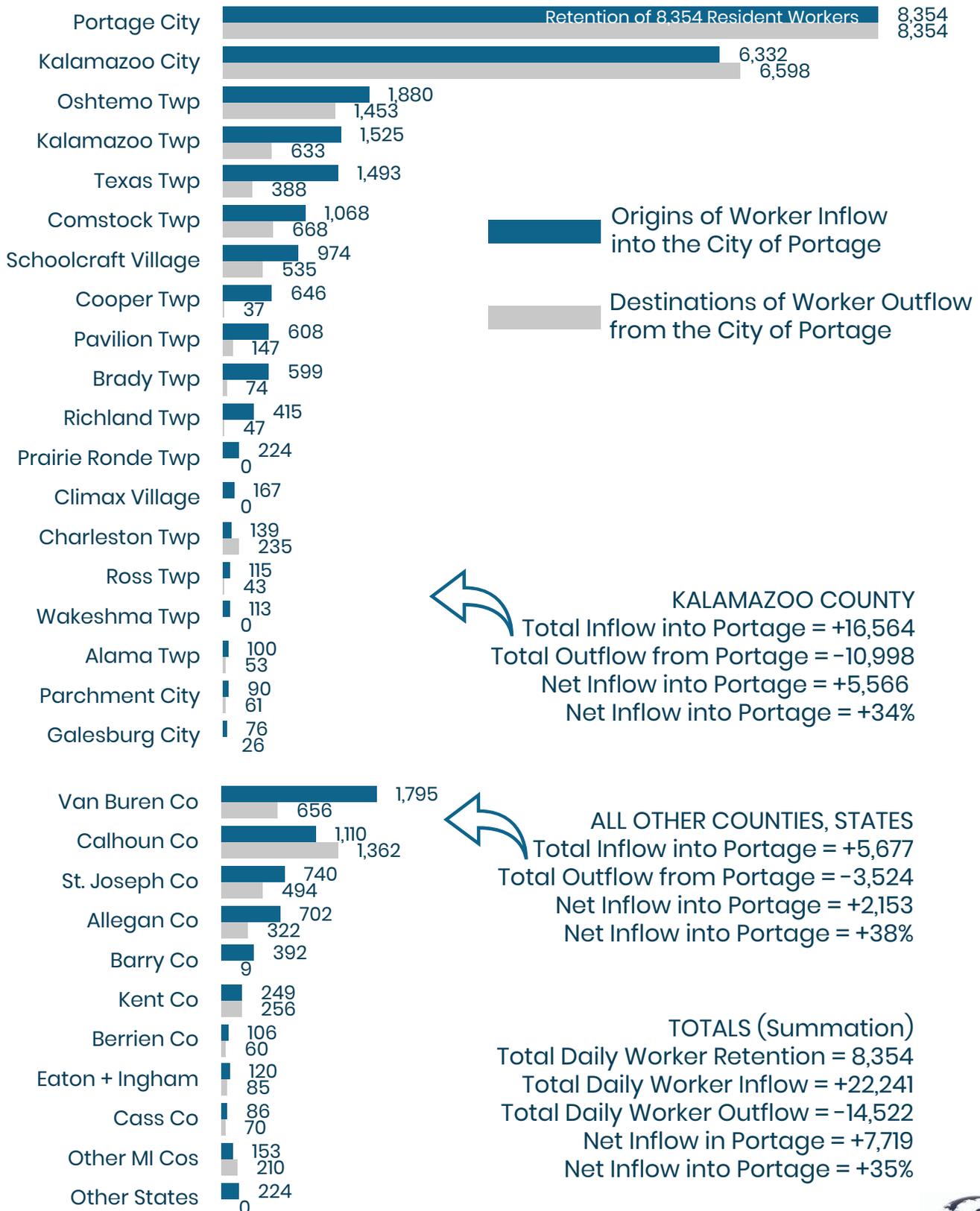
An assessment of major employers by industry sector for the year 2019.



Underlying data provided by ScanUS without any modifications. Research, cluster analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March 2020.

Net Worker Inflow | Portage

The Number of workers commuting into and from the city each day.

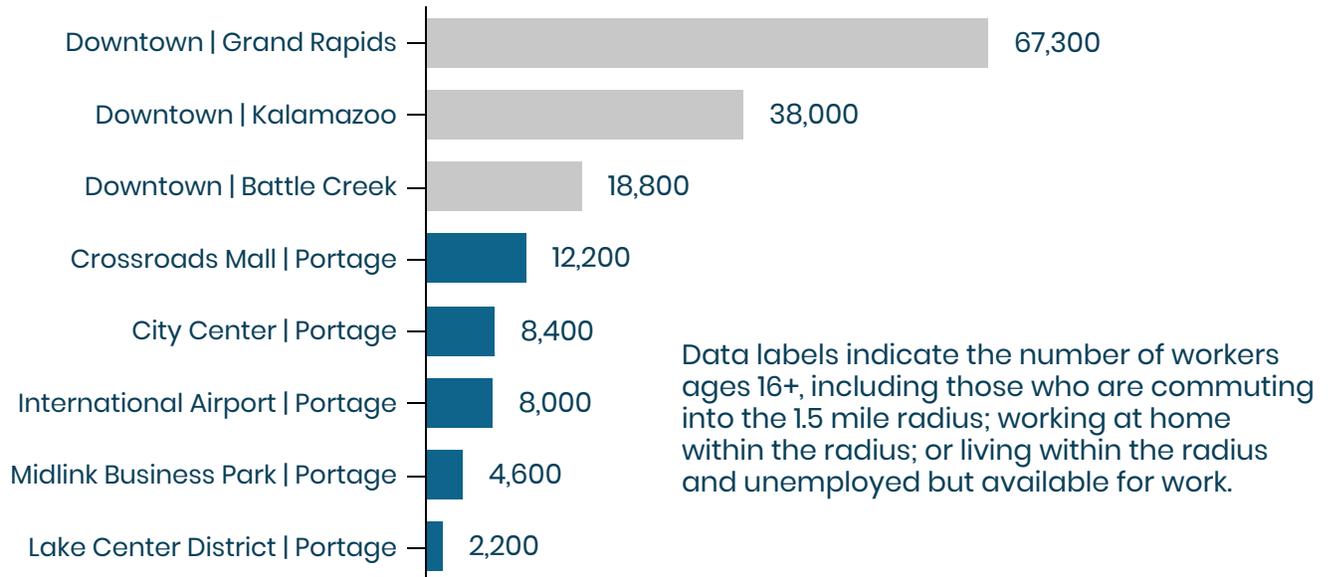


Underlying data by the American Community Survey with 5-year estimates through 2015. Analysis and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March 2020.

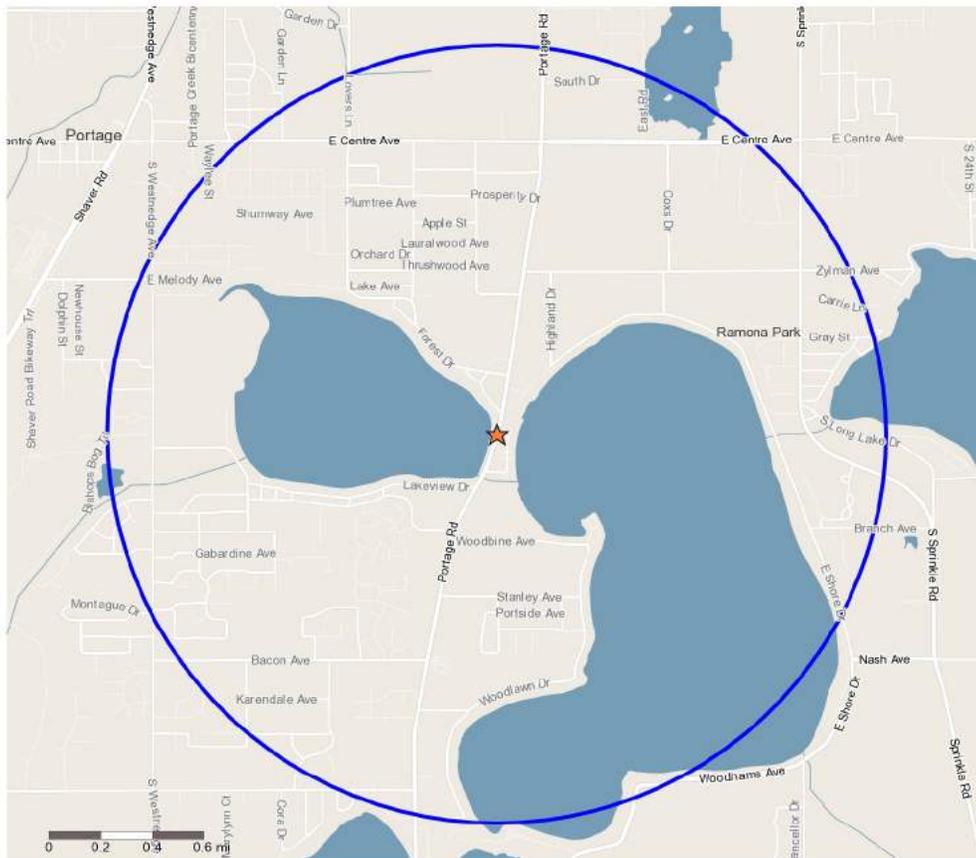


Daytime Workers Ages 16+ | Lake Center

A geographic comparison of total daytime workers within 1.5 mile radii.



Map (below) displays the 1.5 Mile Radius around the Lake Center District in the City of Portage, Michigan.



Underlying data provided by Experian Decision Analytics for the year 2019. Analysis & exhibit prepared by LandUseUSA | Urban Strategies © on behalf of the City of Portage; April 2020. All figures represent workers within a 1.5 mile radius of each respective place.



Section C

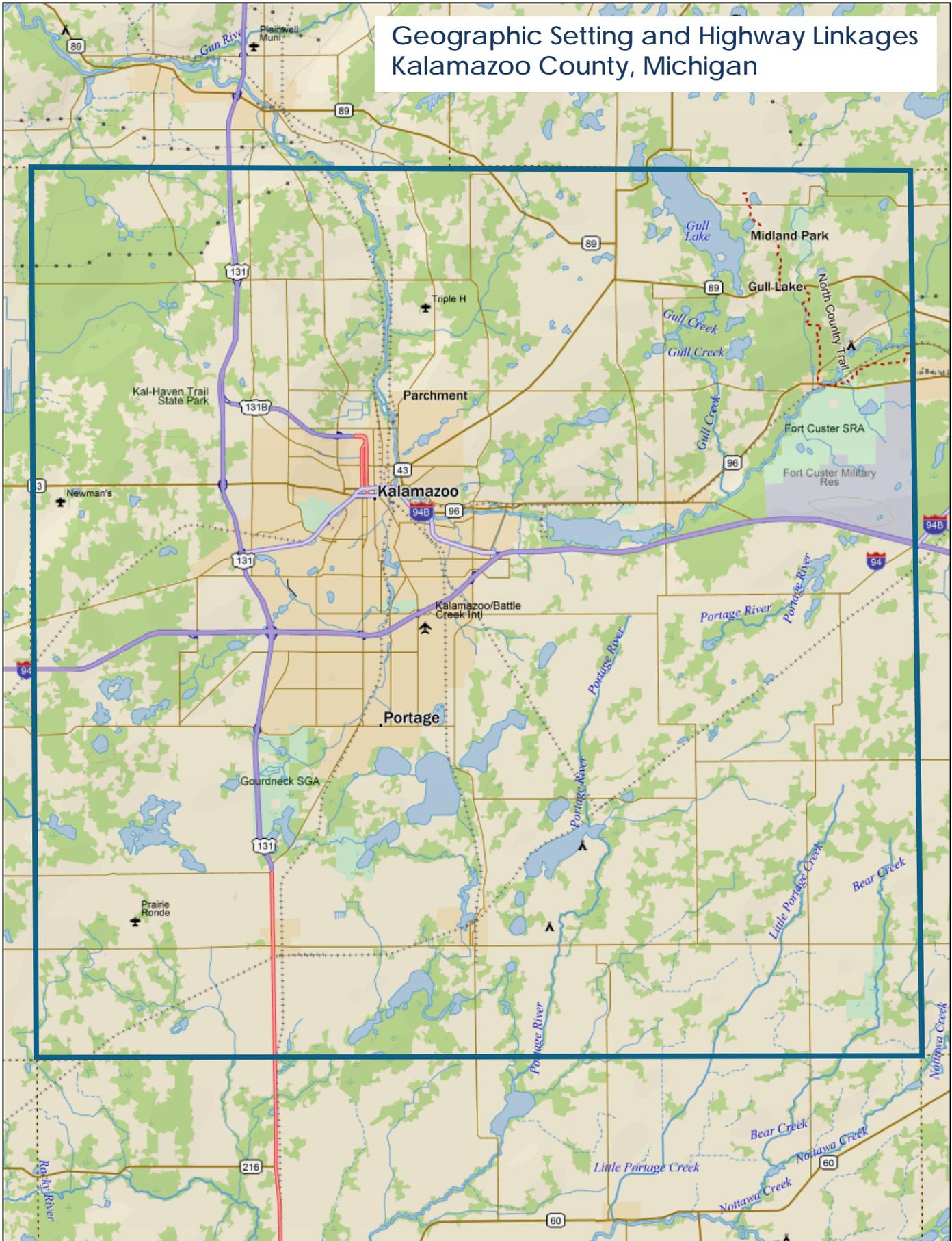
Change in Share of Employment



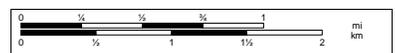
PORTAGE

A Great Place to Work

Geographic Setting and Highway Linkages Kalamazoo County, Michigan



Underlying map provided by Delorme; exhibit prepared by LandUseUSA
Urban Strategies for the City of Portage; March, 2020.

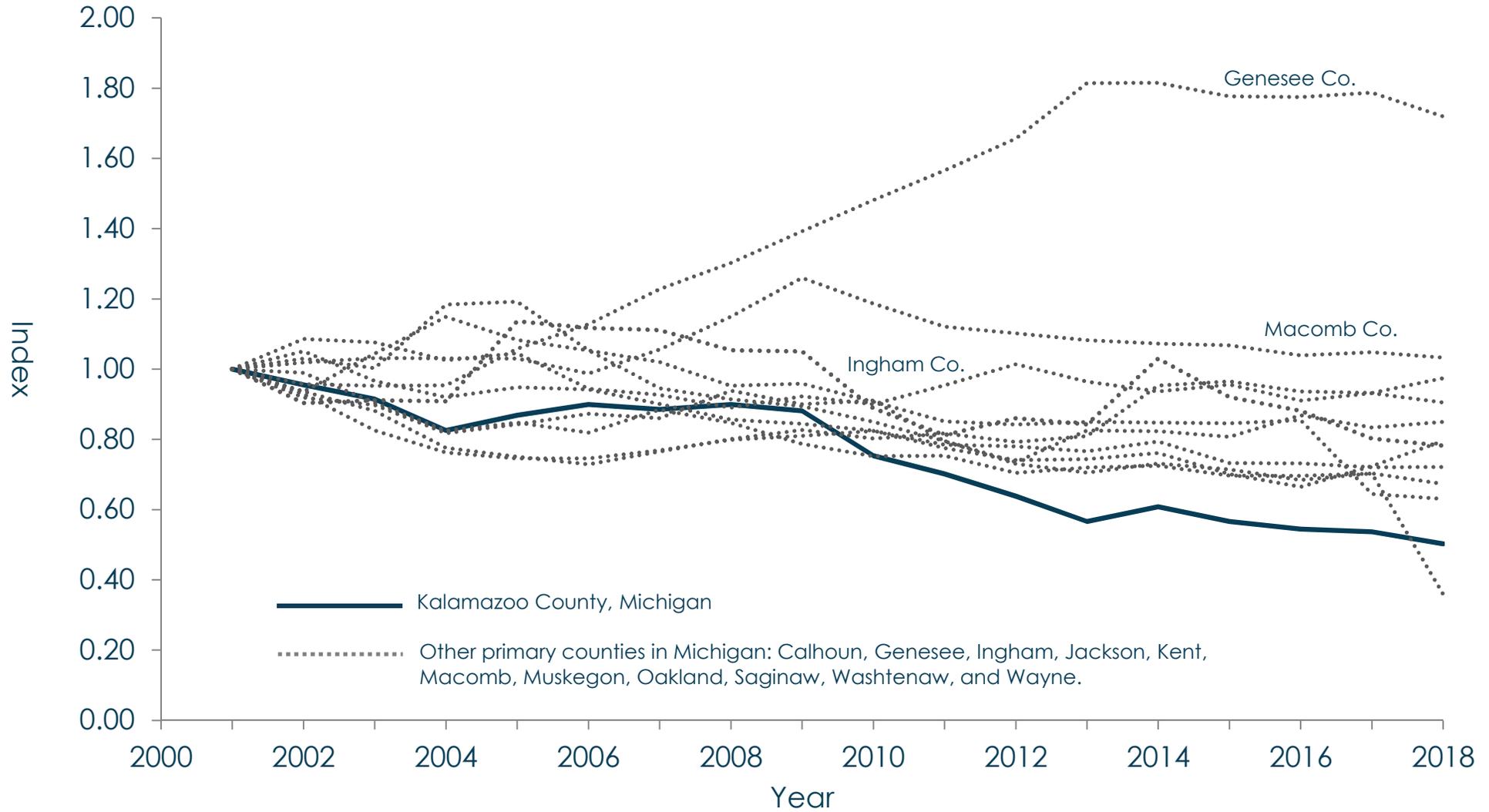


1" = 4,155 ft

Information

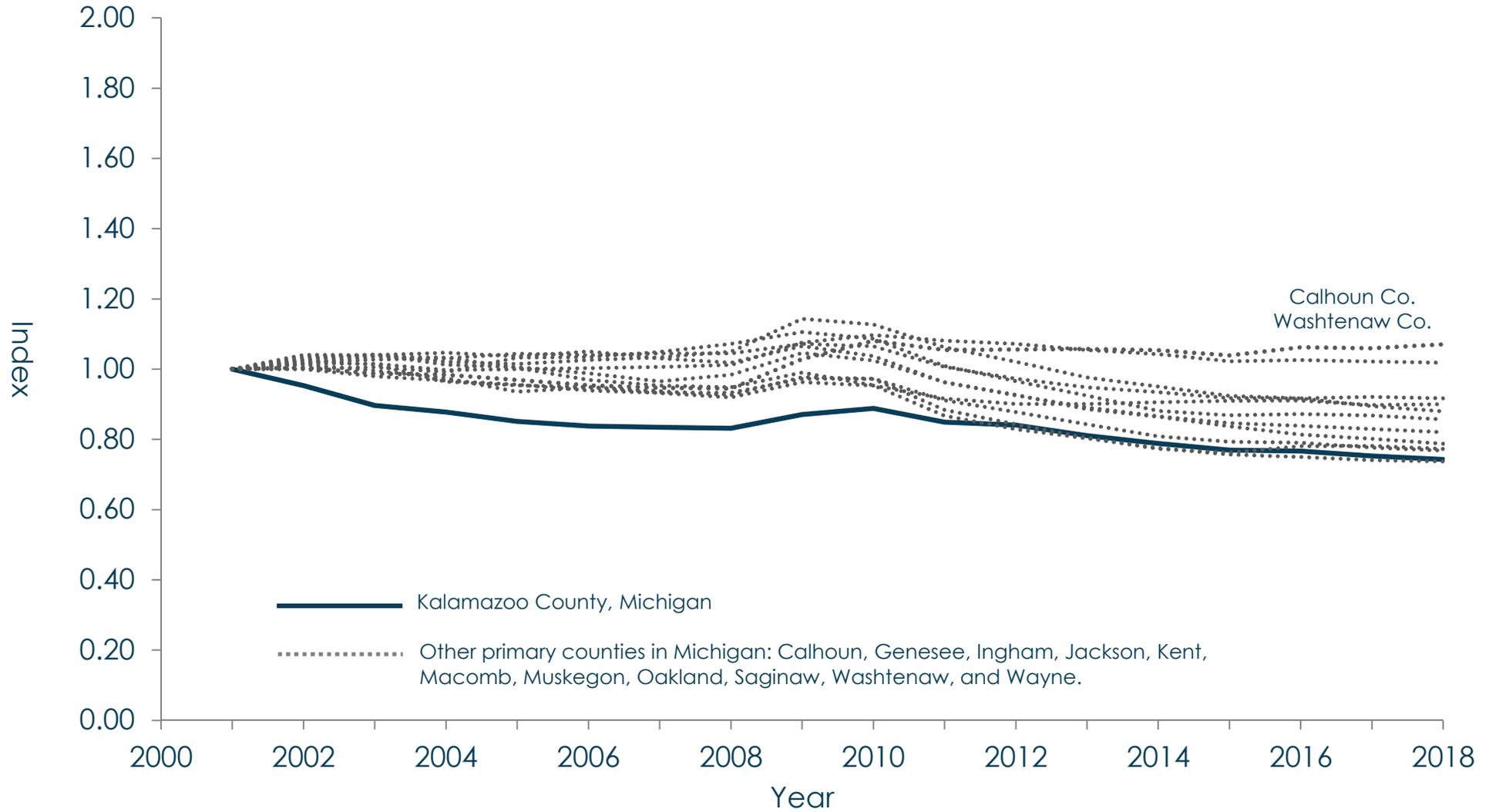
Change in Share of Total Employment (Index)

Kalamazoo County v. Other Counties



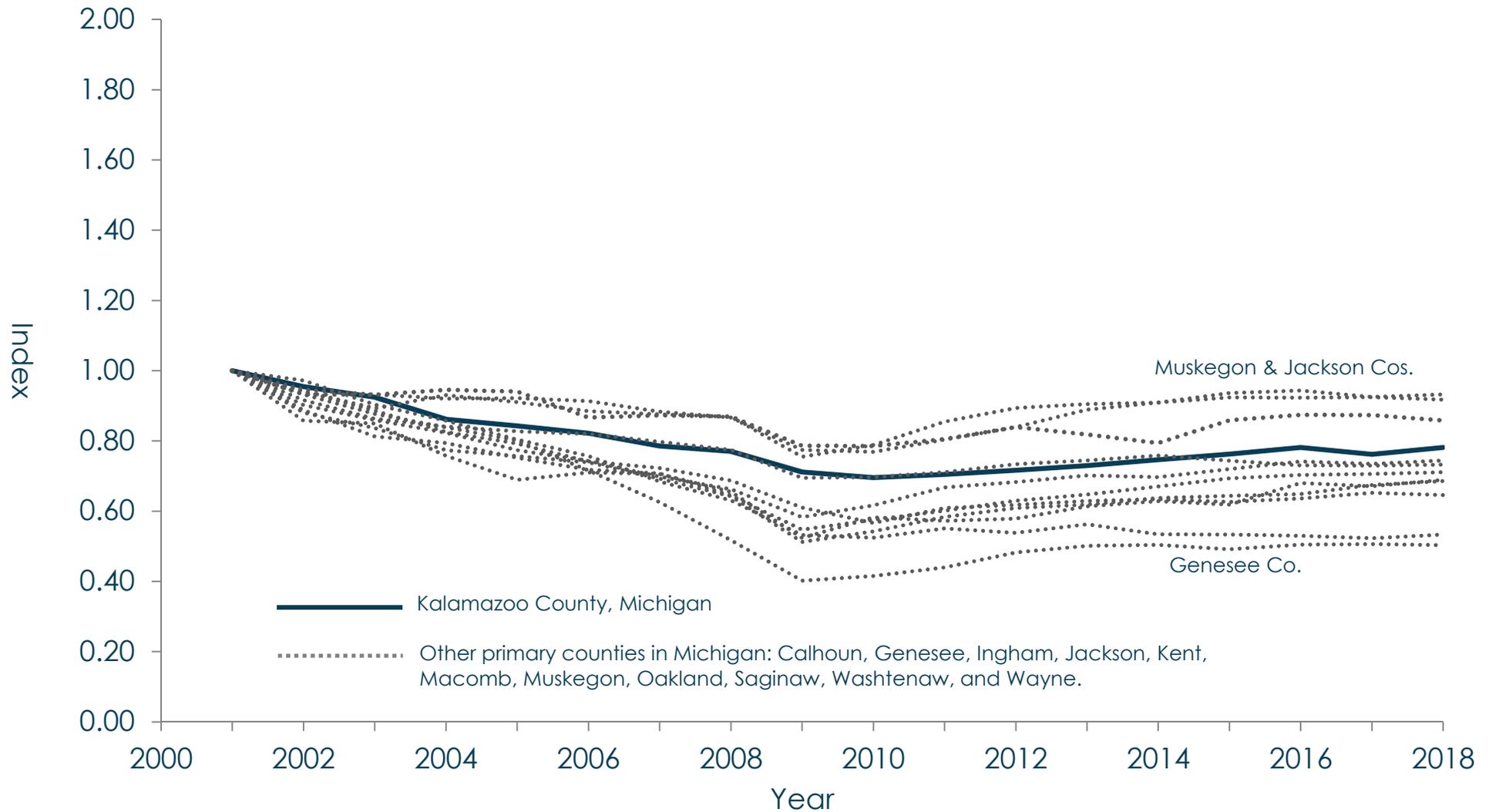
Source: Underlying data provided by the Bureau of Economic Analysis. Calculations, interpolations, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March 2020.

Government and Government Enterprises Change in Share of Total Employment (Index) Kalamazoo County v. Other Counties



Source: Underlying data provided by the Bureau of Economic Analysis. Calculations, interpolations, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March 2020.

Manufacturing Change in Share of Total Employment (Index) Kalamazoo County v. Other Counties

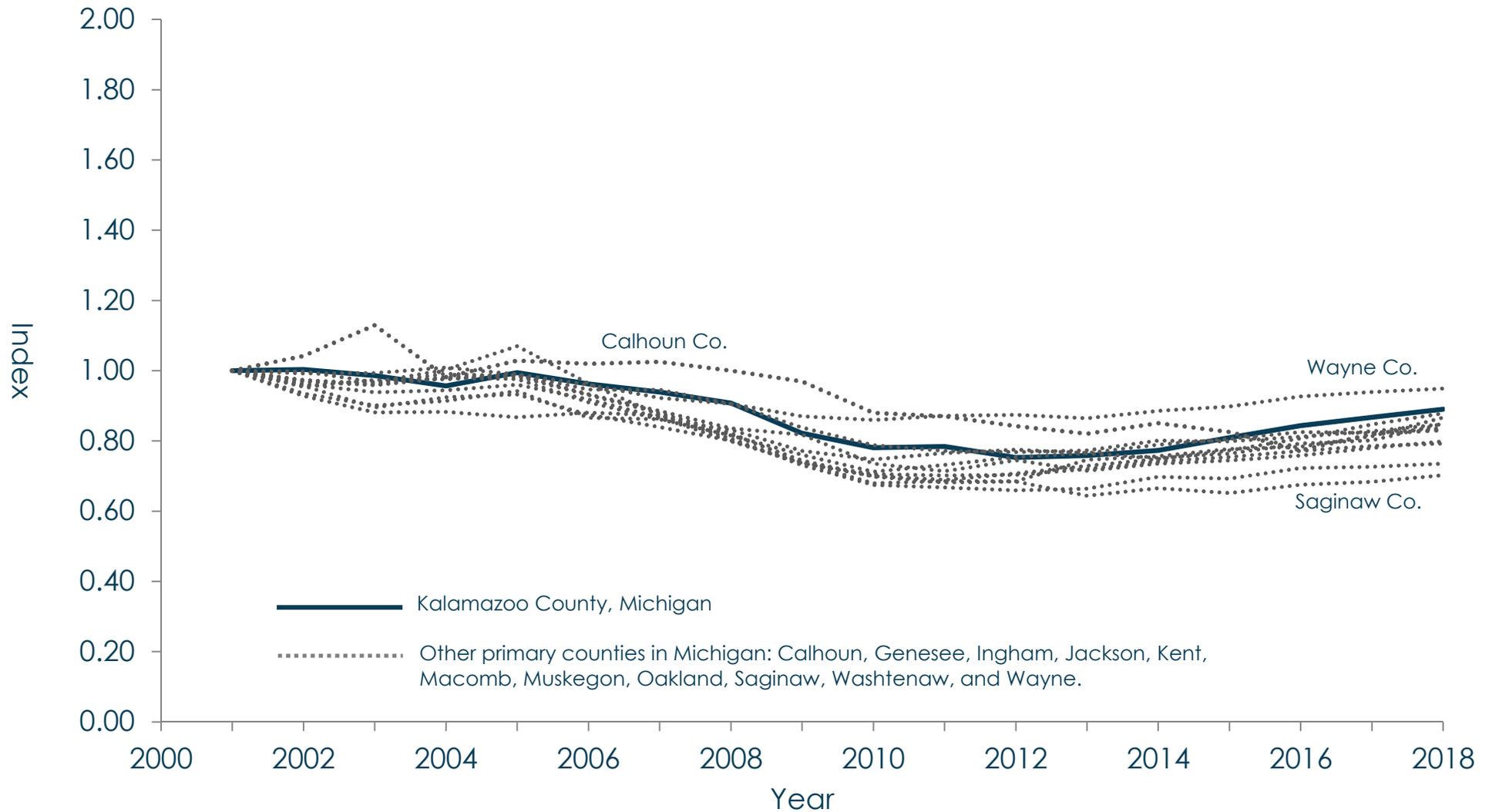


Source: Underlying data provided by the Bureau of Economic Analysis. Calculations, interpolations, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March 2020.

Construction Trades

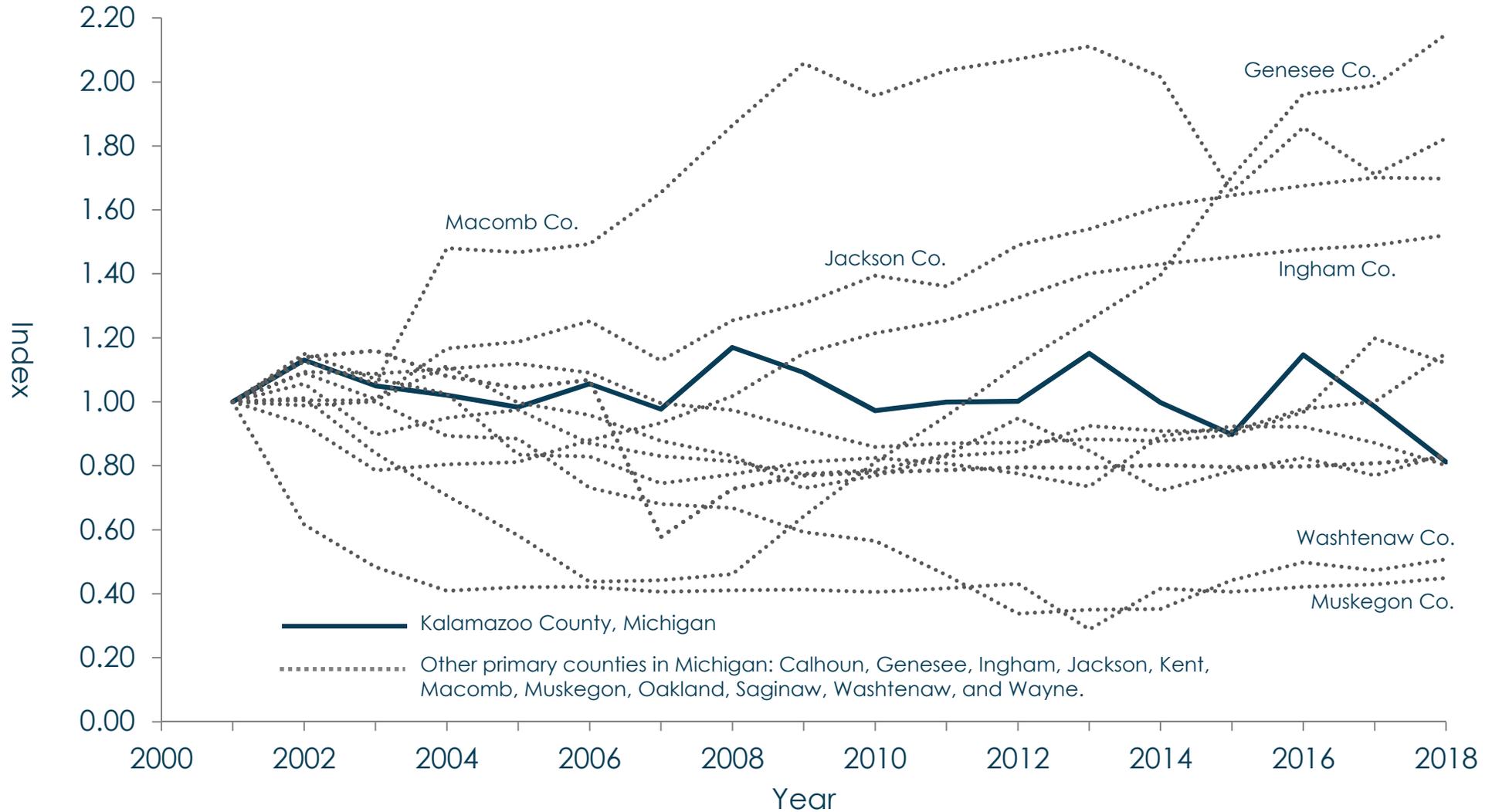
Change in Share of Total Employment (Index)

Kalamazoo County v. Other Counties



Source: Underlying data provided by the Bureau of Economic Analysis. Calculations, interpolations, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March 2020.

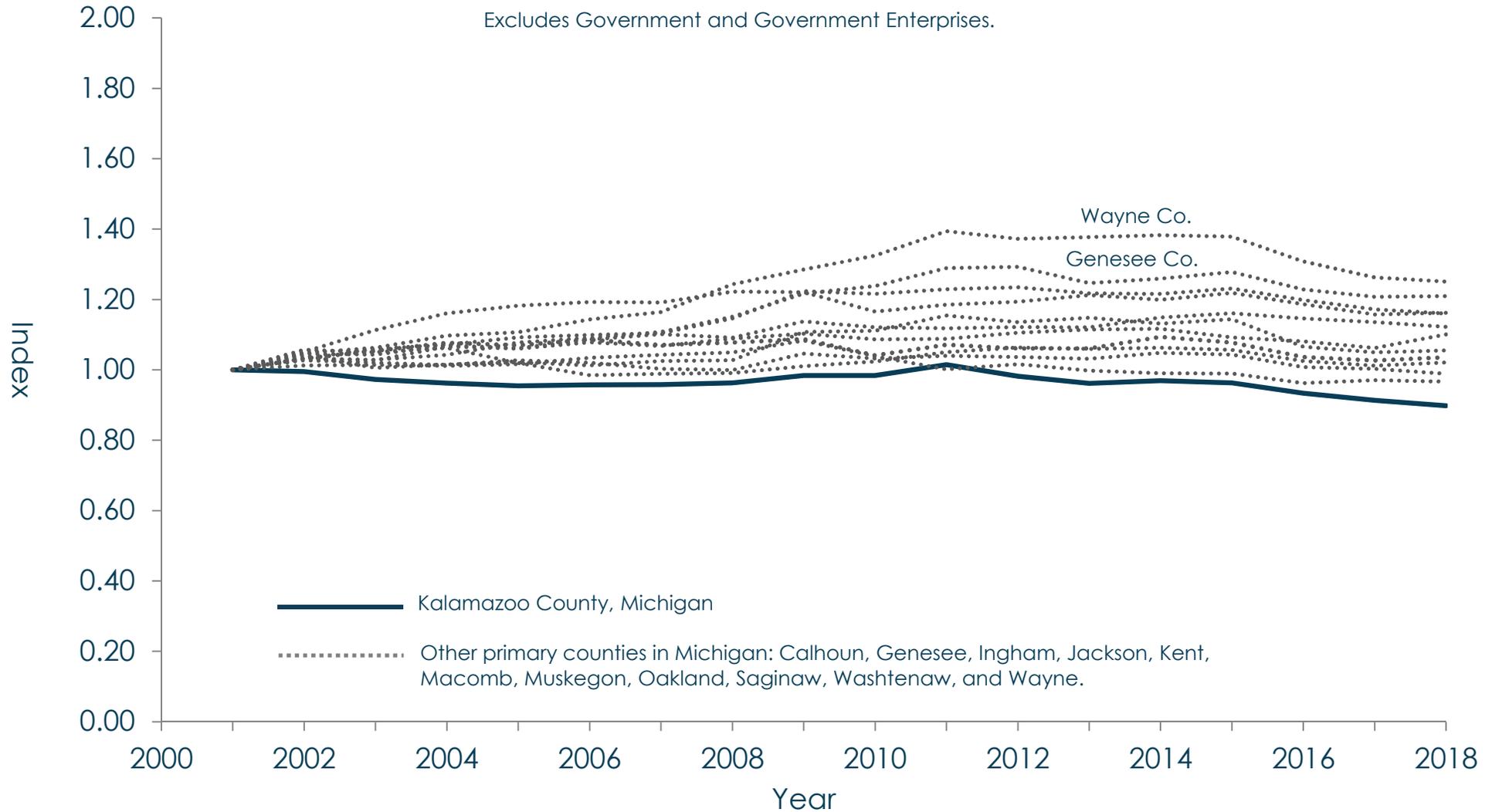
Management of Companies & Enterprises Change in Share of Total Employment (Index) Kalamazoo County v. Other Counties



Source: Underlying data provided by the Bureau of Economic Analysis. Calculations, interpolations, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March 2020.

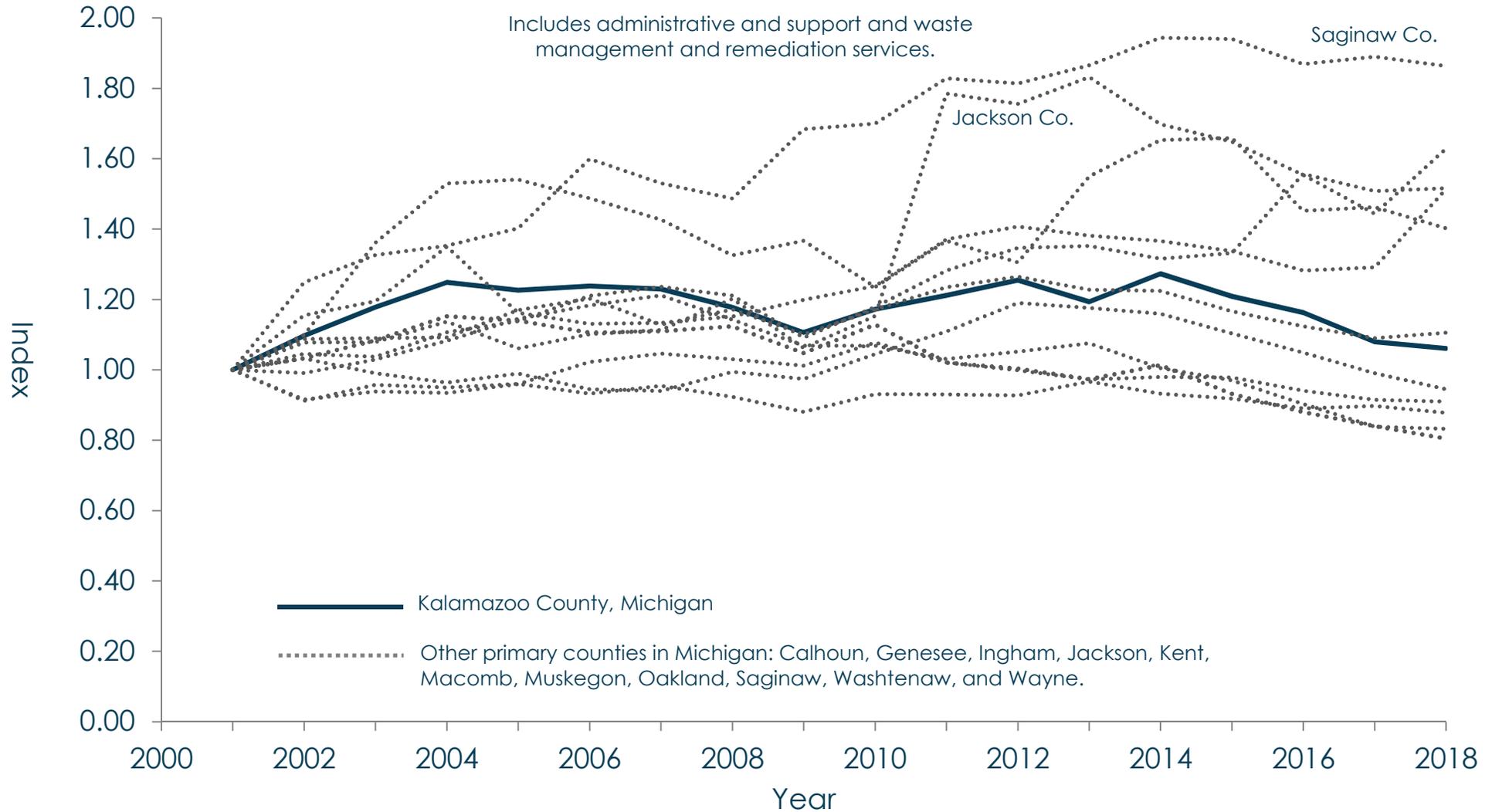
Other Services Change in Share of Total Employment (Index) Kalamazoo County v. Other Counties

Excludes Government and Government Enterprises.



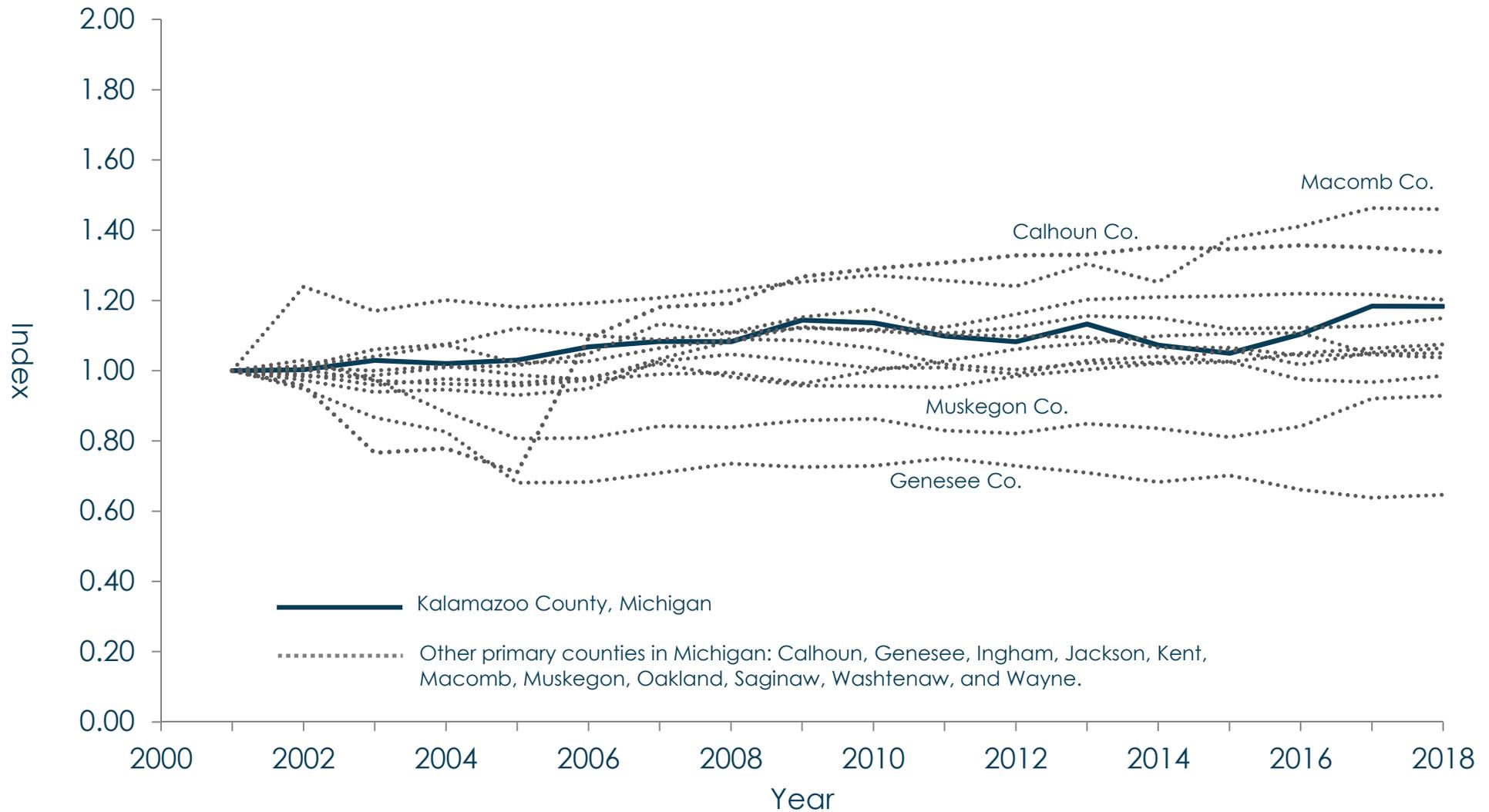
Source: Underlying data provided by the Bureau of Economic Analysis. Calculations, interpolations, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March 2020.

Administrative Support Change in Share of Total Employment (Index) Kalamazoo County v. Other Counties



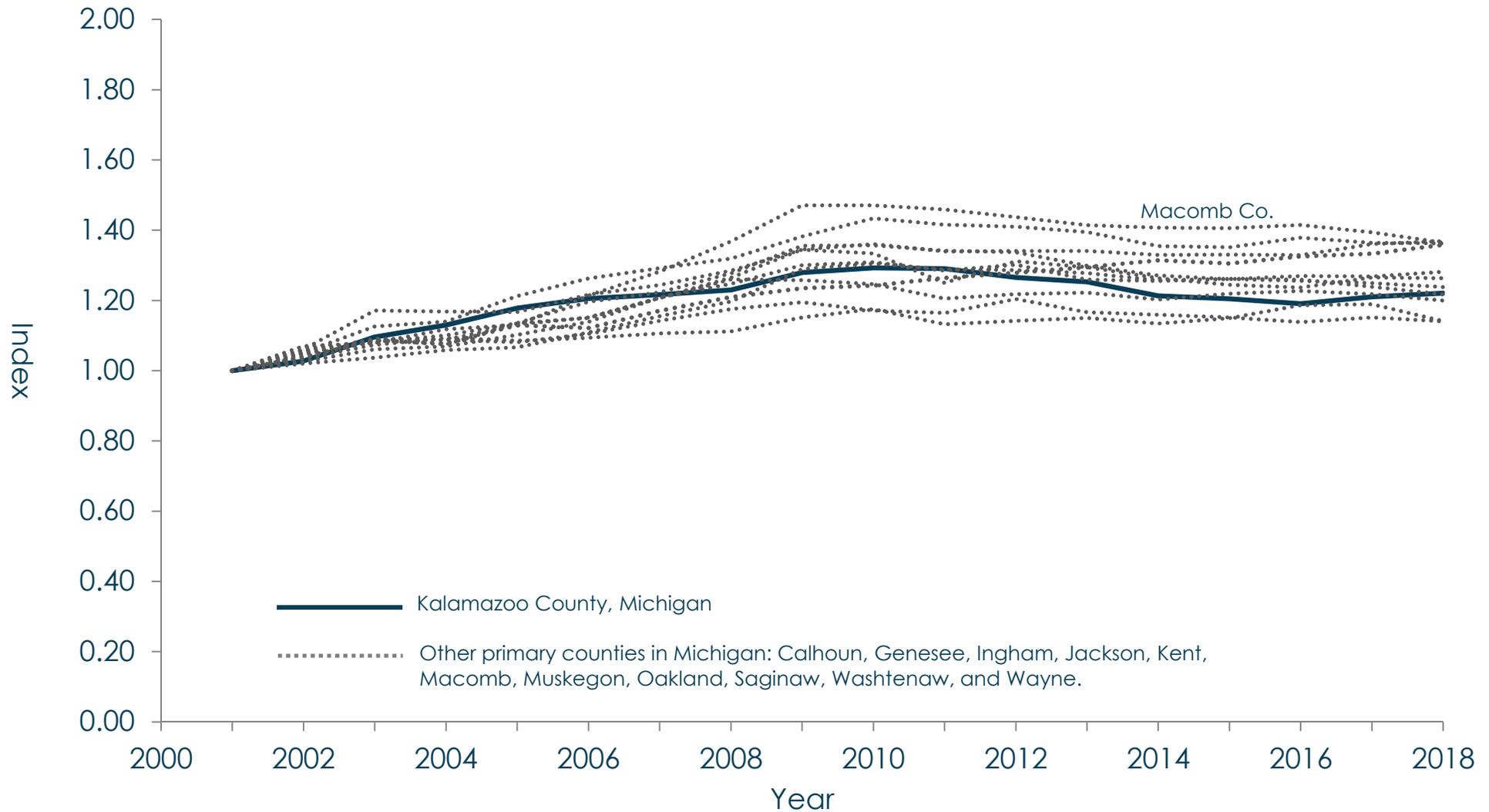
Source: Underlying data provided by the Bureau of Economic Analysis. Calculations, interpolations, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March 2020.

Professional, Scientific, Technical Change in Share of Total Employment (Index) Kalamazoo County v. Other Counties



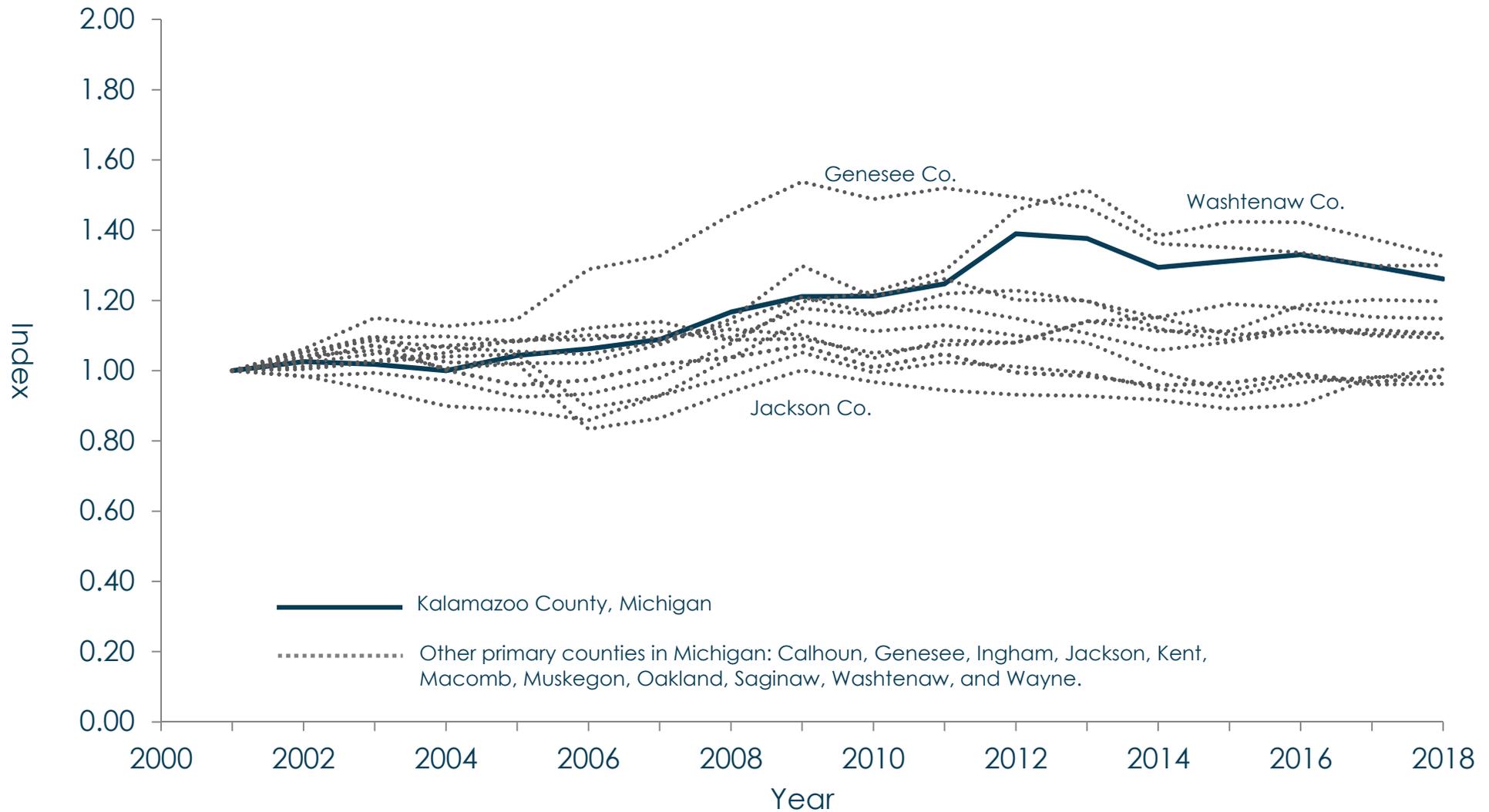
Source: Underlying data provided by the Bureau of Economic Analysis. Calculations, interpolations, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March 2020.

Health Care, Social Assistance Change in Share of Total Employment (Index) Kalamazoo County v. Other Counties



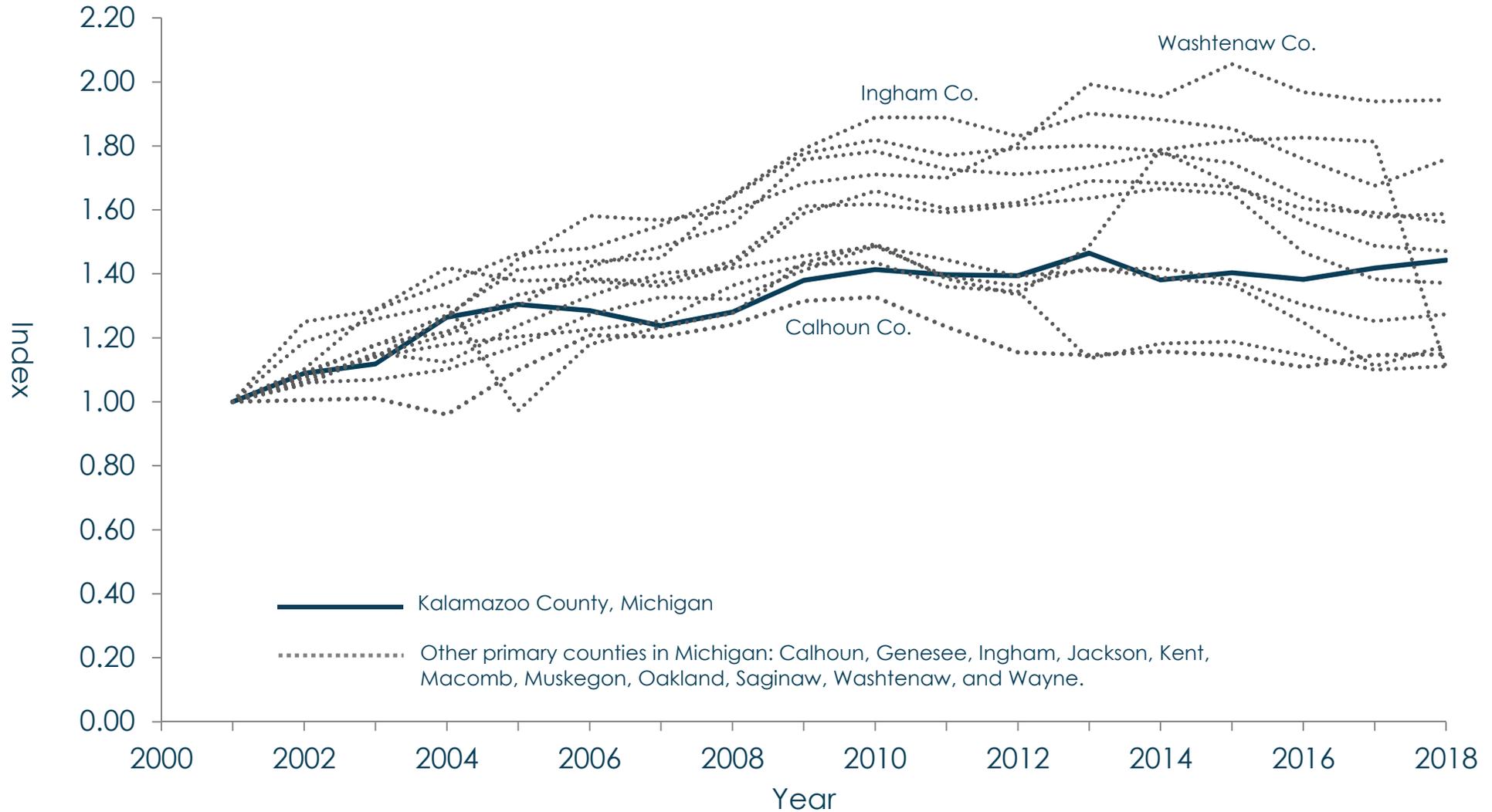
Source: Underlying data provided by the Bureau of Economic Analysis. Calculations, interpolations, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March 2020.

Finance, Insurance, Real Estate (FIRE) Change in Share of Total Employment (Index) Kalamazoo County v. Other Counties



Source: Underlying data provided by the Bureau of Economic Analysis. Calculations, interpolations, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March 2020.

Educational Services Change in Share of Total Employment (Index) Kalamazoo County v. Other Counties

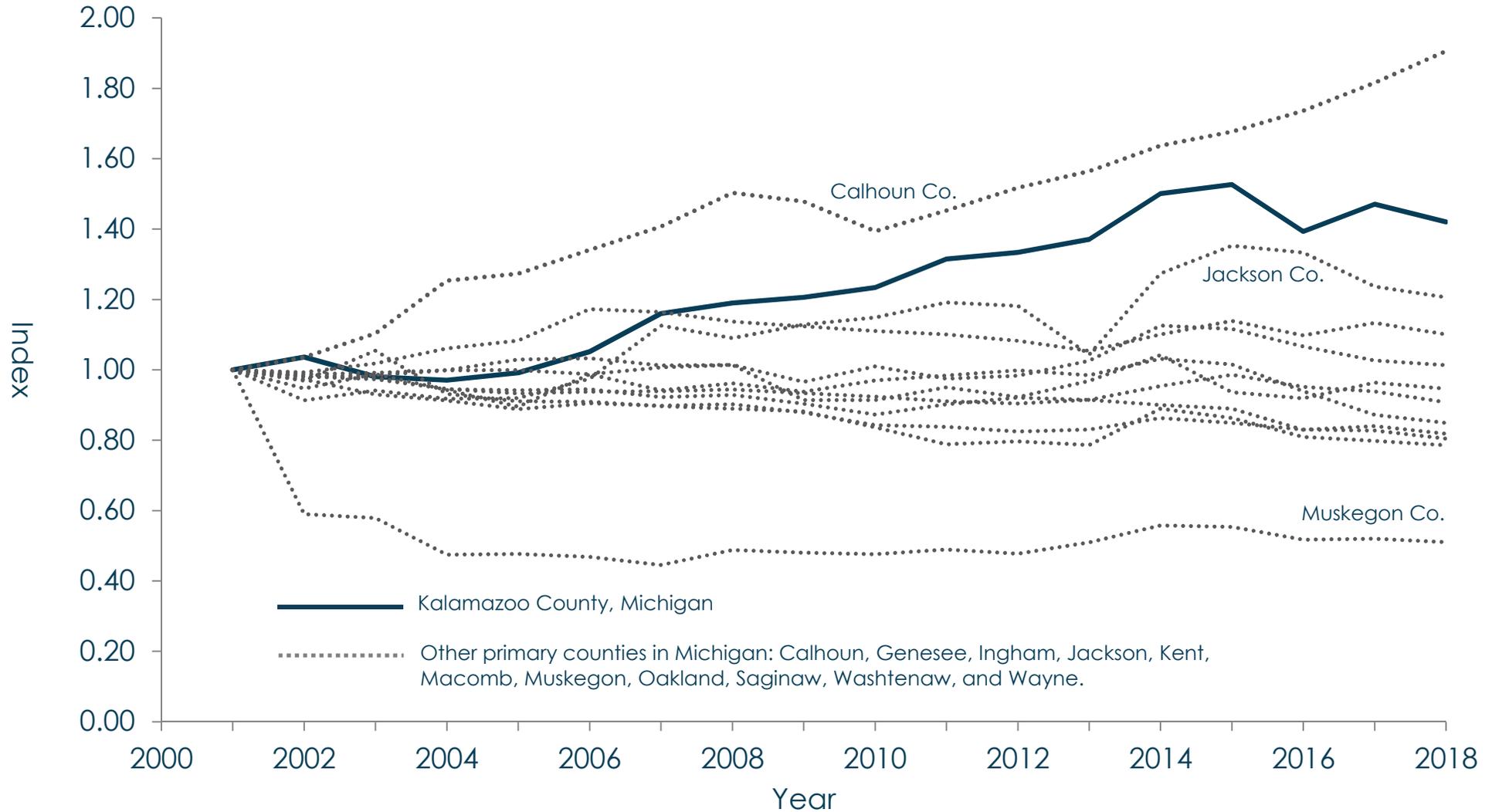


Source: Underlying data provided by the Bureau of Economic Analysis. Calculations, interpolations, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March 2020.

Wholesale Trade

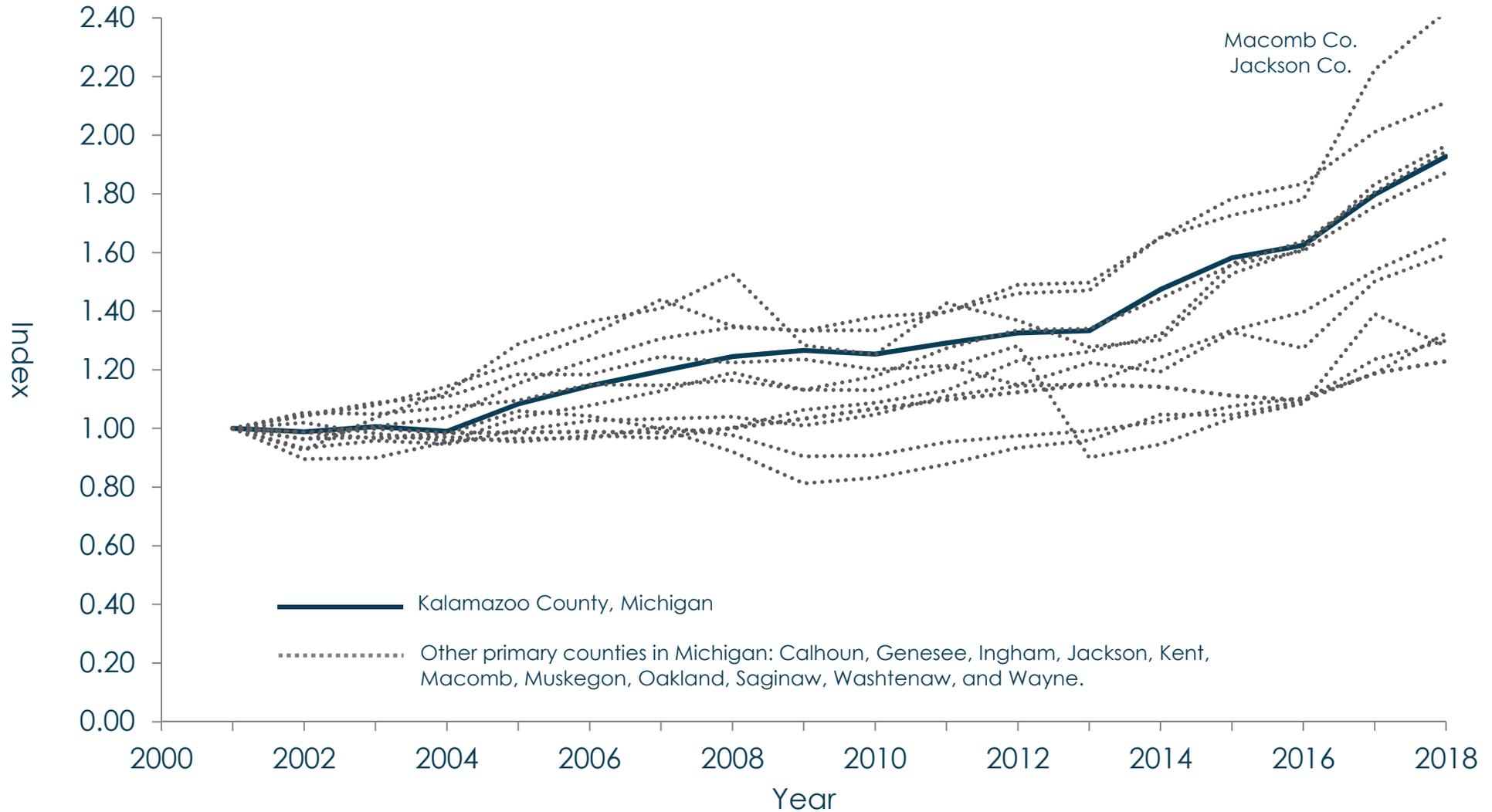
Change in Share of Total Employment (Index)

Kalamazoo County v. Other Counties



Source: Underlying data provided by the Bureau of Economic Analysis. Calculations, interpolations, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March 2020.

Transportation and Warehousing Change in Share of Total Employment (Index) Kalamazoo County v. Other Counties

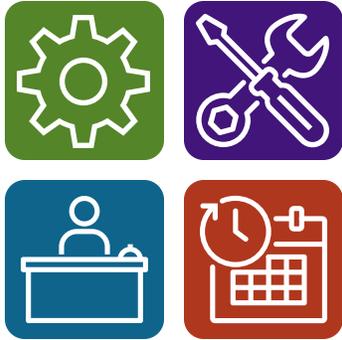


Source: Underlying data provided by the Bureau of Economic Analysis. Calculations, interpolations, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; March 2020.

Section D

Commercial Leakage

Net Import-Export

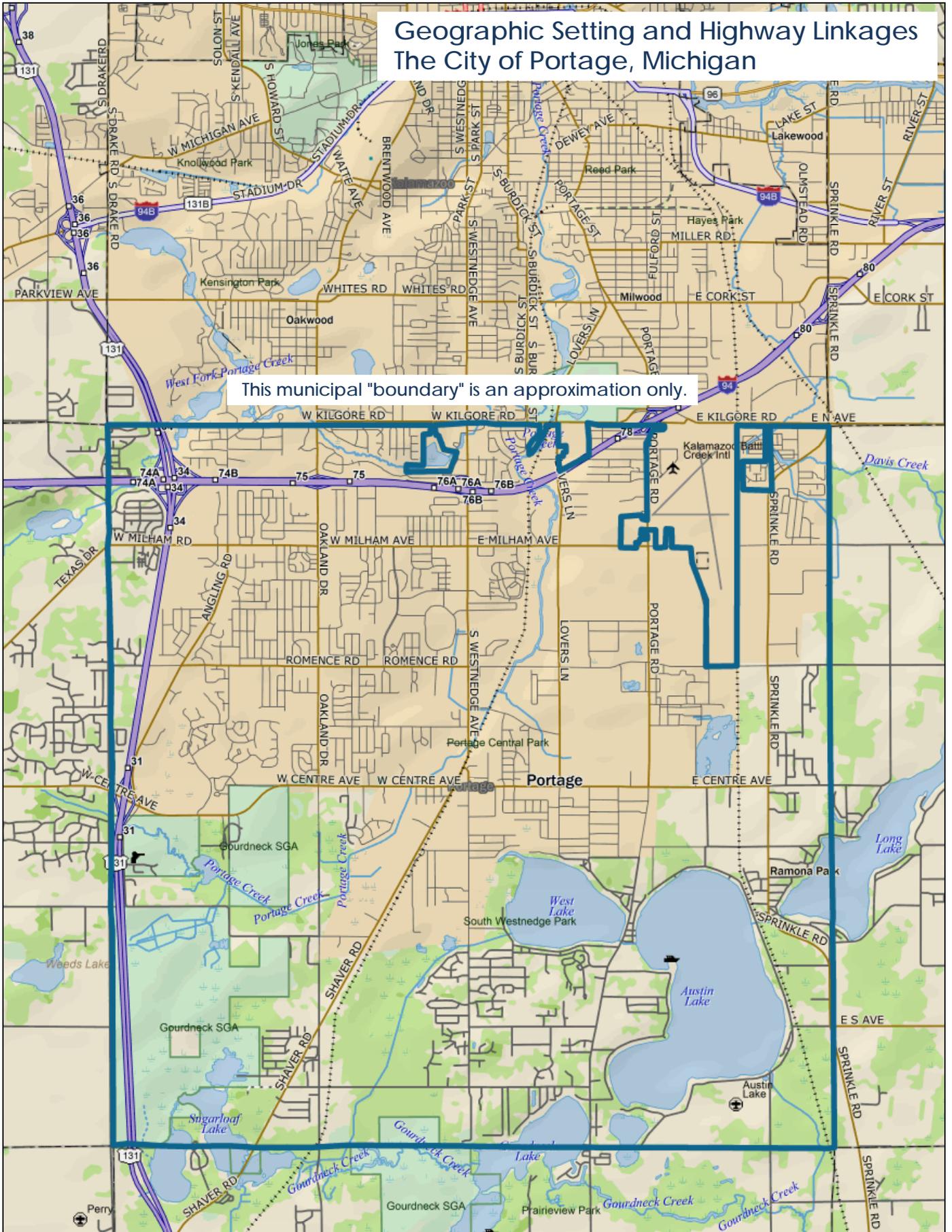


PORTAGE

A Great Place to Work

Geographic Setting and Highway Linkages The City of Portage, Michigan

This municipal "boundary" is an approximation only.



Underlying map provided by Delorme; exhibit prepared by LandUseUSA
Urban Strategies for the City of Portage; March, 2020.

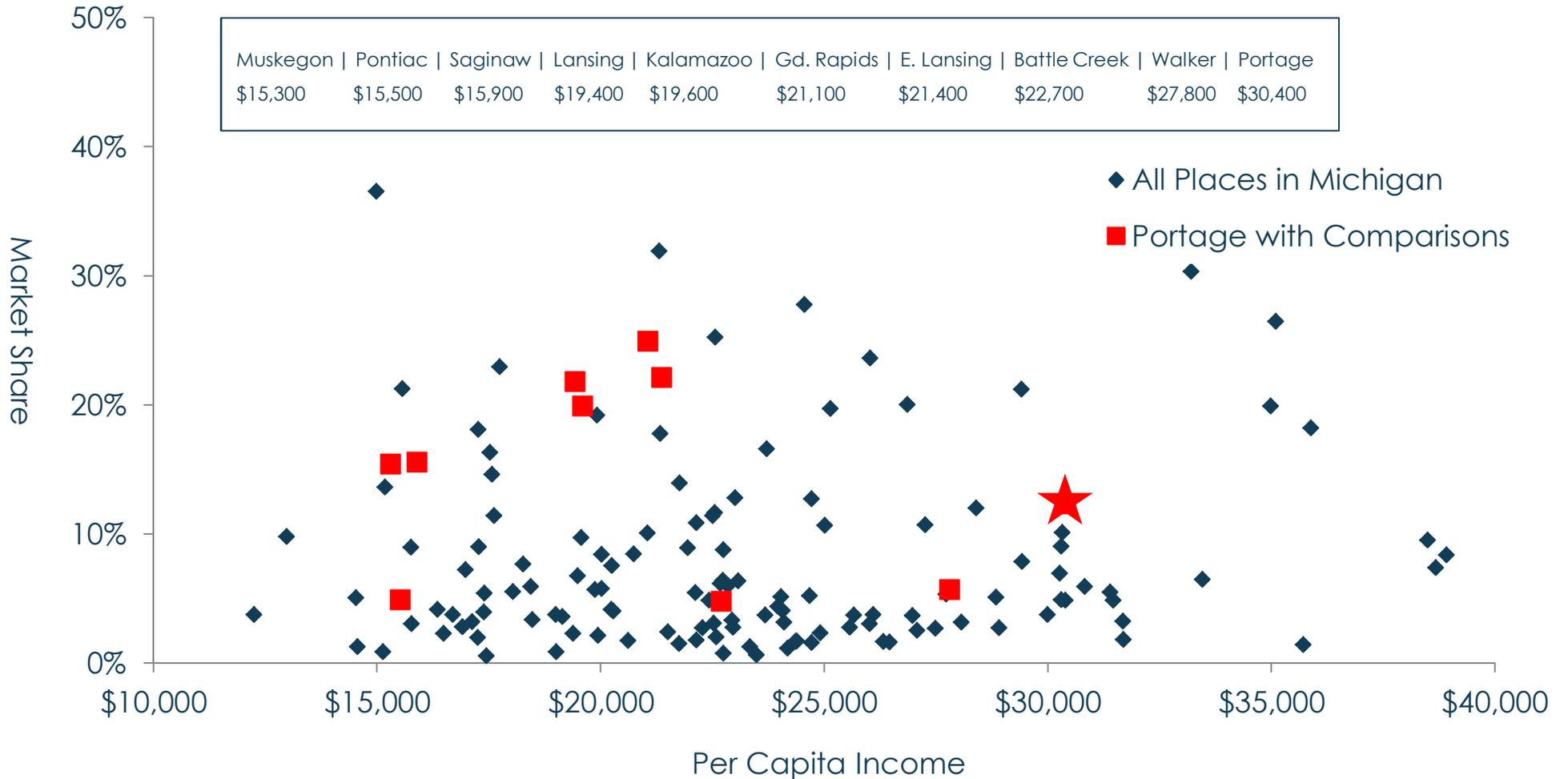


1" = 1,270 ft

Market Share v. Per Capita Income

Professional, Scientific, Technical Services | NAICS 54

Selected Places in Michigan



Methodology, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage, Michigan; March 2020.

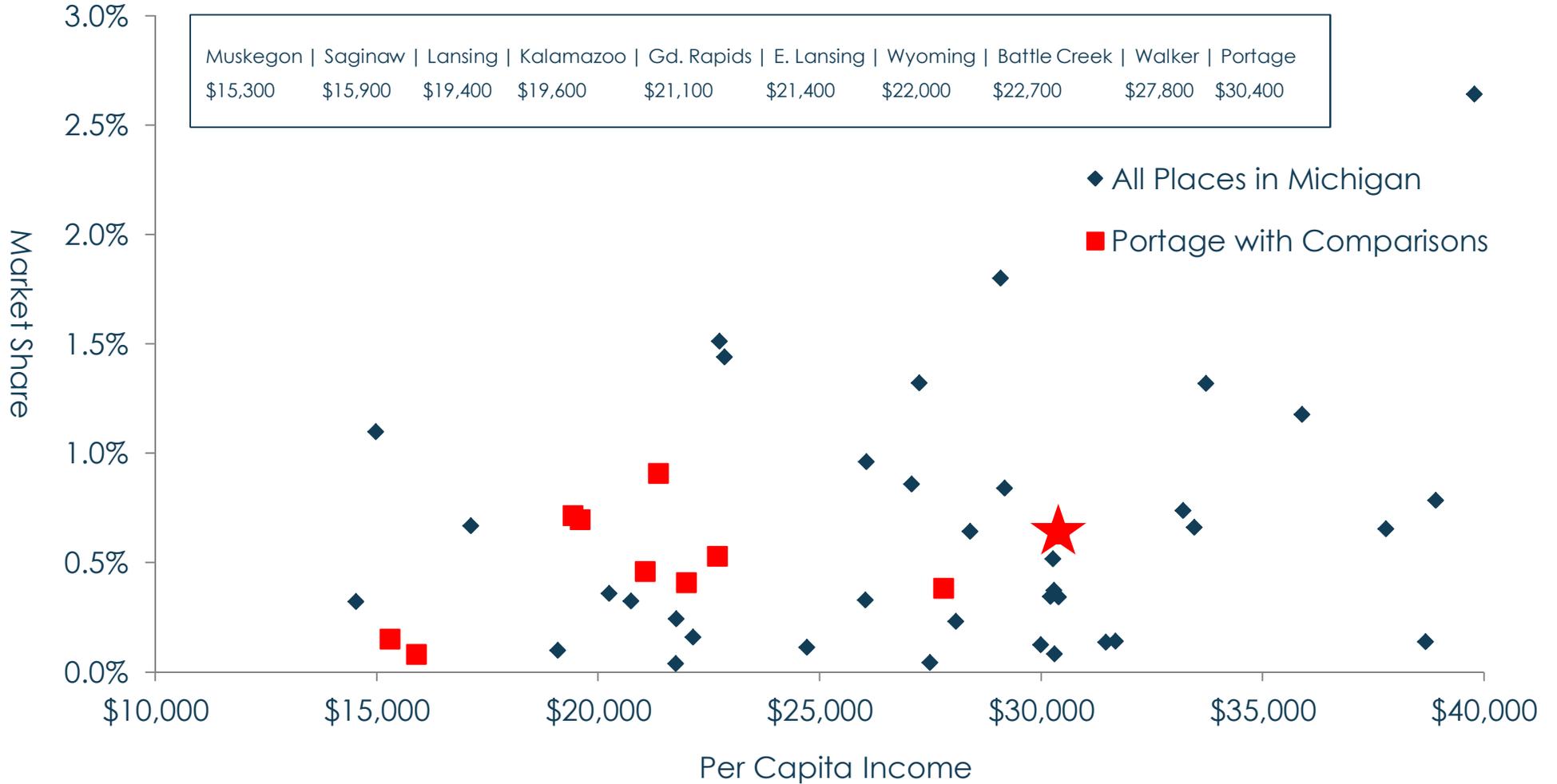
Market share is a measure of sales (or revenues) as a share of aggregate income for each respective level of geography.

Underlying data from the 2012 and 2017 U.S. Economic Census; 2010 Decennial Census; and 2017 (5-yr) American Community Survey.

Market Share v. Per Capita Income

Educational Services | NAICS 61

Selected Places in the State of Michigan

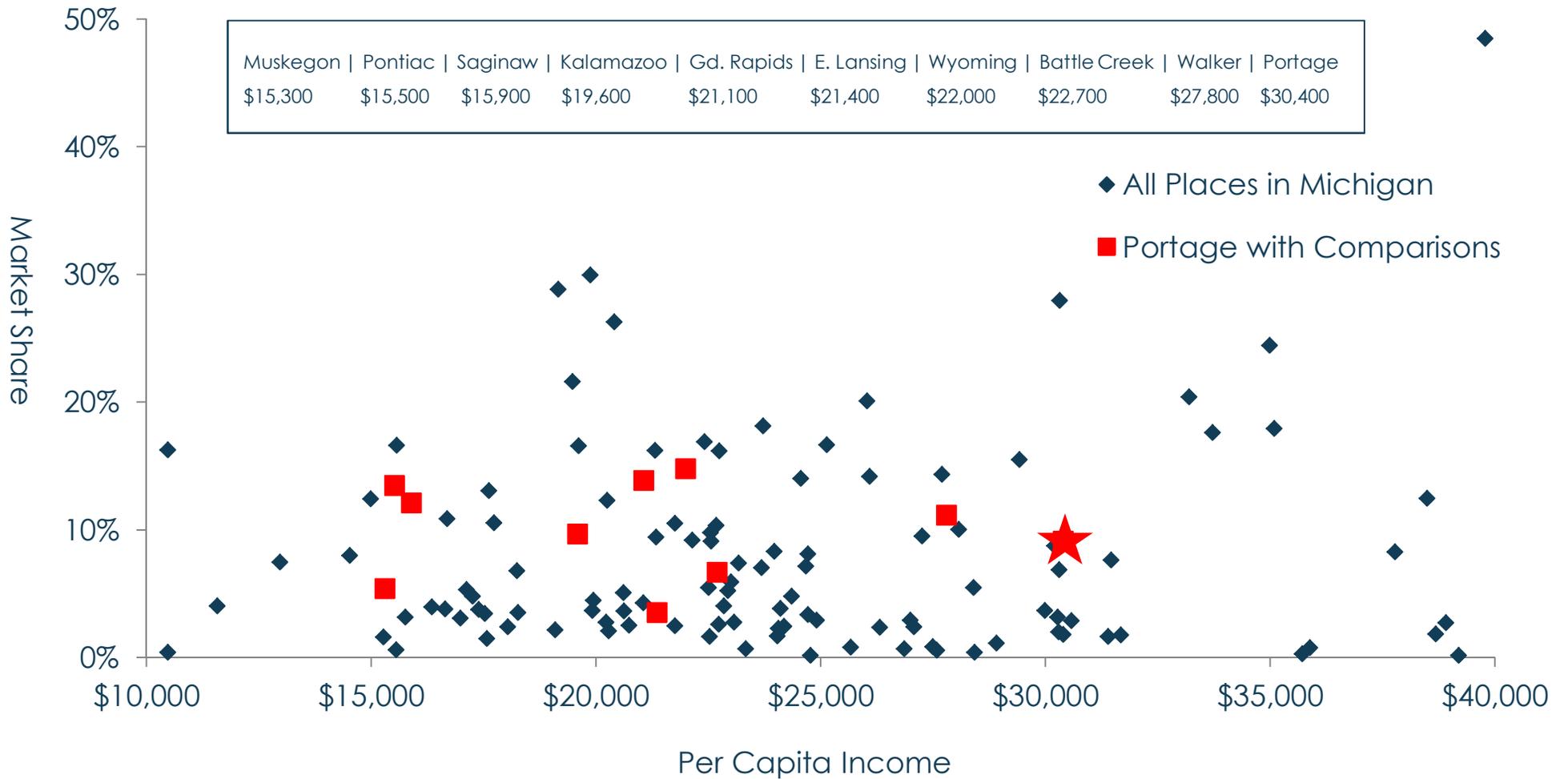


Methodology, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage, Michigan; March 2020.
 Market share is a measure of sales (or revenues) as a share of aggregate income for each respective level of geography.
 Underlying data from the 2012 and 2017 U.S. Economic Census; 2010 Decennial Census; and 2017 (5-yr) American Community Survey.

Market Share v. Per Capita Income

Admin., Support, Waste Mgmt. Svcs. | NAICS 56

Selected Places in Michigan

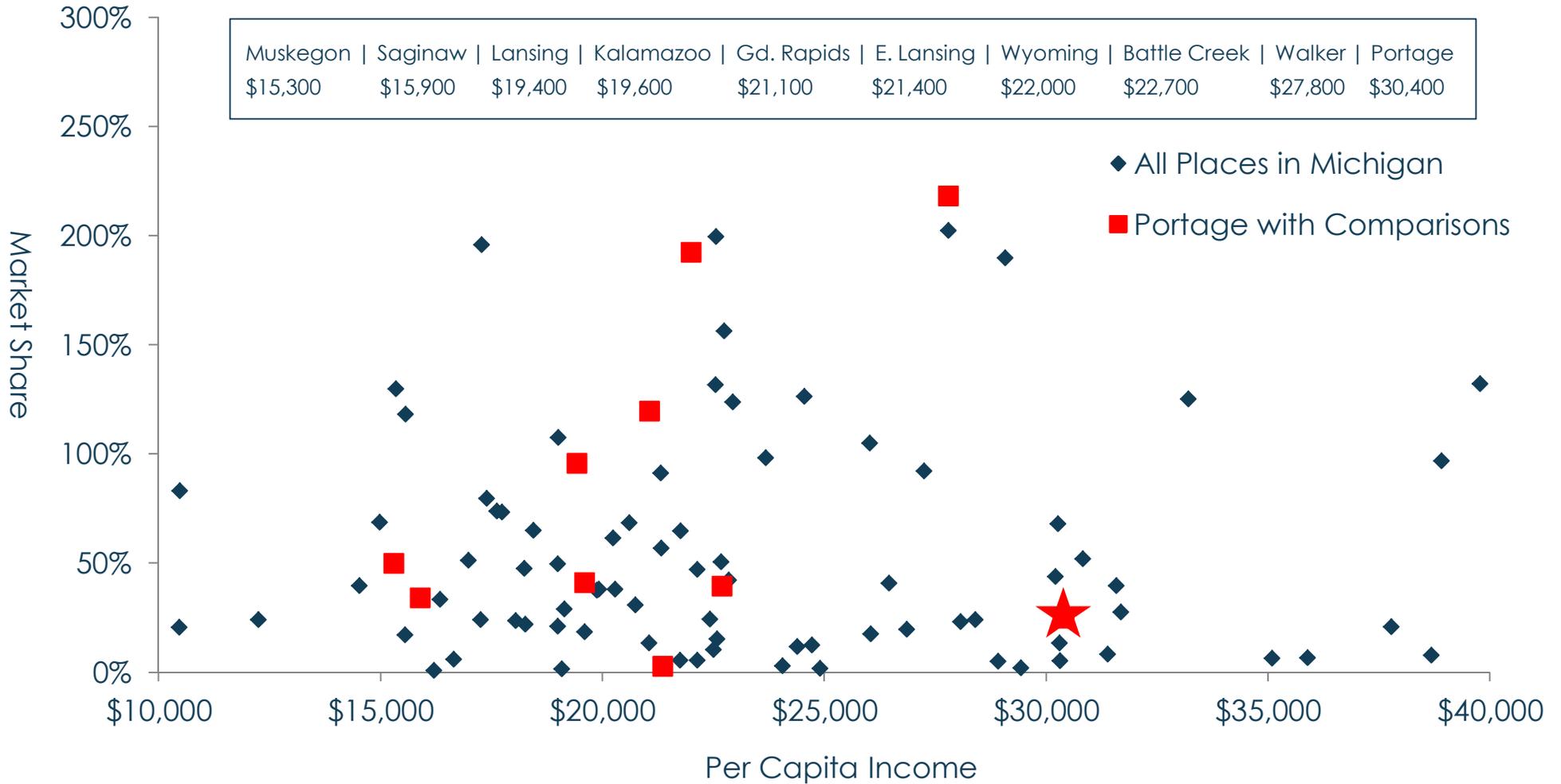


Methodology, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage, Michigan; March 2020.
 Market share is a measure of sales (or revenues) as a share of aggregate income for each respective level of geography.
 Underlying data from the 2012 and 2017 U.S. Economic Census; 2010 Decennial Census; and 2017 (5-yr) American Community Survey.

Market Share v. Per Capita Income

Wholesale Trade | NAICS 42

Selected Places in the State of Michigan

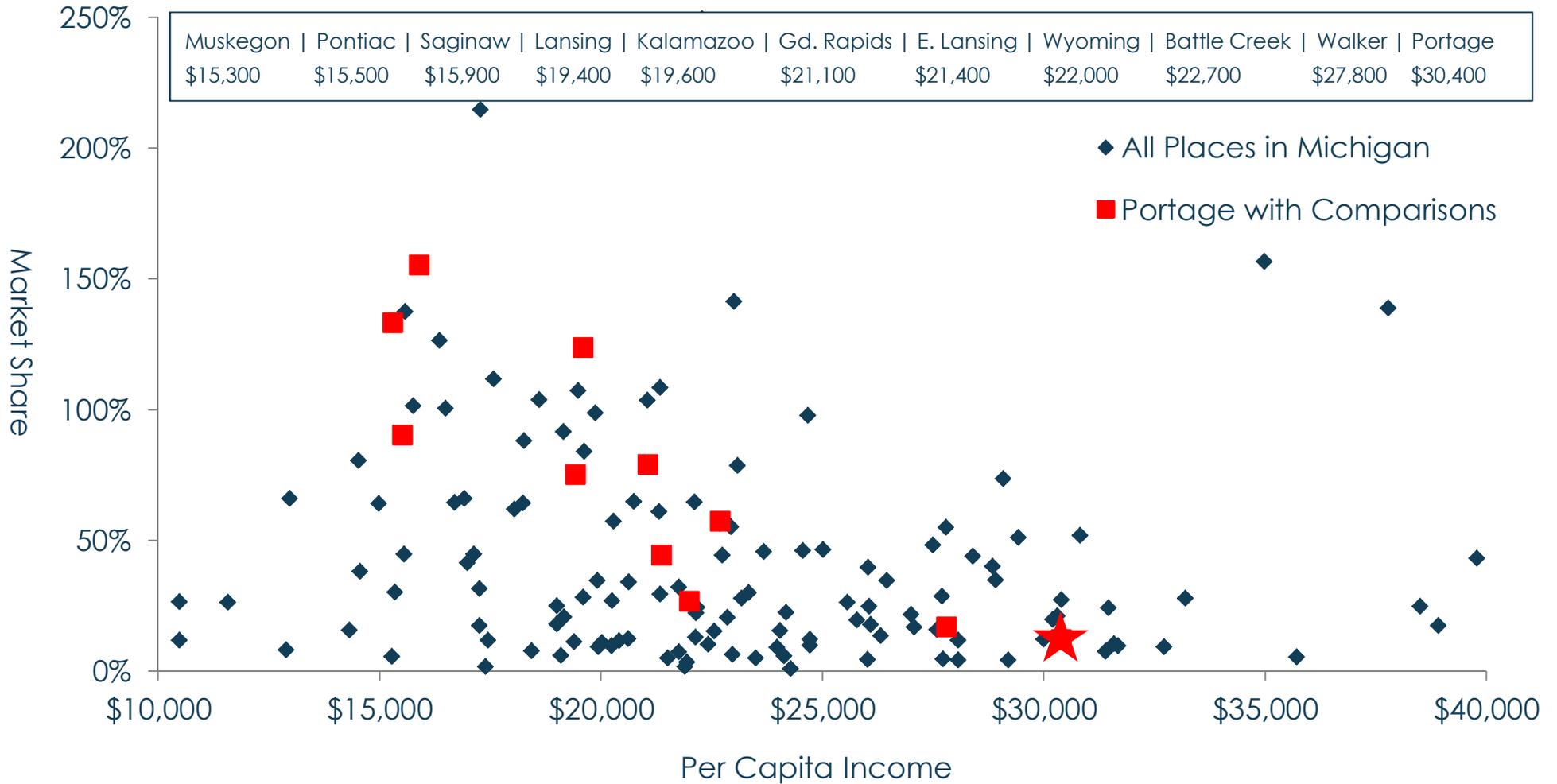


Methodology, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage, Michigan; March 2020.
 Market share is a measure of sales (or revenues) as a share of aggregate income for each respective level of geography.
 Underlying data from the 2012 and 2017 U.S. Economic Census; 2010 Decennial Census; and 2017 (5-yr) American Community Survey.

Market Share v. Per Capita Income

Health Care and Social Assistance | NAICS 62

Selected Places in Michigan



Methodology, analysis, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage, Michigan; March 2020.
 Market share is a measure of sales (or revenues) as a share of aggregate income for each respective level of geography.
 Underlying data from the 2012 and 2017 U.S. Economic Census; 2010 Decennial Census; and 2017 (5-yr) American Community Survey.

Section E

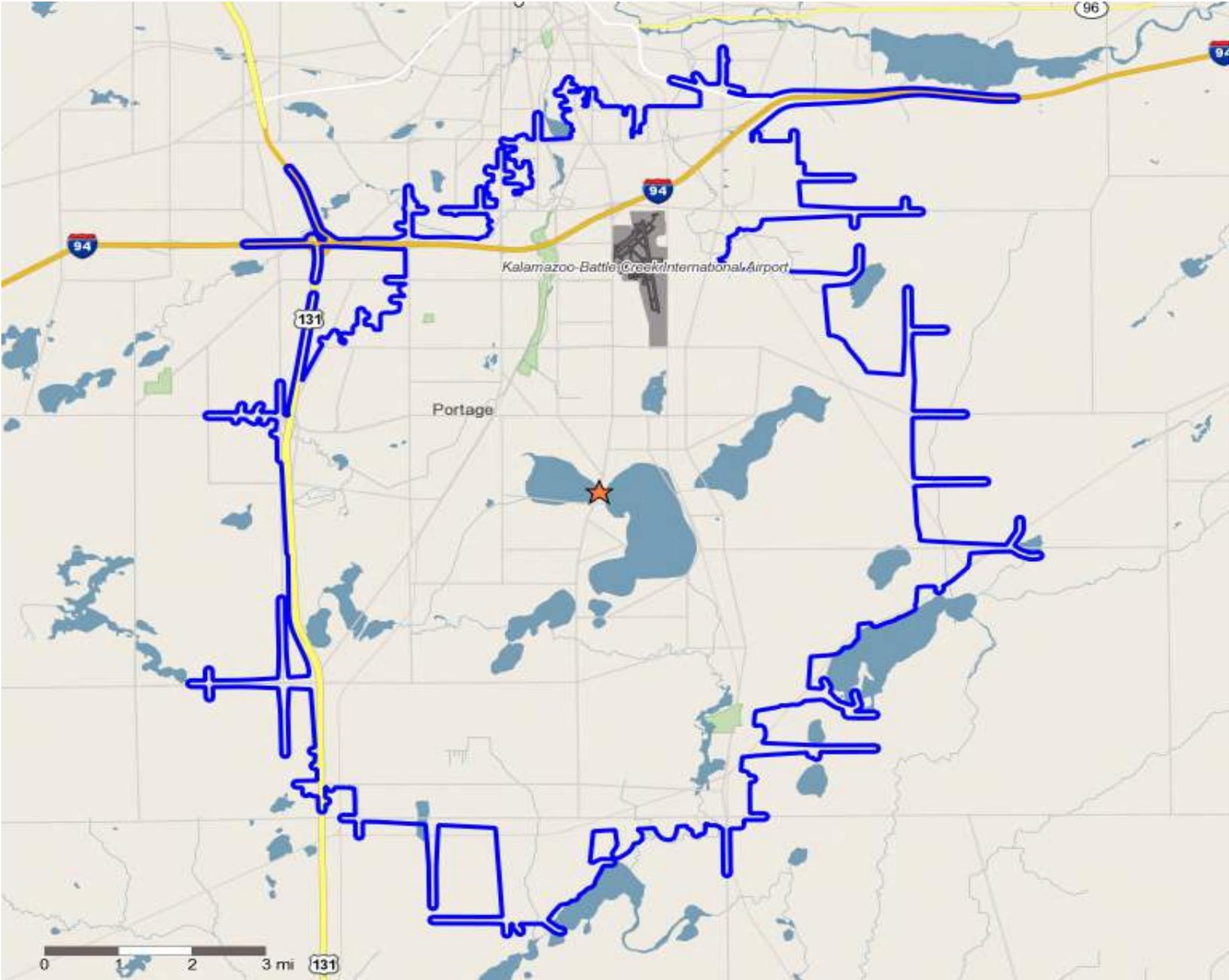
Commercial Market Parameters



PORTAGE

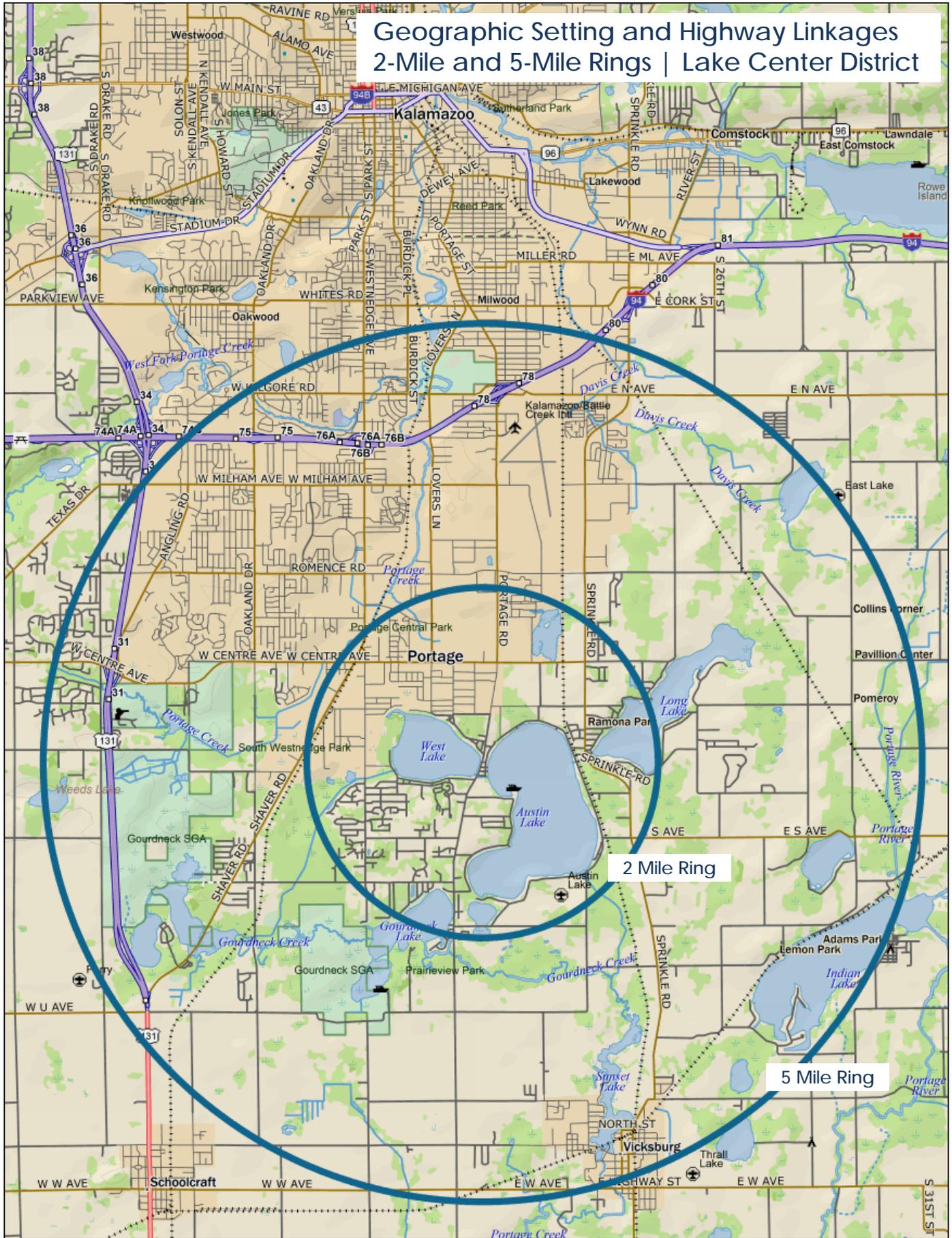
A Great Place to Work

Geographic Setting and Highway Linkages
Fifteen (15) Minute Drive Time Analysis | Lake Center District



Underlying map and drive-time analysis provided by Experian Decision Analytics; exhibit prepared by LandUseUSA Urban Strategies for the City of Portage; March, 2020.

Geographic Setting and Highway Linkages 2-Mile and 5-Mile Rings | Lake Center District



Underlying map provided by Delorme; exhibit prepared by LandUseUSA
Urban Strategies for the City of Portage; March, 2020.



1" = 1,730 ft

Population Market Parameters | Age, Income, Marital Status
 2-Mile Radius | Lake Center District | Portage, Michigan

	2000	2000	2010	2010	2019	2019
Population by Age	Census	Share	Census	Share	Estimates	Share
0 to 4	619	5.7%	788	6.5%	714	5.6%
5 to 14	1,596	14.6%	1,648	13.6%	1,689	13.3%
15 to 19	660	6.0%	716	5.9%	724	5.7%
20 to 24	471	4.3%	460	3.8%	646	5.1%
25 to 34	1,338	12.2%	1,363	11.2%	1,315	10.3%
35 to 44	1,863	17.0%	1,710	14.1%	1,666	13.1%
45 to 54	1,717	15.7%	1,801	14.8%	1,655	13.0%
55 to 64	1,096	10.0%	1,654	13.6%	1,775	14.0%
65 to 74	857	7.8%	1,032	8.5%	1,475	11.6%
75 to 84	554	5.1%	709	5.8%	737	5.8%
85+	171	1.6%	272	2.2%	326	2.6%
Total Population (sum)	10,941	100%	12,153	100%	12,721	100%
Median Age	40	.	41	.	43	.
Per Capita Income	\$25,673	.	\$29,958	.	\$37,461	.
	2000	2000	2010	2010	2019	2019
Marital Status Ages 15+	Census	Share	Census	Share	Estimates	Share
Married, Spouse Present	5,317	61%	5,826	60%	5,923	57%
Married, Spouse Absent	186	2%	96	1%	146	1%
Divorced	931	11%	1,167	12%	1,200	12%
Widowed	530	6%	677	7%	654	6%
Never Married	1,760	20%	1,952	20%	2,396	23%
Total Pop Ages 15+ (sum)	8,724	100%	9,718	100%	10,319	100%
Census Pop Ages 15+	8,727	100%	9,718	100%	10,319	100%

Source: Underlying data provided by the 2000 and 2010 Decennial Census with 2019 Estimates provided by Experian Decision Analytics. Exhibit and analysis prepared by LandUseUSA | Urban Strategies on behalf of the City of Portage, Michigan; March 2020.

Commercial Market Parameters | Education, Employment, Professions 2-Mile Radius | Lake Center District | Portage, Michigan

	2000	2000	2010	2010	2019	2019
	Census	Share	Census	Share	Estimates	Share
Educational Attainment						
Grade K - 8	108	1%	33	0%	39	0%
Grade 9 - 11	418	6%	286	3%	291	3%
High School Graduate	1,950	26%	1,891	22%	1,850	21%
Some College, No Degree	2,019	27%	1,885	22%	1,990	22%
Associates Degree	749	10%	994	12%	1,091	12%
Bachelor's Degree	1,474	19%	2,412	28%	2,328	26%
Graduate Degree	842	11%	1,037	12%	1,348	15%
No Schooling Completed	34	0%	3	0%	13	0%
Total Pop Ages 25+ (sum)	7,594	100%	8,542	100%	8,949	100%
	2000	2000	2010	2010	2019	2019
	Census	Share	Census	Share	Estimates	Share
Employment						
Total Labor Force	5,880	69%	6,105	64%	6,444	63%
Civilian, Employed	5,733	97%	5,756	94%	6,322	98%
Civilian, Unemployed	147	3%	342	6%	116	2%
In Armed Forces	0	0%	6	0%	6	0%
Not In Labor Force	2,697	31%	3,457	36%	3,713	37%
Total Pop Ages 16+ (sum)	8,577	100%	9,562	100%	10,157	100%
	2000	2000	2010	2010	2019	2019
	Census	Share	Census	Share	Estimates	Share
Professions						
% Blue Collar	1,885	33%	1,322	23%	1,608	25%
% White Collar	3,849	67%	4,435	77%	4,714	75%
Employed Ages 16+ (sum)	5,734	100%	5,756	100%	6,322	100%

Source: Underlying data provided by the 2000 and 2010 Decennial Census with 2019 Estimates provided by Experian Decision Analytics. Exhibit and analysis prepared by LandUseUSA | Urban Strategies on behalf of the City of Portage, Michigan; March 2020.

Population Market Parameters | Age, Income, Marital Status
 5-Mile Radius and 15-Minute Drive Time | Lake Center District

	2000	2000	2010	2010	2019	2019
Population by Age	Census	Share	Census	Share	Estimates	Share
0 to 4	4,056	6.7%	4,187	6.7%	4,253	6.4%
5 to 14	8,925	14.8%	8,565	13.7%	8,576	13.0%
15 to 19	3,926	6.5%	4,047	6.5%	3,904	5.9%
20 to 24	3,854	6.4%	3,748	6.0%	4,449	6.7%
25 to 34	8,393	13.9%	8,554	13.6%	9,149	13.8%
35 to 44	9,856	16.4%	8,231	13.1%	8,385	12.7%
45 to 54	8,872	14.7%	9,307	14.8%	8,320	12.6%
55 to 64	5,250	8.7%	7,775	12.4%	8,470	12.8%
65 to 74	3,821	6.3%	4,407	7.0%	6,299	9.5%
75 to 84	2,458	4.1%	2,748	4.4%	2,940	4.5%
85+	768	1.3%	1,172	1.9%	1,316	2.0%
Total Population (sum)	60,178	100%	62,741	100%	66,061	100%
Median Age	36	.	38	.	38	.
Per Capita Income	\$24,195	.	\$27,897	.	\$35,010	.
	2000	2000	2010	2010	2019	2019
Marital Status Ages 15+	Census	Share	Census	Share	Estimates	Share
Married, Spouse Present	26,543	56%	25,568	51%	27,469	52%
Married, Spouse Absent	1,078	2%	1,163	2%	1,277	2%
Divorced	4,879	10%	5,554	11%	6,135	12%
Widowed	2,839	6%	2,841	6%	2,590	5%
Never Married	11,826	25%	14,863	30%	15,762	30%
Total Pop Ages 15+ (sum)	47,165	100%	49,989	100%	53,233	100%
Census Pop Ages 15+	47,198	100%	49,989	100%	53,233	100%

Source: Underlying data provided by the 2000 and 2010 Decennial Census with 2019 Estimates provided by Experian Decision Analytics. Exhibit and analysis prepared by LandUseUSA | Urban Strategies on behalf of the City of Portage, Michigan; March 2020.

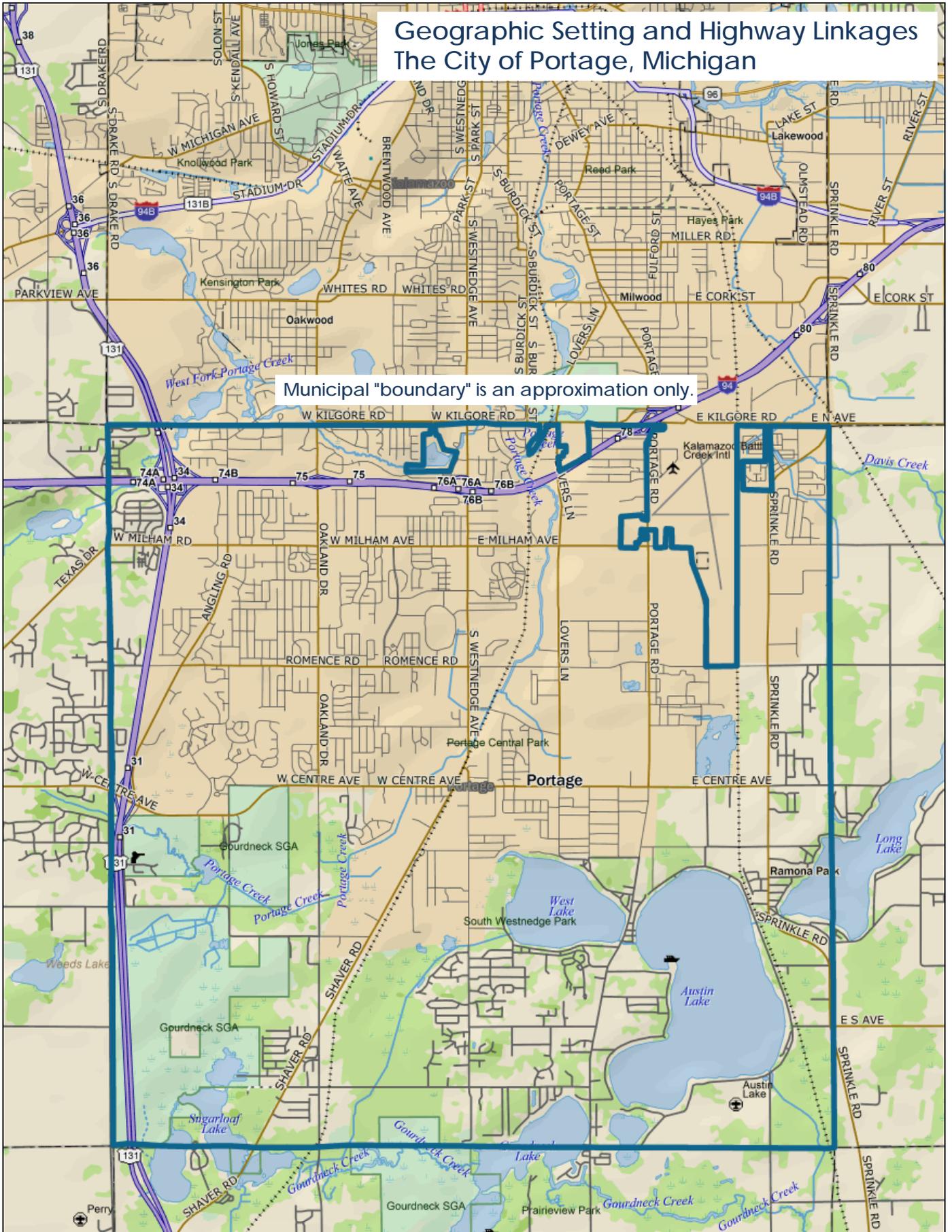
Commercial Market Parameters | Education, Employment, Professions
 5-Mile Radius | Lake Center District | Portage, Michigan

	2000	2000	2010	2010	2019	2019
	Census	Share	Census	Share	Estimates	Share
Educational Attainment						
Grade K - 8	730	2%	310	1%	277	1%
Grade 9 - 11	2,320	6%	1,715	4%	1,601	4%
High School Graduate	9,718	25%	9,912	23%	9,712	22%
Some College, No Degree	9,780	25%	9,886	23%	10,473	23%
Associates Degree	3,124	8%	4,283	10%	4,894	11%
Bachelor's Degree	8,668	22%	10,751	25%	11,042	25%
Graduate Degree	4,879	12%	5,155	12%	6,696	15%
No Schooling Completed	145	0%	182	0%	185	0%
Total Pop Ages 25+ (sum)	39,364	100%	42,194	100%	44,880	100%
	2000	2000	2010	2010	2019	2019
	Census	Share	Census	Share	Estimates	Share
Employment						
Total Labor Force	33,120	71%	32,911	67%	34,777	66%
Civilian, Employed	31,751	96%	30,258	92%	33,821	97%
Civilian, Unemployed	1,333	4%	2,560	8%	855	2%
In Armed Forces	36	0%	93	0%	101	0%
Not In Labor Force	13,242	29%	16,203	33%	17,606	34%
Total Pop Ages 16+ (sum)	46,362	100%	49,114	100%	52,383	100%
	2000	2000	2010	2010	2019	2019
	Census	Share	Census	Share	Estimates	Share
Professions						
% Blue Collar	10,266	32%	8,935	30%	10,452	31%
% White Collar	21,474	68%	21,323	70%	23,369	69%
Employed Ages 16+ (sum)	31,740	100%	30,258	100%	33,821	100%

Source: Underlying data provided by the 2000 and 2010 Decennial Census with 2019 Estimates provided by Experian Decision Analytics. Exhibit and analysis prepared by LandUseUSA | Urban Strategies on behalf of the City of Portage, Michigan; March 2020.

Geographic Setting and Highway Linkages The City of Portage, Michigan

Municipal "boundary" is an approximation only.



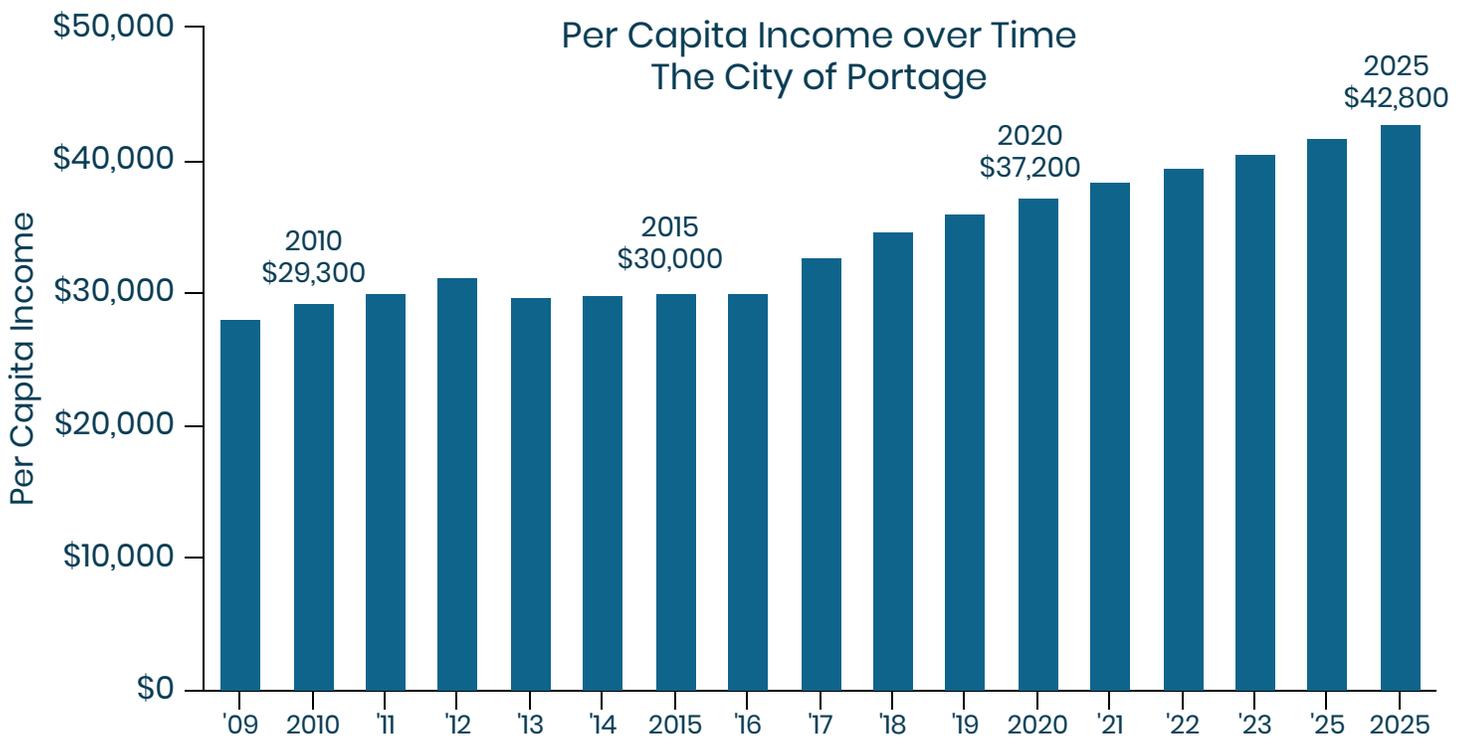
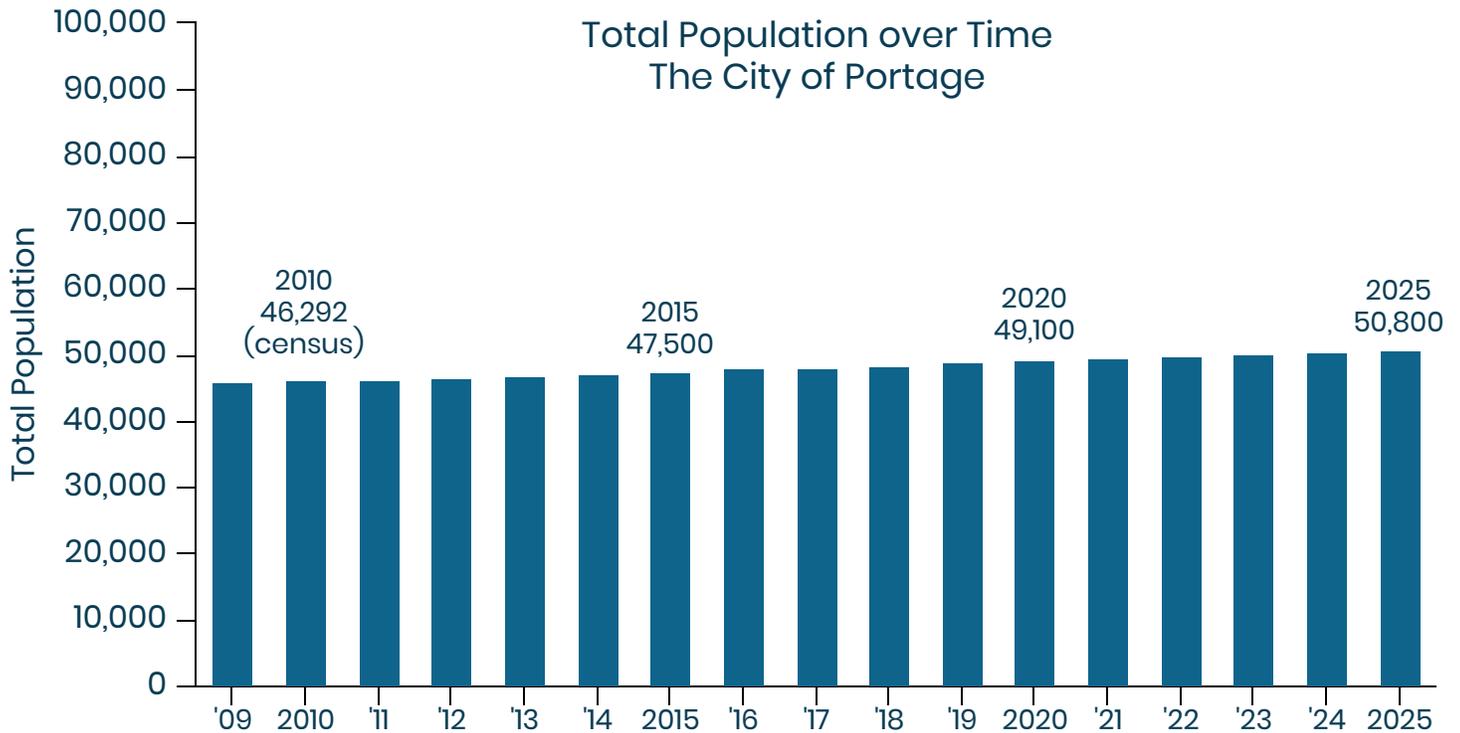
Underlying map provided by Delorme; exhibit prepared by LandUseUSA
Urban Strategies for the City of Portage; March, 2020.



1" = 1,270 ft

Population and Income | Portage

Population and per capita income are used to forecast retail expenditure potential.



Underlying data by the Decennial Census and American Community Survey (ACS) through the year 2018. Analysis, forecasts, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; April 2020.



Population Market Parameters | Age, Income, Marital Status

The City of Portage, Michigan

	2000	2000	2010	2010	2019	2019
Population by Age	Census	Share	Census	Share	Estimates	Share
0 to 4	3,080	7%	3,088	7%	3,089	6%
5 to 14	6,756	15%	6,416	14%	6,393	13%
15 to 19	2,848	6%	2,986	6%	2,927	6%
20 to 24	2,684	6%	2,653	6%	3,237	7%
25 to 34	6,202	14%	6,187	13%	6,594	14%
35 to 44	7,174	16%	6,180	13%	6,245	13%
45 to 54	6,560	15%	6,775	15%	6,126	13%
55 to 64	3,898	9%	5,697	12%	6,189	13%
65 to 74	2,867	6%	3,246	7%	4,701	10%
75 to 84	1,821	4%	2,150	5%	2,275	5%
85+	541	1%	907	2%	1,025	2%
Total Population (sum)	44,430	100%	46,284	100%	48,800	100%
Median Age	36	.	38	.	38	.
Per Capita Income	\$25,218	.	\$29,300	.	\$36,000	.
	2000	2000	2010	2010	2019	2019
Marital Status Ages 15+	Census	Share	Census	Share	Estimates	Share
Married, Spouse Present	19,971	58%	19,133	52%	20,364	52%
Married, Spouse Absent	747	2%	911	2%	1,031	3%
Divorced	3,381	10%	4,002	11%	4,365	11%
Widowed	2,119	6%	2,104	6%	2,000	5%
Never Married	8,388	24%	10,629	29%	11,460	29%
Total Pop Ages 15+ (sum)	34,606	100%	36,779	100%	39,220	100%
Census Pop Ages 15+	34,593	100%	36,780	100%	39,220	100%

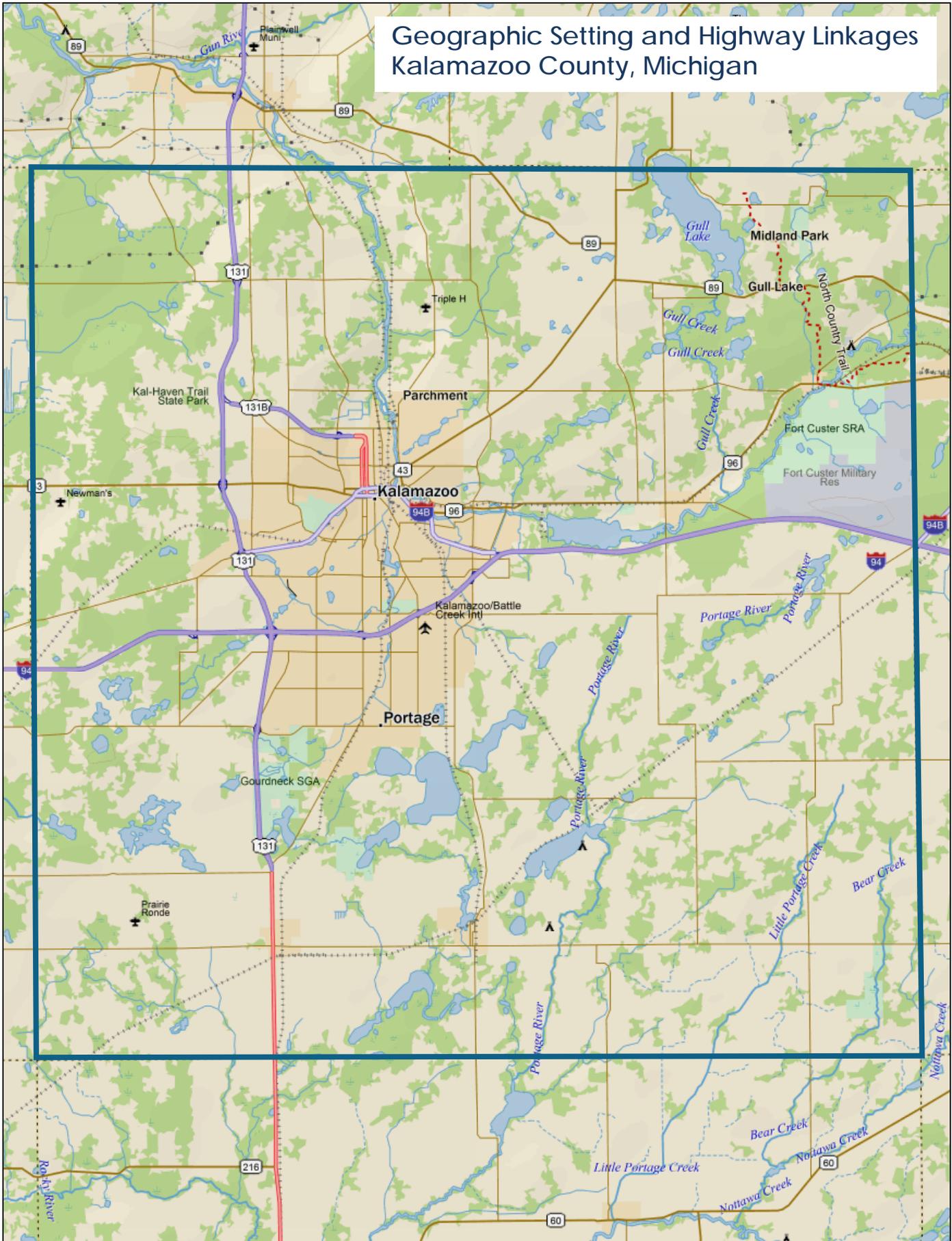
Source: Underlying data provided by the 2000 and 2010 Decennial Census with 2019 Estimates provided by Experian Decision Analytics. Exhibit and analysis prepared by LandUseUSA | Urban Strategies on behalf of the City of Portage, Michigan; March 2020.

Commercial Market Parameters | Education, Employment, Professions The City of Portage, Michigan

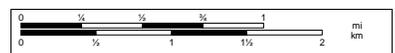
	2000	2000	2010	2010	2019	2019
	Census	Share	Census	Share	Estimates	Share
Educational Attainment						
Grade K - 8	502	2%	210	1%	181	1%
Grade 9 - 11	1,524	5%	1,154	4%	1,103	3%
High School Graduate	6,853	24%	6,620	21%	6,606	20%
Some College, No Degree	6,798	23%	7,243	23%	7,554	23%
Associates Degree	2,470	9%	3,172	10%	3,619	11%
Bachelor's Degree	6,835	24%	8,716	28%	8,771	27%
Graduate Degree	3,943	14%	3,946	13%	5,142	16%
No Schooling Completed	128	0%	79	0%	96	0%
Total Pop Ages 25+ (sum)	29,053	100%	31,140	100%	33,071	100%
	2000	2000	2010	2010	2019	2019
	Census	Share	Census	Share	Estimates	Share
Employment						
Total Labor Force	24,173	71%	24,108	67%	25,519	66%
Civilian, Employed	23,276	96%	22,316	93%	24,886	98%
Civilian, Unemployed	887	4%	1,756	7%	596	2%
In Armed Forces	10	0%	36	0%	37	0%
Not In Labor Force	9,838	29%	12,024	33%	13,065	34%
Total Pop Ages 16+ (sum)	34,011	100%	36,132	100%	38,584	100%
	2000	2000	2010	2010	2019	2019
	Census	Share	Census	Share	Estimates	Share
Professions						
% Blue Collar	7,155	31%	5,955	27%	7,043	28%
% White Collar	16,143	69%	16,361	73%	17,843	72%
Employed Ages 16+ (sum)	23,298	100%	22,316	100%	24,886	100%

Source: Underlying data provided by the 2000 and 2010 Decennial Census with 2019 Estimates provided by Experian Decision Analytics. Exhibit and analysis prepared by LandUseUSA | Urban Strategies on behalf of the City of Portage, Michigan; March 2020.

Geographic Setting and Highway Linkages Kalamazoo County, Michigan



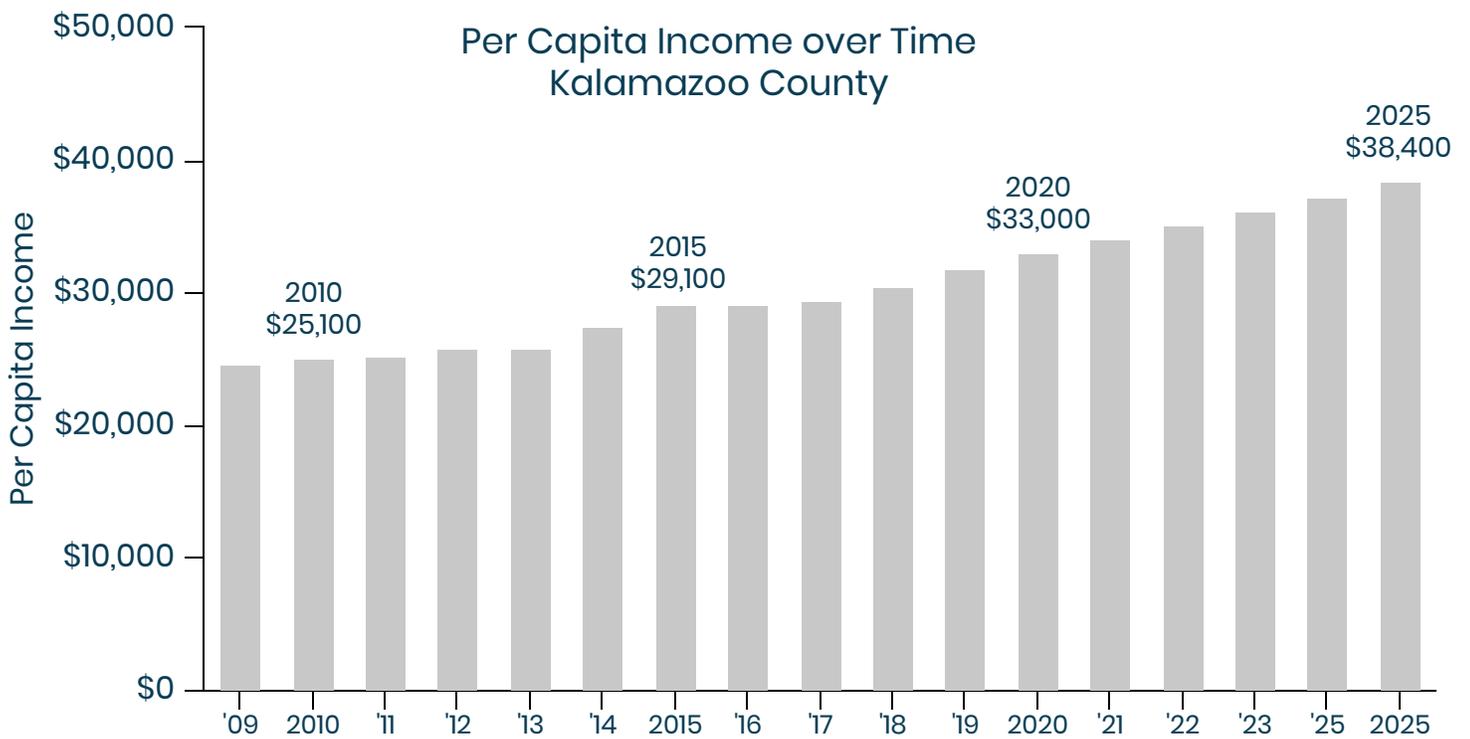
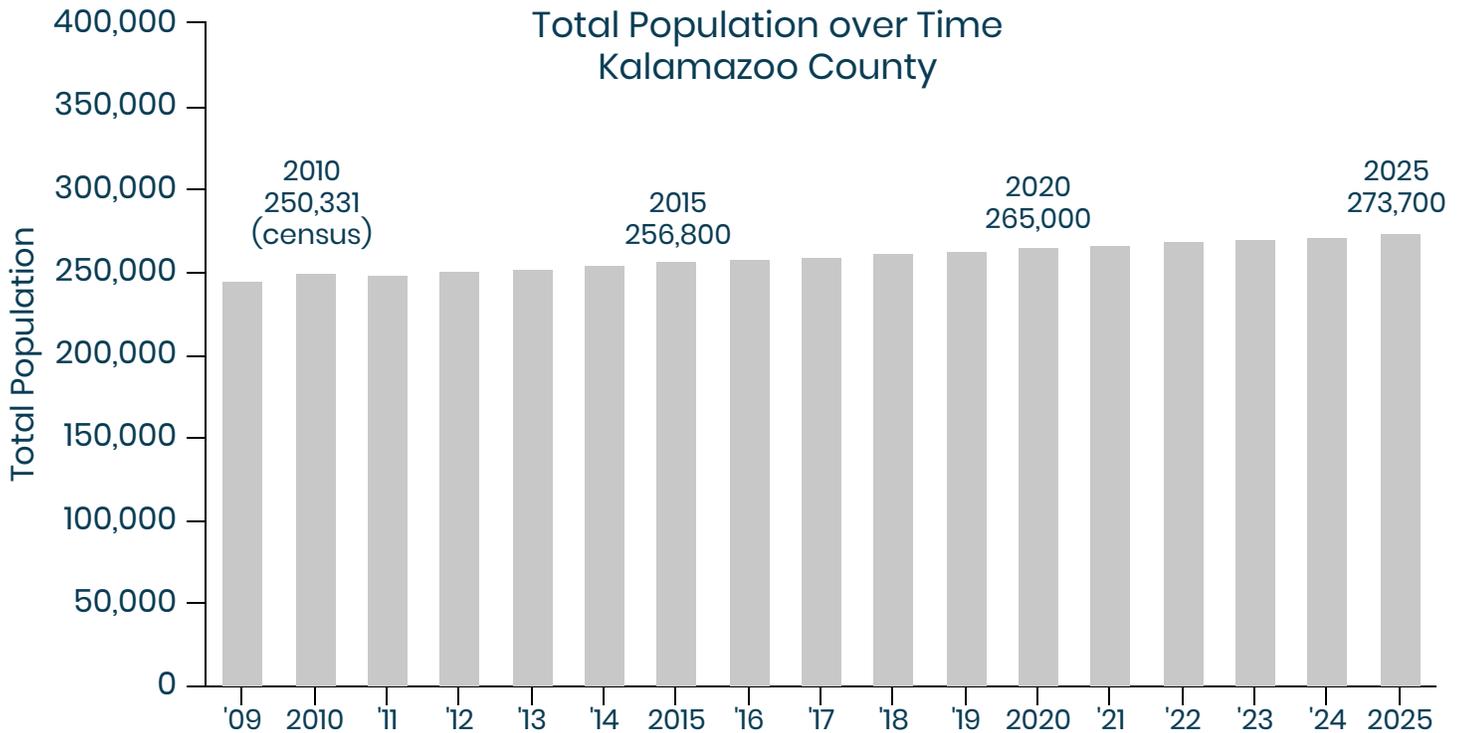
Underlying map provided by Delorme; exhibit prepared by LandUseUSA
Urban Strategies for the City of Portage; March, 2020.



1" = 4,155 ft

Population and Income | Kazoo Co

Population and per capita income are used to forecast retail expenditure potential.



Underlying data by the Decennial Census and American Community Survey (ACS) through the year 2018. Analysis, forecasts, and exhibit prepared by LandUseUSA | Urban Strategies for the City of Portage; April 2020.



Population Market Parameters | Age, Income, Marital Status Kalamazoo County, Michigan

	2000	2000	2010	2010	2019	2019
Population by Age	Census	Share	Census	Share	Estimates	Share
0 to 4	15,373	6%	15,646	6%	15,882	6%
5 to 14	32,829	14%	31,607	13%	31,683	12%
15 to 19	19,880	8%	19,456	8%	18,558	7%
20 to 24	25,416	11%	27,752	11%	32,061	12%
25 to 34	32,432	14%	33,196	13%	35,506	13%
35 to 44	35,242	15%	29,588	12%	30,276	11%
45 to 54	31,440	13%	33,674	13%	29,765	11%
55 to 64	18,877	8%	28,632	11%	31,170	12%
65 to 74	14,158	6%	15,933	6%	22,374	8%
75 to 84	9,367	4%	10,052	4%	10,722	4%
85+	3,597	2%	4,795	2%	5,302	2%
Total Population (sum)	238,611	100%	250,331	100%	263,300	100%
Median Age	33	.	34	.	34	.
Per Capita Income	\$21,322	.	\$25,200	.	\$31,800	.
	2000	2000	2010	2010	2019	2019
Marital Status Ages 15+	Census	Share	Census	Share	Estimates	Share
Married, Spouse Present	90,980	48%	88,544	44%	93,256	44%
Married, Spouse Absent	9,399	5%	5,163	3%	6,346	3%
Divorced	18,728	10%	21,265	10%	23,706	11%
Widowed	10,504	6%	10,549	5%	10,413	5%
Never Married	60,755	32%	77,557	38%	80,451	38%
Total Pop Ages 15+ (sum)	190,366	100%	203,078	100%	214,172	100%
Census Pop Ages 15+	190,409	100%	203,078	100%	214,172	100%

Source: Underlying data provided by the 2000 and 2010 Decennial Census with 2019 Estimates provided by Experian Decision Analytics. Exhibit and analysis prepared by LandUseUSA | Urban Strategies on behalf of the City of Portage, Michigan; March 2020.

Commercial Market Parameters | Education, Employment, Professions Kalamazoo County, Michigan

	2000	2000	2010	2010	2019	2019
	Census	Share	Census	Share	Estimates	Share
Educational Attainment						
Grade K - 8	3,633	3%	2,022	1%	1,874	1%
Grade 9 - 11	11,962	8%	8,831	6%	7,938	5%
High School Graduate	37,620	26%	39,310	25%	37,473	23%
Some College, No Degree	35,148	24%	37,545	24%	39,440	24%
Associates Degree	10,765	7%	13,568	9%	15,609	10%
Bachelor's Degree	27,587	19%	34,115	22%	36,338	22%
Graduate Degree	17,602	12%	19,502	13%	24,333	15%
No Schooling Completed	674	0%	977	1%	914	1%
Total Pop Ages 25+ (sum)	144,991	100%	155,870	100%	163,919	100%
	2000	2000	2010	2010	2019	2019
	Census	Share	Census	Share	Estimates	Share
Employment						
Total Labor Force	129,372	69%	131,205	66%	136,520	65%
Civilian, Employed	120,721	93%	117,407	89%	131,566	96%
Civilian, Unemployed	8,565	7%	13,478	10%	4,604	3%
In Armed Forces	86	0%	320	0%	350	0%
Not In Labor Force	58,125	31%	68,758	34%	74,541	35%
Total Pop Ages 16+ (sum)	187,497	100%	199,963	100%	211,061	100%
	2000	2000	2010	2010	2019	2019
	Census	Share	Census	Share	Estimates	Share
Professions						
% Blue Collar	45,033	37%	42,881	37%	49,147	37%
% White Collar	75,685	63%	74,526	63%	82,419	63%
Employed Ages 16+ (sum)	120,718	100%	117,407	100%	131,566	100%

Source: Underlying data provided by the 2000 and 2010 Decennial Census with 2019 Estimates provided by Experian Decision Analytics. Exhibit and analysis prepared by LandUseUSA | Urban Strategies on behalf of the City of Portage, Michigan; March 2020.

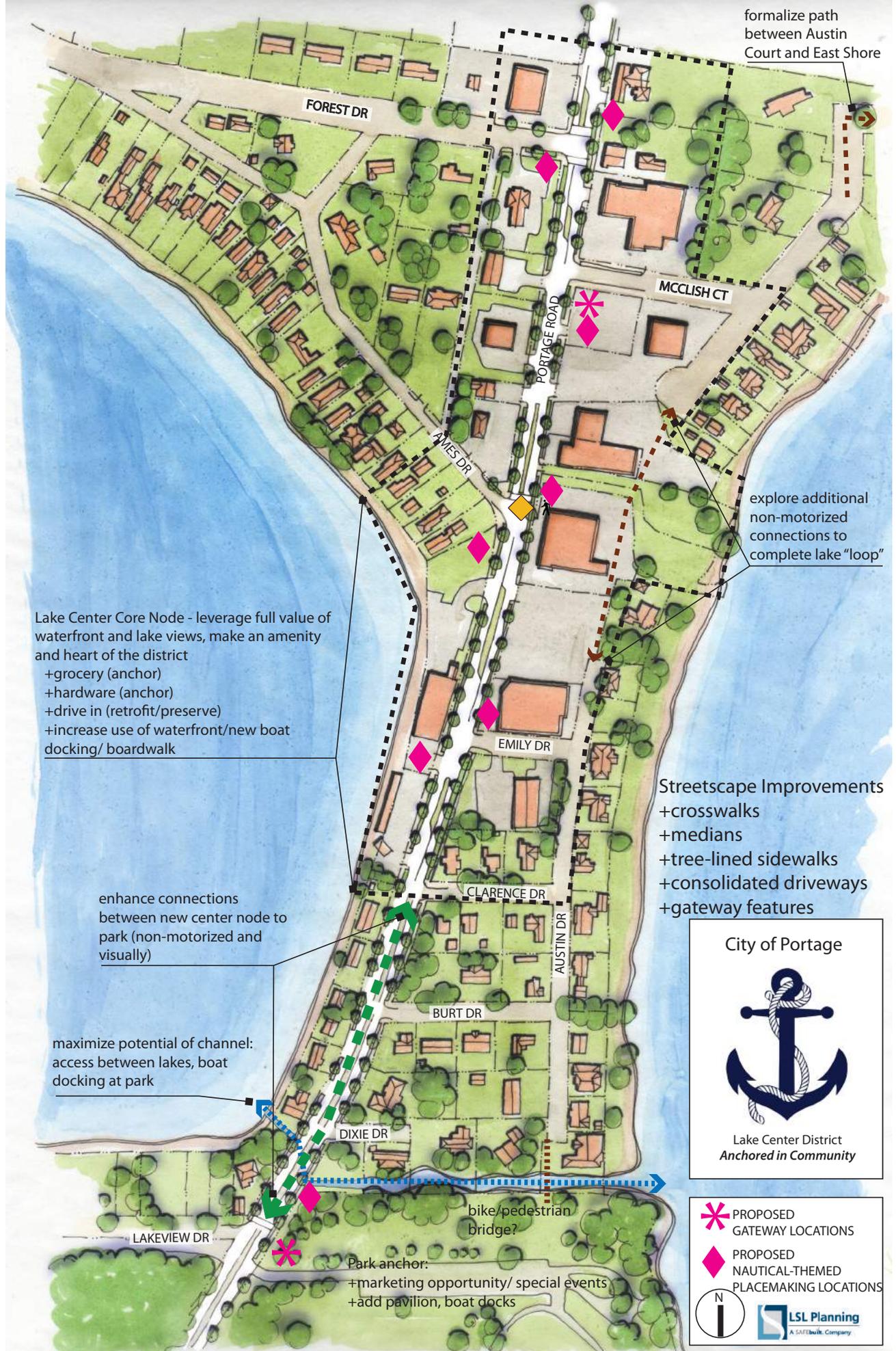
Section **F**

2014 Comprehensive Plan (Reference)



PORTAGE

A Great Place to Work



formalize path between Austin Court and East Shore

explore additional non-motorized connections to complete lake "loop"

Lake Center Core Node - leverage full value of waterfront and lake views, make an amenity and heart of the district
 +grocery (anchor)
 +hardware (anchor)
 +drive in (retrofit/preserve)
 +increase use of waterfront/new boat docking/ boardwalk

enhance connections between new center node to park (non-motorized and visually)

maximize potential of channel: access between lakes, boat docking at park

Streetscape Improvements
 +crosswalks
 +medians
 +tree-lined sidewalks
 +consolidated driveways
 +gateway features

City of Portage

Lake Center District
Anchored in Community

PROPOSED GATEWAY LOCATIONS (pink asterisk symbol)

PROPOSED NAUTICAL-THEMED PLACEMAKING LOCATIONS (pink diamond symbol)

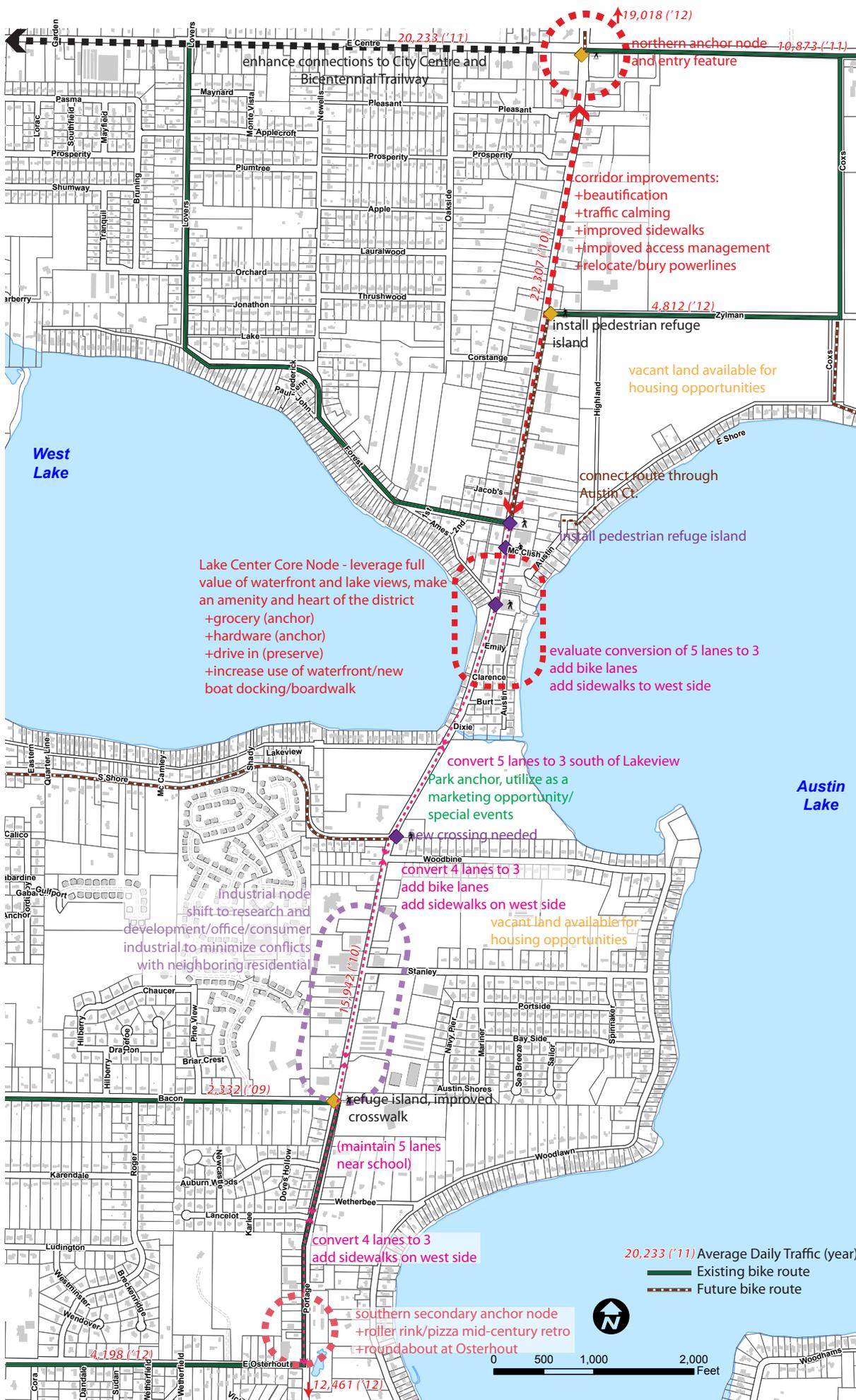
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LSL Planning
 A SAFEbuilt Company

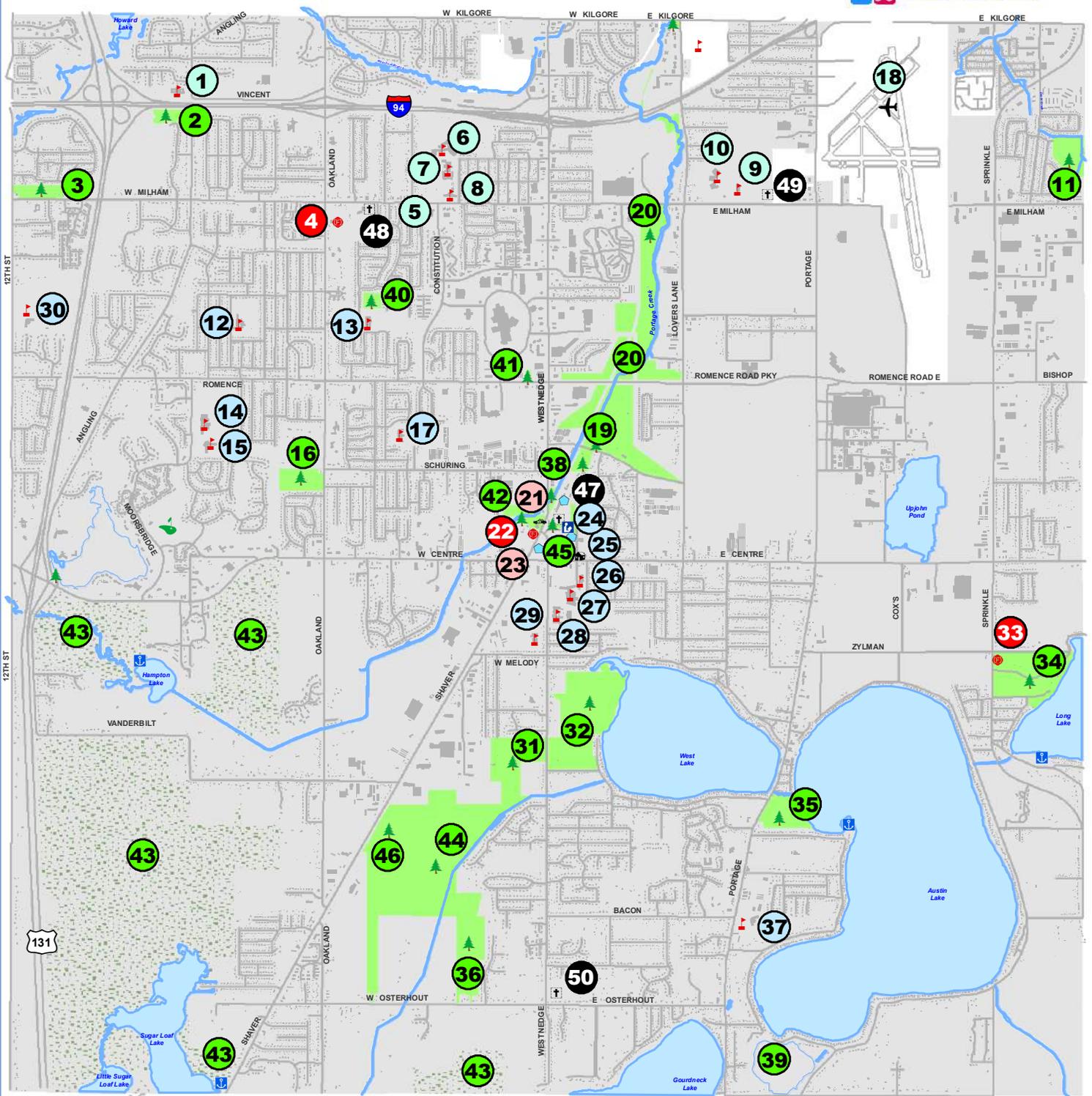
Park anchor:
 +marketing opportunity/ special events
 +add pavilion, boat docks

bike/pedestrian bridge?

Lake Center Corridor Recommendations; 2014.



Lake Center Corridor Recommendations; 2014.



Community Facilities Map

March 2014

- Cemeteries
- Fire Stations
- Municipal Buildings
- Public/Institutional
- Recreation/State Game Area
- State Game Area Boundaries
- City Recreation Boundaries

Sources: City of Portage, MCGI

- 1 Angling Road Elementary School
- 2 Harbors West Park
- 3 Westfield Park
- 4 Fire Station #2
- 5 Post Office
- 6 Portage Northern High School
- 7 Portage North Middle School
- 8 Portage Community Education Center
- 9 Kalamazoo Regional Education Service Agency (KRESA)
- 10 WoodsEdge Learning Center (KRESA)
- 11 Lexington Green Park
- 12 Amberly Elementary School
- 13 Haverhill Elementary School
- 14 Portage West Middle School
- 15 Moorsbridge Elementary School
- 16 Oakland Drive Park
- 17 Woodland Elementary School
- 18 Kalamazoo/Battle Creek International Airport
- 19 Celery Flats Interpretive Center
- 20 Portage Creek Bicentennial Park
- 21 Police Station
- 22 Fire Station #1
- 23 City Hall
- 24 Library
- 25 Senior Center
- 26 Portage School Administration
- 27 Portage Central High School
- 28 Portage Central Middle School
- 29 Portage Central Elementary School
- 30 12th Street Elementary School
- 31 South Westnedge Park
- 32 West Lake Nature Preserve
- 33 Fire Station #3
- 34 Ramona Park
- 35 Lakeview Park
- 36 Schrier Park
- 37 Lake Central Elementary School
- 38 Liberty Park
- 39 Mandigo Marsh
- 40 Haverhill Park
- 41 Millennium Park
- 42 Central Park/Bandshell
- 43 State Game Area
- 44 Bishops Bog
- 45 Veterans Memorial Park
- 46 Eliason Nature Reserve
- 47 Portage Central Cemetery
- 48 Day Prairie Cemetery
- 49 Indian Fields Cemetery
- 50 South Cemetery



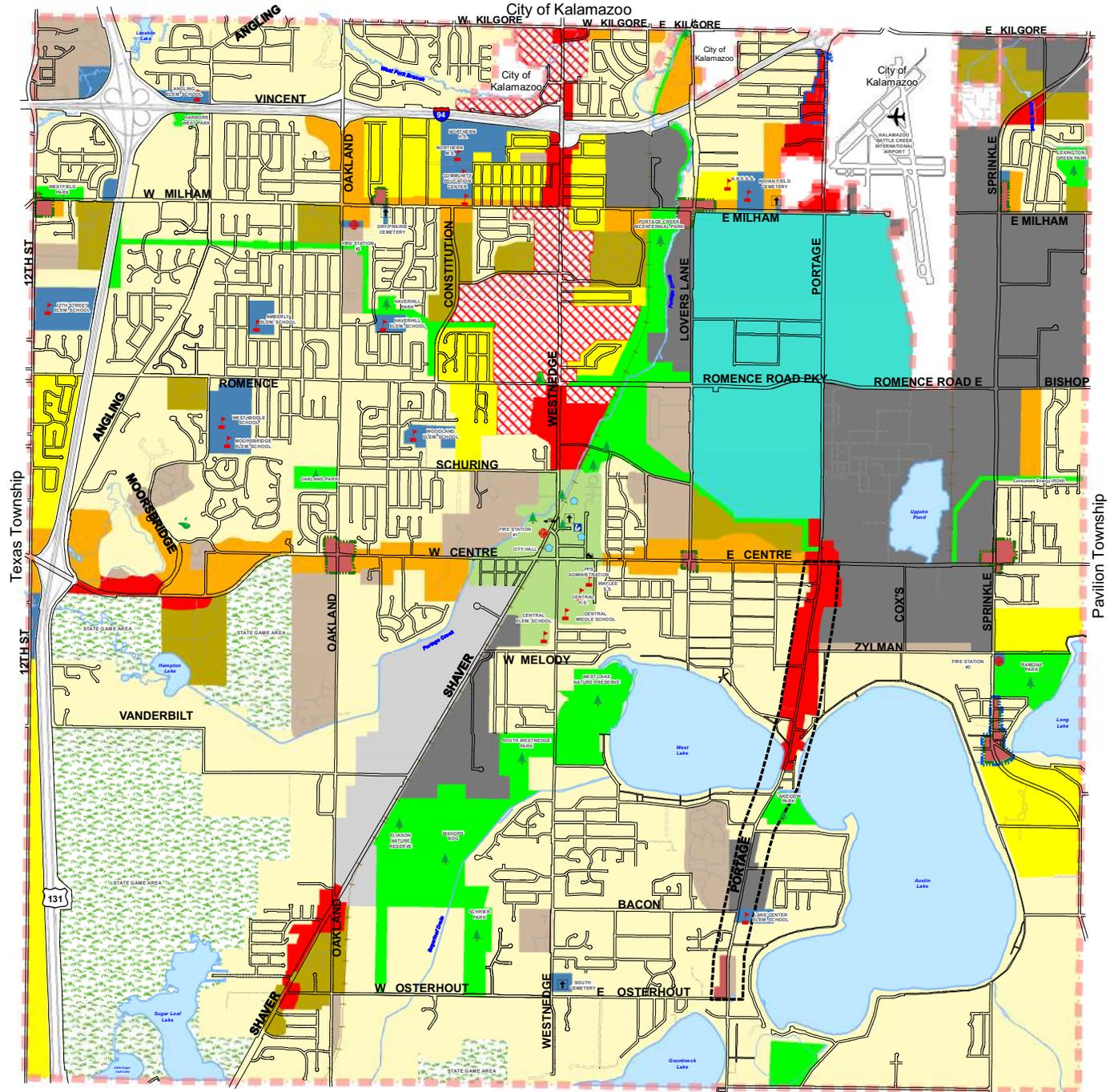
Future Land Use Map

Legend

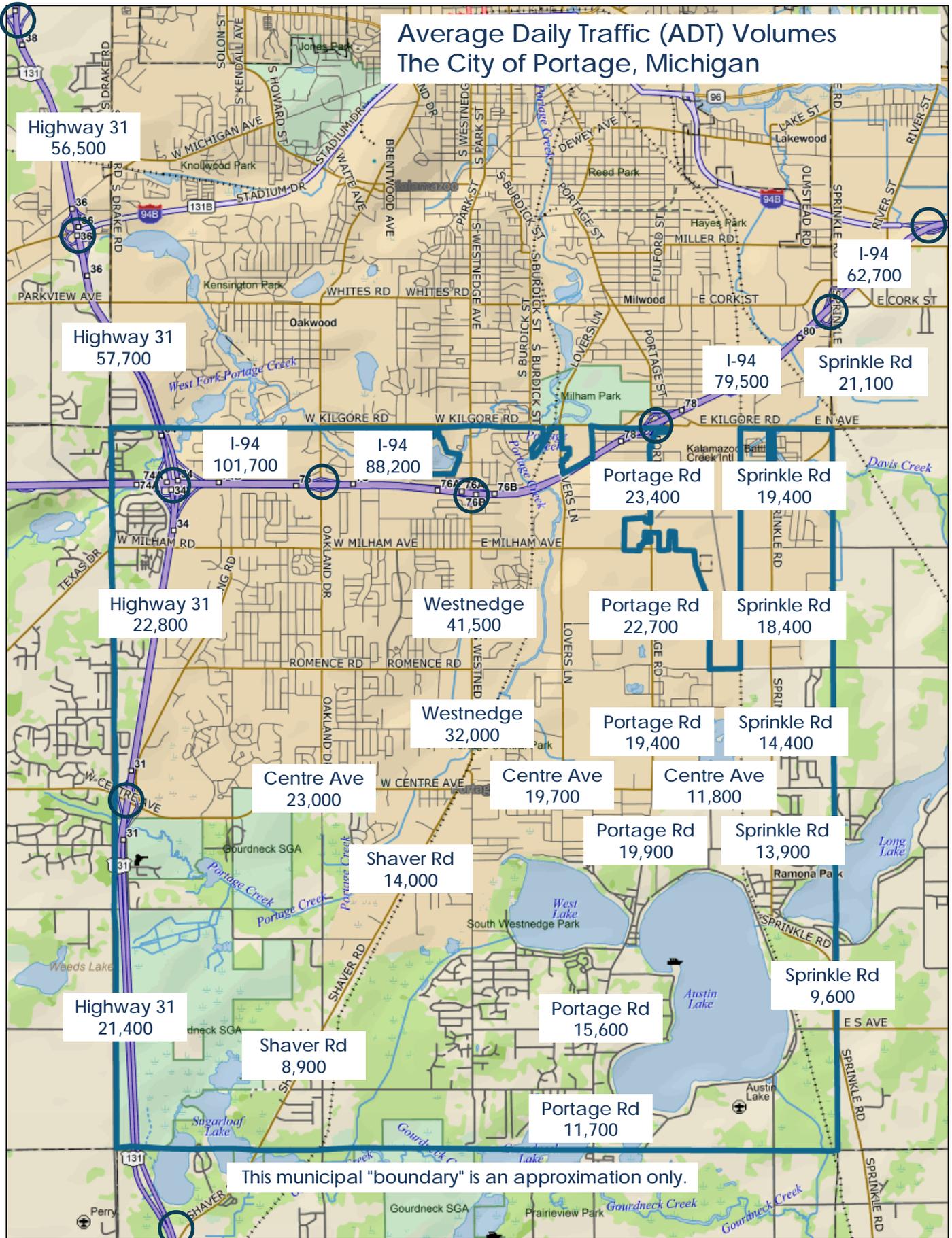
-  Low Density Residential
-  Single-Family Detached-Medium Density Residential
-  Medium-Density Residential
-  High Density Residential
-  Local Business
-  Regional Business
-  General Business
-  General Industrial
-  Shaver Road Business Corridor
-  Research, Development & Technology
-  Office
-  Park / Recreation
-  Gourneck State Game Area
-  Public
-  City Centre
-  Secondary Commercial Node
-  Commercial Revitalization Area
-  Lake Center Subarea
-  Airport
-  Cemetery
-  City Park
-  Court
-  Fire Station
-  Golf Course
-  Library
-  Municipal
-  P.C.O.C.
-  Police
-  Public School
-  CITY BOUNDARY



1 inch = 3,200 feet



Average Daily Traffic (ADT) Volumes The City of Portage, Michigan



Underlying map provided by Delorme; exhibit prepared by LandUseUSA Urban Strategies for the City of Portage; March, 2020. Average Daily Traffic (ADT) along highways are 2018 volumes provided by the Michigan Department of Transportation (MDOT). Circles indicate the highway interchanges. Local volumes are for 2019 and provided by the Kalamazoo Transportation Study (KATS).